

CT BOARD OF REGENTS FOR HIGHER EDUCATION

CT STATE COLLEGES AND UNIVERSITIES (CSCU) SYSTEM

AGENDA – REGULAR MEETING

10:00 a.m., Tuesday, September 19, 2017

Community Classrooms (W100 and W101), Quinebaug Valley Community College
742 Upper Maple Street, Danielson, CT

1. Call to Order, Roll Call and Declaration of Quorum

2. Adoption of Agenda

3. Welcome – QVCC President Carlee Drummer

4. Opportunity to Address the Board*

5. CSCU President Mark E. Ojakian

6. Board of Regents Chairman Matt Fleury

7. Approval of Previous Meeting Minutes

8. Consent Agenda

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vi.	American Studies – Undergrad Certificate – Central CSU	12
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viii.	Ecology and Environmental Science – Option B – Central CSU	16
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	[Eliminate Provisional Level]	
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	[Level 1-4 – Reduce # credits]	
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9. Academic & Student Affairs Committee – Merle Harris, Chair

- a) Policy for the Establishment of Centers & Institutes – Central CSU 96
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- c) *Information Item - Change in IT Policy pertaining to Research on Human Subjects* 127

10. Audit Committee – Eleese Wright*No Exhibit***11. Finance & Infrastructure Committee – Richard J. Balducci, Chair**

- a) FY 2018 Budget/Spending Plan for CSCU 129
- b) New Haven's 21st Century Strong Magnet School & SCSU Lab School 176
- c) *Information Item - CSCU 2020 Update* 201
- d) *Information Item - Lease/License/MOU space update* 209

12. HR & Administration Committee – Naomi Cohen, Chair*No Exhibit***13. Executive Committee – Matt Fleury, Chair***No Exhibit/No Report***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 minutes total, followed by 15 minutes for the faculty, staff and public. The lists will be available in the meeting room for sign-up beginning at 9:00 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) Terminations

- i. Sustainable Landscape Ecology Technician – Certificate – Three Rivers CC
- ii. Alternative Fuel Vehicle – Certificate – Gateway CC
- iii. Advanced Automotive Technology – Certificate – Gateway CC
- iv. Alternative Energy Transportation Technology – Certificate – GWCC
- v. Social Studies – Post Bac Certificate – Central CSU
- vi. American Studies – Undergrad Certificate – Central CSU
- vii. Art History – Option B – Central CSU
- viii. Ecology and Environmental Science – Option B – Central CSU
- ix. Health Psychology – Option M – Central CSU
- x. Human Growth and Development – Option B – Central CSU
- xi. Language and Computation – Option B – Central CSU
- xii. Technology Management – Option B – Central CSU
- xiii. Occupational Therapy Asst. – AS – Housatonic CC

b) New Programs

- i. Educational Studies – Advanced MS – Eastern CSU
- ii. Criminal Justice – Concentration to Major - BS – Charter Oak SC
- iii. Public Safety Administration - Concentration to Major - BS – Charter Oak SC
- iv. Sociology - Concentration to Major - BA – Charter Oak SC
- v. Health Care Administration – MS – Charter Oak SC
- vi. Health Informatics – MS – Charter Oak SC
- vii. OCP in Accounting – Certificate – Central CSU

c) Modifications

- i. Fire Technology and Administration – AS – Gateway CC
- ii. CT Parenting Educator Credential – Undergraduate Certificate – Charter Oak SC
[Eliminate Provisional Level]
- iii. CT Parenting Educator Credential – Undergraduate Certificate – Charter Oak SC
[Level 1-4 – Reduce # credits]
- iv. Accounting – Post Bac C2 Certificate – Southern CSU
- v. Corrected CT BOR Resolution Public Utilities Management AS/BS pathway
Southern CSU portion of Gateway CC/Southern CSU

d) Accreditations - Institutions

- i. NEASC Interim 5 year report – Manchester CC
- ii. NEASC Interim 5 year report - Housatonic CC

e) CSU Professor Designation – David Levine Southern CSU

f) Change in Drop Policy – Community Colleges

g) Gas Line Easement to Eversource at Western CSU

h) Revised Mission Statement – Middlesex CC

ITEM

Termination of Sustainable Landscape Ecology Technician Certificate at Three Rivers Community College.

BACKGROUND**Summary**

Three Rivers Community College is proposing to terminate the Sustainable Landscape Ecology Technician certificate. This program has experienced low enrollment from year to year for the past 5 years (maximum of 4 students enrolled in certificate program). Two years ago, Three Rivers Community College's previous administration incorrectly reported and informed program coordinator (PC) that the Sustainable Landscape Ecology Technician certificate was terminated and therefore PC did not try to cultivate new students into the program hence no growth.

Rationale

Three Rivers Community College has identified insufficient student demand to sustain the Sustainable Landscape Ecology Technician Certificate, as evidenced in low enrollment.

Phase Out/Teach Out Strategy

There are 4 students currently enrolled in the Sustainable Landscape Ecology Technician Certificate. Each student will be contacted via email to inform them of the program termination, the effective date of the termination and phase out period, and the plan instituted to enable completion of their program requirements during the established phase out period. For students wishing to complete their certificate requirements, students will be able to work with the PC of the certificate to ensure that the student can substitute one of the courses that is no longer offered by taking an Independent Study at TRCC. For students wishing to change their program, students will be advised of all other possible alternatives.

Resources

No additional resources are required for this termination and no resource impacts related to faculty, physical facilities, equipment, library resources, etc. are anticipated with the termination of this low demand program.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Sustainable Landscape Ecology Technician leading to a certificate at Three Rivers Community College with a phase-out period until December 2018.

A True Copy:

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

ITEM

Termination of a program in Alternative Fuel Vehicle leading to an undergraduate certificate (C2) at Gateway Community College, effective immediately.

BACKGROUNDSummary

The Alternative Fuel Vehicle certificate has become obsolete. The courses in this certificate are now included in the standard Automotive programs (GM / Honda) since the hybrid vehicle is part of the mainstream production. No separate courses or certificates are necessary.

Rationale

Gateway Community College's Automotive Program has received strong encouragement from our automotive corporate sponsors to include the hybrid vehicle in our standard automotive programs (GM / Honda). To this end, our faculty have received training in this field; hybrid vehicles have been donated to the College to be used in our programs and the need for separate courses or certificates in the alternative fuel area are now unnecessary.

Phase Out/Teach Out Strategy

No phase out period is necessary. There are currently no students enrolled in this certificate.

Resources

None.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Alternative Fuel Vehicle Certificate at Gateway Community College with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Advanced Automotive Technology leading to an undergraduate certificate (C1) at Gateway Community College, effective immediately.

BACKGROUNDSummary

The Advanced Automotive Technology certificate has become obsolete. The content of the courses in this certificate are now included in the standard Comprehensive Automotive Repair and Service (CARS) program since the hybrid vehicle is part of the mainstream production. No separate courses or certificates are necessary.

Rationale

The Advanced Automotive Technology Certificate program has become obsolete.

Phase Out/Teach Out Strategy

No phase out period is necessary. There are currently no students enrolled in this certificate.

Resources

None.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Advanced Automotive Technology Certificate at Gateway Community College with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Alternative Energy Transportation Technology leading to an undergraduate certificate (C2) at Gateway Community College, effective immediately.

BACKGROUNDSummary

The Alternative Energy Transportation Technology certificate has become obsolete. The content of this certificate is now incorporated in the standard Automotive Technology corporate sponsored programs (GM / Honda). No separate courses or certificates are necessary.

Rationale

The Alternative Energy Transportation Technology Certificate program has become obsolete.

Phase Out/Teach Out Strategy

No phase out period is necessary. There are currently no students enrolled in this certificate.

Resources

None.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Alternative Energy Transportation Technology Certificate at Gateway Community College with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Social Studies leading to a Post-Baccalaureate Certificate at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Social Studies at Central Connecticut State University (CIP: 131318; OHE# 010608)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Social Studies leading to a Post-Baccalaureate Certificate degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in American Studies leading to a Certificate in American Studies at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in American Studies at Central Connecticut State University (CIP: 150102; OHE# 010277)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in American Studies leading to a Certificate in American Studies degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Art History leading to a Bachelor of Arts degree at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Art History at Central Connecticut State University (CIP: 500701; OHE# 011072)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Art History leading to a Bachelor of Arts degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Ecology & Environmental Science leading to a Bachelor of Science degree at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Ecology & Environmental Science at Central Connecticut State University
(CIP: 260101; OHE# 010653)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Ecology & Environmental Science leading to a Bachelor of Science degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Health Psychology leading to a Master of Arts degree at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Health Psychology at Central Connecticut State University (CIP: 420101; OHE# 010650)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Health Psychology leading to a Master of Arts degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Human Growth & Development leading to a Bachelor of Arts degree at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Human Growth & Development at Central Connecticut State University
(CIP: 131209; OHE# 010276)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Human Growth & Development leading to a Bachelor of Arts degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Language & Computation leading to a Bachelor of Arts Degree at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Language & Computation at Central Connecticut State University (CIP: 230101; OHE# 010162)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Language & Computation leading to a Bachelor of Arts degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Technology Management leading to a Bachelor of Science degree at Central Connecticut State University, effective 9/1/17. No phase out period required.

BACKGROUND

Summary: terminate the program in Technology Management at Central Connecticut State University (CIP: 150612; OHE# 008900)

Rationale: this program has had no completions since 2011, it has had no students in the program since 2011, and the faculty have no plans to support the program.

Phase Out/Teach Out Strategy: no students are in the program, so no phase out needed.

Resources: none required.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Technology Management leading to a Bachelor of Science degree at Central Connecticut State University with no phase-out period.

A True Copy:

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

ITEM

Termination of a program in Occupational Therapy Assistant leading to an Associate of Science degree at Housatonic Community College.

BACKGROUNDSummary

The Occupational Therapy Assistant program at Housatonic Community College will come to an end after 18 years on May of 2017.

Rationale

The OTA program has had low enrollment for many years. Because of this we have had successful outcomes in graduation rates, graduates becoming employed after graduation and 100% pass rate of the national certification exam. Low enrollment has been a concern of Administration for many years. We are an expensive program to run with accreditation, association fees and equipment budget running around 4,230.00 per year. We have two full time employees, one faculty and one ACL and two adjunct faculty members. Another consideration is that Clinical Practicum (fieldwork) sites are becoming more difficult to procure because of the changing and demanding restrictions which are being placed on practicing therapists who are our fieldwork supervisors. The fieldwork supervisor is expected to work with a student for 8 weeks for no monetary reward. Students need two 8 week placements in the spring semester in two different practice areas. We also have growing competition from the Master's degree programs in the area. And lastly, it was felt that because the American Occupational Therapy Association is considering requiring a Bachelor's degree for Occupational Therapy Assistant to coincide with the soon to be Doctoral requirement for the professional level Occupational Therapist, continuing the program and providing space in the new construction wasn't warranted.

Phase Out/Teach Out Strategy

The teach out strategy was in the works since this last class was admitted in September of 2014. Our present class was admitted as a three year part time program. Most of our students are older students who are employed and/or have families which they need to work around to complete their education and this intensive program. We have a class of 11 who have completed their course work and are in the process of completing their clinical practicums. They are all scheduled to graduate in May 2017. No other students have been admitted to the program and this is our final class.

Resources

The OTA classroom is in the process of demolition. All equipment has been donated or disposed of. We will need a locked storage space for student files. "Per the requirements of ACOTE Standard A.4.15: Records regarding student admission, enrollment, fieldwork, and achievement must be maintained and kept in a secure setting. Grades and credits for courses must be recorded on students' transcripts and permanently maintained by the sponsoring institution."

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Termination

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Occupational Therapy Assistant leading to an Associate in Science degree at Housatonic Community College with no phase-out period.

A True Copy:

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

ITEM: Licensure and accreditation of a Master of Science Degree in Educational Studies at Eastern Connecticut State University (ECSU) for a period of time concurrent with the institutional accreditation.

BACKGROUND

Summary: The new advanced master's degree will provide the same high quality education in a more efficient and integrated fashion. The degree has been developed by Eastern faculty with two major criteria 1) to help the advanced candidates further develop themselves into caring and competent professionals in their field of study, so they can positively impact the learning and development of P-12 students, and 2) to address the needs of educators in the State of Connecticut and also fulfill all of the requirements from accrediting agencies, in particular Master's Degree Policy Overview from the Connecticut State Board of Education (CSBE, Connecticut General Statutes Section 10-145b(g)), Standards for Advanced Programs from the Council for the Accreditation of Educator Preparation (CAEP), and the guidelines for graduate degree programs from the New England Association of Schools and Colleges (NEASC).

Need for the Program: Connecticut General Statutes (CGS, Section 10-145b(g)) requires that "Applicants for a *professional* educator certificate who are **first certified** in Connecticut **after** July 1, 2016, shall complete a minimum of 15 graduate credits of content or content pedagogy, either as part of or in addition to a master's degree." Inquiries from potential students at Eastern over the year indicate that a large number of practicing teachers/professionals are interested in a program that can fulfill the new state requirement of a minimum of 15 graduate credits of content or content pedagogy. The proposed Master of Science in Educational Studies fully meets the ever-changing needs of teachers and professionals in Connecticut. By streamlining the program requirements, we can offer fewer course sections with more robust enrollment numbers. In addition, this pedagogical and regulatory changes can be easily accommodated.

Curriculum: The curriculum has 31 credits including:

INTERDISCIPLINARY CORE COURSES

12 credits

- EDU 608 Principles of Educational Research
- EDU 617 Contemporary Literacies in the Content Areas
- EDU 619 Strategies for Modifying Content Instruction to English Learners
- EDU 680 Issues and Trends in Special Education

CONTENT/DISCIPLINE AREA STRAND AND ELECTIVES

15 credits

CULMINATING PROJECTS

4 credits

- EDU 693 Collaborative Data Literacy Project
- EDU 697 Culminating Research Project

Students: At least 51% of candidates admitted in this program will be practicing teachers and professionals associated with a school or school district. It is expected that approximately 70% of candidates admitted to this program will have jobs in the educational field. All students who complete the program will be better prepared for employment.

Faculty: Courses for the new master's degree program will be taught by existing faculty. Education faculty currently teach in the four existing master's degree programs along with the certification master's degree programs. By making this change, we will be creating a more efficient program that is more accessible to students.

Learning Resources: No additional learning resources are required.

Facilities: No additional facilities are required.

Fiscal Note: We plan to spend \$5,000 annually for program promotion and recruitment to let teachers know about this program. No additional resources are needed. If the program grows as we anticipate, we will need to add one or two adjunct faculty in the future to accommodate the program growth. This cost will be offset by additional revenue from full- and part-time students.

Review of Documents:

- a) Campus Review
- b) Campus Budget and Finance
- c) Campus President
- d) Academic Council
- e) System Office

Accreditation: Programs will continue to adhere to all state approval processes. There will be no impact on current or future national accreditation.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

Revised: 09/11/17

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Advanced Educational Studies leading to a Master of Science degree at Eastern Connecticut State University for a period of time concurrent with the institutional accreditation.

A True Copy:

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

STAFF REPORT
COMMITTEE

ACADEMIC AND STUDENT AFFAIRS

ITEM

Accreditation and licensure for BS with a major in Criminal Justice for Charter Oak State College

BACKGROUND

Summary: We are requesting both accreditation and licensure since this program has been offered as a concentration as part of Charter Oak's general studies degree since 2000. In addition, since we have 37 students currently enrolled in the program, we know that most of the will request a change to the major.

Over the years, the concentration has been changed to keep up with the profession and changes within requirements at other colleges in order to provide flexibility in transfer, while maintaining quality, and to meet the TAP requirements. The proposed major still allows for the flexibility. The major change is to add a victim advocacy track as an option in the criminal justice elective section of the degree. Once the major is approved, Charter Oak will also offer that track as a certificate. This track requires the development of 4 new courses.

Need for the Program: According to the Bureau of Labor Statistics job outlook data for 2014-24 there are ample jobs available in many areas of criminal justice from probation officers to detectives to victim advocates. Many of the students who are in our current program are police officers who need a bachelor's degree to advance in their profession. In addition, having the major makes the program more marketable and is easier for the student to explain and understand.

Curriculum: 120 credits. 42 in the major counting stats and psychology pre-requisites.

Students: 37 students are currently enrolled in the program. We expect the enrollment to grow to 50 once we can market it as a major. In addition, we have signed an agreement to offer this degree, along with other degrees, to the City of Alexandria, VA. We recently signed an agreement with the Massachusetts State Police.

Faculty: We have five adjunct faculty who currently teach in the program. We may have to hire one additional adjunct faculty to help develop and teach the new courses required for the track. However, since our faculty were involved in the development of the track, we have already identified the faculty who will develop most of the courses. All have experience teaching online, have expertise teaching similar courses, and have received excellent online teaching evaluations.

Learning Resources: No additional Learning Resources are required.

Facilities: Fully on-line program. No facility costs will be incurred.

Cost: All course development costs will be incurred fall 2017. The development costs will be recouped after course is offered the first time. There are no other new costs.

Review of Documents:

- a) Campus Review done
- b) Campus Budget and Finance done
- c) Campus President done
- d) Academic Council done
- e) System Office

Accreditation: No special accreditation being sought.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Criminal Justice leading to a Bachelor of Science degree at Charter Oak State College.

A True Copy:

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

ITEM

Accreditation and licensure for BS with a major in Public Safety Administration for Charter Oak State College

BACKGROUND

Summary: We are requesting both accreditation and licensure since this program has been offered as a concentration as part of Charter Oak's general studies degree since 2004. In addition, since we have 51 students currently enrolled in the program, we know that most of the will request a change to the major.

Over the years, the concentration has been changed to keep up with the profession. This concentration was reviewed this year as part of the BOR program review process and minor changes were made to a few of the courses. The students in the program must be in a public safety position to be eligible. Many are in security, homeland security, corrections, police, emergency management, military police, or other similar professions. Although this degree is not part of the TAP, if a student would be able to complete this major and still graduate within the 120 degree requirement. No new courses are being developed.

Need for the Program: According to the Bureau of Labor Statistics job outlook data Protective Services Occupations is expected to grow 4% to 24% by 2024, depending on the field. Since the students must be in the public safety profession to take this degree, most are looking at the degree for skills development and/or promotion. In addition, having the major makes the program more marketable and is easier for the student to explain and understand.

Curriculum: 120 credits. 36 in the major counting stats and psychology pre-requisites.

Students: 51 students are currently enrolled in the program. We expect the enrollment to grow to 55 once we can market it as a major. In addition, we have signed an agreement to offer this degree, along with other degrees, to the City of Alexandria, VA.

Faculty: We have five adjunct faculty who currently teach in the program.

Learning Resources: No additional Learning Resources are required.

Facilities: Fully on-line program. No facility costs will be incurred.

Cost: There are none costs.

Review of Documents:

- a) Campus Review done
- b) Campus Budget and Finance done
- c) Campus President done
- d) Academic Council done
- e) System Office

Accreditation: No special accreditation being sought.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Public Safety Administration leading to a Bachelor of Science degree at Charter Oak State College.

A True Copy:

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

ITEM

Accreditation and licensure for BA with a major in Sociology for Charter Oak State College

BACKGROUND

Summary: We are requesting both accreditation and licensure since this program has been offered as a concentration as part of Charter Oak's general studies degree for over 30 years. In addition, since we have 27 students currently enrolled in the program and an additional 14 who are using sociology courses as part of their liberal studies degree. We know that most of the students will move to the major once it becomes available.

Over the years, the concentration has been changed to keep up with the profession. This concentration was reviewed this year as part of the BOR program review process and minor changes were made to a few of the courses. This degree will fit into TAP.

Need for the Program: Sociology is one of those areas of study that doesn't prepare you for a specific field, but it prepares a person to work in a variety of fields such as research, policy analyst, counselling, community activism, and human resources because it teaches creativity, critical thinking, problem solving skills, how to understand diversity, etc. It is also a good stepping stone to graduate programs in social work, education, public policy. In addition, having the major makes the program more marketable and is easier for the student to explain and understand. It also puts us on a level playing field with our peer colleges who all have majors in sociology.

Curriculum: 120 credits. 39 in the major counting stats and psychology pre-requisites.

Students: 27 students are currently enrolled in the program. We expect the enrollment to grow to slightly once we can market it as a major.

Faculty: We have eight adjunct faculty who currently teach in the program.

Learning Resources: No additional Learning Resources are required.

Facilities: Fully on-line program. No facility costs will be incurred.

Cost: There are none costs.

Review of Documents:

- a) Campus Review done
- b) Campus Budget and Finance done
- c) Campus President done
- d) Academic Council done
- e) System Office

Accreditation: No special accreditation being sought.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Sociology leading to a Bachelor of Arts degree at Charter Oak State College.

A True Copy:

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

ITEM

Charter Oak State College--Licensure of Master of Science in Health Care Administration

BACKGROUNDSummary

Charter Oak State College is proposing to offer a Master of Science in Health Care Administration. This builds on the undergraduate programs in Health Care Administration, Health Studies, and Health Information Management. The program is totally online so it is in line with the mission of the institution.

Need for the Program

According to U.S. Bureau of Labor Statistics, employment of medical and health services managers is projected to grow 23% from 2012-2022. Nation-wide, the average salary is \$88,500. In 2012 there were 315,500 jobs so classified. Health care administration jobs on Indeed.com starts at \$55,000 and there were over 8800 jobs listed. CT Department of Labor shows 218 annual openings through 2022. Charter Oak has a natural student pipeline into the program, graduating over 41 students last year in health related programs; and currently we have 272 enrolled in health related programs.

Curriculum

The program is 36 credits, 6 credits can be transferred in and an additional 6 could be earned through portfolio assessment. The program requires research methods and a graduate project (capstone).

Students

Students will be recruited nationally. They will be required to meet the same admission standards as in our other graduate program: GPA of 3.0 or higher, a professional resume, one essay describing the applicant's career goals, and motivation to pursue an advance degree and professional experience.

Faculty

Most faculty will have a doctorate in the field, including online teaching experience and work-related experience. Master's-degreed faculty will be considered if they have a minimum of 5 years work experience and the appropriate degree.

Learning Resources

The College has adequate library resources. There is money in the budget if additional resources are needed.

Facilities

NA

Fiscal Note

The budget shows that the program begins to break even in the second year, but does not totally recoup all up-front costs until year three.

Review of Documents:

- a) Campus Review
- b) Campus Budget and Finance approved
- c) Campus President approved
- d) Academic Council approved
- e) System Office

Accreditation:

Will need to go to NEASC for Substantive Change.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Health Care Administration leading to a Master's of Science degree at Charter Oak State College for a period of three years until Sept. 30, 2020.

A True Copy:

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

ITEM

Charter Oak State College--Licensure of Master of Science in Health Informatics

BACKGROUNDSummary

Charter Oak State College is proposing to offer a Master of Science in Health Informatics. This builds on the undergraduate programs in Health Care Administration, Health Studies, and Health Information Management. It also may draw students from our cybersecurity and business majors, as well as our information systems studies concentration. The program is totally online so it is in line with the mission of the institution.

Need for the Program

According to the CT Health Policy Project, 2014, health informatics is an area of workforce concern that will become more important over the next three to five years as the health care industry adopts more health information technology. According to the 2014 Burning Glass Technologies the demand for health informatics workers is projected to grow 22 percent through 2018—more than twice the rate of growth for all industries. That translates to more than 40,000 new jobs generated in the field. Health informatics jobs include everything from billing to medical quality assurance. Informatics professionals' duties include implementing health information technology (HIT) systems to integrate electronic health records, thus increasing the amount of data gathered and improving patient care as a result. And because the data is stored digitally, it can be re-used for research purposes.

Curriculum

The program is 33 credits, 6 credits can be transferred in and an additional 6 could be earned through portfolio assessment. The program requires research methods and a graduate project (capstone).

Students

Students will be recruited nationally. They will be required to meet the same admission standards as in our other graduate program: GPA of 3.0 or higher, a professional resume, one essay describing the applicant's career goals, and motivation to pursue an advance degree and professional experience.

Faculty

Most faculty will have a doctorate in the field, including online teaching experience and work-related experience. Master's-degreed faculty will be considered if they have a minimum of 5 years work experience and the appropriate degree.

Learning Resources

The College has adequate library resources. There is money in the budget if additional resources are needed.

Facilities

NA

Fiscal Note

The budget shows that the program begins to break even in the second year, but does not totally recoup all up-front costs until year three.

Review of Documents:

- a) Campus Review
- b) Campus Budget and Finance approved
- c) Campus President approved
- d) Academic Council approved
- e) System Office

Accreditation:

Will need to go to NEASC for Substantive Change.

Revised 9/8/17

9/8/17 – Academic and Student Affairs

9/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Health Informatics leading to a Master's of Science degree at Charter Oak State College for a period of three years until Sept. 30, 2020.

A True Copy:

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

Request Approval to Establish an
Official Certificate Program in Accounting
At
Central Connecticut State University

To: Members of the Board of Regents

Date: September 8, 2017

ITEM: Licensure and accreditation of a Graduate Official Certificate Program in Accounting at Central Connecticut State University (CCSU) for a period of time concurrent with the institutional accreditation.

BACKGROUND

Summary

The proposed Official Certificate Program (OCP) in Accounting will be a graduate-level program conducted online, offered in a four-course sequence of accounting technical courses specifically geared for success in the Masters of Science in Accounting program, with an emphasis on information literacy and lifelong learning in preparation for professional success. The OCP is designed to provide students who already have an undergraduate degree in another discipline who wish to continue with a Master's of Science in Accounting, or for experienced professionals who wish to improve their ability to financially manage their businesses.

Upon successful completion of the OCP, students would be accepted into the MS in Accounting Program at CCSU. Students who complete the Accounting Certificate Program with GPA of at least 3.00 will be automatically accepted into the CCSU Master of Science in Accounting program.

Fit with Institutional Mission. The OCP in Accounting will be consistent with the University's mission by preparing accounting students to be thoughtful, responsible and successful professionals. The Master of Science in Accounting program will support the University's vision of graduating broadly educated, culturally and globally aware students who will contribute meaningfully to their communities and to their profession.

Fit with School of Business. The OCP in Accounting will be consistent with the CCSU School of Business mission to prepare learners for successful professional futures and support economic development in our Central Connecticut community.

Need for the Program

Growth prospects for accountants and auditors in the state are excellent. Connecticut Department of Labor employment projections show employment for accountants and auditors to grow 11% during for the years 2014 – 2024.¹ Projections estimate that "[e]mployment in this occupation is expected to grow faster than average, and the number of annual openings will offer excellent job opportunities."²

More than half of CTCPA members are a decade or less from retirement. Additionally a 2011 survey by the Connecticut Society of Certified Public Accountants (CTCPA),³ the professional membership association for CPAs in the State of

¹ Connecticut Department of Labor – Labor Market Information, Available at: <http://www1.ctdol.state.ct.us/lmi/projections.asp>.

² Connecticut Jobs & Career ConneCTion – Accountants and Auditors, Available at: <http://www1.ctdol.state.ct.us/jcc/profile.asp?sstrOccupationCode=132011>.

³ Weaver, P., and Kulesza, M. *Succession Planning for CPA Firm Owners*, CSCPA (2011). Available at: <http://www.ctcpas.org/Content/Files/Pdfs/Succession%20Survey%20Report%20Final.pdf>

Connecticut, reports that approximately 55% of its were at that time age 50 or older. The CTCPA has approximately 6,000 members in public practice, business and industry, government, and education, and 1,619 members responded to the survey. Of these respondents, 26% were younger than 50, 22% were age 50 – 54, 24% were age 55 – 59, 19% were age 60 – 64, and 9% were over 64. Fifty-two percent plan to retire within ten years or less.

Awareness of the need for additional diversity in the profession. "Despite decades of intensive efforts, the accounting profession has not reached its diversity goals."⁴ This lack of diversity exists in Connecticut as well, and CCSU is well placed to address the need for additional diversity in the profession with the program, which will work in unison with the Master of Science in Accounting program to provide greater access through lower tuition costs and the flexibility of online/hybrid learning.

Accounting as a second career is a popular choice for many. There is a recognized need to provide access to the accounting profession for individuals holding a bachelor's degree in disciplines other than accounting. Accounting has become a popular choice for a second career by many people who realized that their first career had them going nowhere, or was not as satisfying as anticipated.⁵ Benefits of an accounting career cited by online accounting websites include: (1) Better than average pay, (2) The job outlook is good, and (3) It provides you with a flexible skill set.⁶

Curriculum (Overall Learning Goal/Principal Learning Outcome for the Program)

Overall Learning Goal: Information Literacy. Information literacy enables learners to master content and extend their investigations, become more self-directed, and assume greater control over their own learning, and it is the primary learning outcome for the program. Information literacy extends learning beyond formal classroom settings and provides practice with self-directed investigations as individuals move into internships, first professional positions, and increasing responsibilities in all arenas of life.

Learning Outcomes. Learning Outcomes which support the principal outcome of Information Literacy include: Accounting Knowledge, Inquiry and Analysis, Quantitative Literacy, and Ethical Reasoning, the last three of which are outlined in rubrics endorsed by the American Association for Higher Education and the Council of Independent Colleges. These learning outcomes are inherent in each of the required and elective courses of the curriculum; assessments are scheduled in appropriate core courses.

Students

Increased Demand for Accounting Graduates Nationwide, Especially with Masters Degrees. Recent data published in the 2015 Trends Report⁷ by the American Institute of Certified Public Accountants (AICPA)⁸ indicates that total demand for accounting graduates has increased in recent years, with a majority of the increase coming from masters hired. For instance,

⁴ Ross, F., Wells, J., and Clarke, A. *A Pipeline for Diversity*, Journal of Accountancy (August 2014). Available at: <http://www.journalofaccountancy.com/issues/2014/aug/aicpa-diversity-20139181.html> (Accessed December 14, 2016).

⁵ Newquist, C. *The Definitive Guide to Accounting as a Second Career*. (October 2013). Available at: <http://goingconcern.com/post/definitive-guide-accounting-second-career> (Accessed December 15, 2016).

⁶ *Id.*

⁷ 2015 Trends in the Supply of Accounting Graduates and the Demand for Public Accounting Recruits, AICPA, (August 2015) Available at: <http://www.aicpa.org/interestareas/accountingeducation/newsandpublications/downloadabledocuments/2015-trendsreport.pdf> (Accessed October 12, 2015).

⁸ The AICPA is the national professional organization of certified public accountants, with more than 400,000 members in 145 countries in business and industry, public practice, government, education, student affiliates and international associates. It sets ethical standards for the profession and U.S. auditing standards for audits of private companies, non-profit organizations, federal, state and local governments. It also develops and grades the Uniform CPA Examination. The AICPA's founding defined accountancy as a profession characterized by educational requirements, professional standards, a code of professional ethics, and alignment with the public interest.

demand in 2014, the most recently surveyed year, reflected nationwide demand of 18,321 master's hires, an increase of 11% over 2012 demand of 16,557. This, compared to 2014 demand of 24,931 bachelor's hires, which represents a 5% increase over 2012 numbers of 23,793.⁹

Enrollment in accounting programs anticipated to rise. Additionally, the Trends report indicates that enrollment in accounting programs has also reached record highs in 2013-14. More than 253,000 students enrolled in accounting at all levels, 5% more than in 2012-13. Universities nationwide expect this trend will continue: 97% of bachelor's programs and 70% of master's programs anticipate that enrollment will be higher than in 2013-14.¹⁰

Stronger growth forecast in master's degree programs. Growth in accounting enrollments is particularly notable at the master's degree level. In 2013-14, master's degree enrollments rose 19% over the 2012-13 academic year, while bachelor's degree enrollments increased by 3%. Moreover, the number of master's graduates rose by nearly one-third (31%), while the number of bachelor's graduates dropped 11%.

Faculty

In October 2013, the School of Business at Central Connecticut State University earned the prestigious AACSB accreditation. CCSU offers high-quality business programs that are in alignment with the AACSB's rigorous business accreditation standards. Approximately 50% - 75% of credits in the program will be taught by existing full time accounting faculty. Approximately 25% - 50% of credits will be taught by experienced practitioners, consistent with best practices at all top business schools and meeting the requirements of AACSB accreditation. No full-time faculty members will be needed.

Learning Resources

The current learning resources available to the School of Business at CCSU are adequate for the Official Certificate Program in Accounting. Online teaching software and Quality Matters training for faculty, along with online portfolio software for certificate candidates will be needed.

Facilities

The current facilities available to the School of Business are adequate to meet the needs of the Official Certificate Program in Accounting.

Fiscal Note

Revenues for academic year 2018 - 2019 are projected to be \$137K and expenses are projected to be \$32K, for net contribution to overhead of \$104K for the academic year. Revenues for academic years 2019 -2020 and 2020 – 2021 are projected to be \$152K and \$167K respectively; and expenses are projected to be \$32K for both years, for net contribution to overhead of \$120K and \$135K for those academic years.

Review of Documents:

New Program Proposal. The New Program Proposal for the OCP in Accounting was approved by the Academic Council on August 16, 2017.

⁹ 2015 Trends in the Supply of Accounting Graduates and the Demand for Public Accounting Recruits, AICPA, *Supra*.

¹⁰ "Hiring at Public Accounting Firms Hits All-Time High," Courtney L. Vien, *Journal of Accountancy*, AICPA, October 2015. P 25-27.

On-Campus Approvals. The program has been approved by all campus committees: the Accounting Department, School of Business, and all campus-wide committees, including Faculty Senate.

Accreditation:

CCSU School of Business is AACSB accredited. In October 2013, the School of Business at Central Connecticut State University earned the prestigious AACSB accreditation. Other than the University of Connecticut, CCSU is the only four-year comprehensive public university in Connecticut to receive this accreditation, placing CCSU among only five percent of the more than 12,000 institutions of higher learning that offer business programs to be accredited by the AACSB. This is a testimony by peer institutions that CCSU offers high-quality business programs that are in alignment with the AACSB's rigorous business accreditation standards.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a graduate-level program in Accounting leading to a Certificate degree at Central Connecticut State University for a period of time concurrent with the institutional accreditation.

A True Copy:

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

ITEM

Substantial modification to existing Fire Technology & Administration A.S. Degree for 61 credits.

BACKGROUND**Summary**

Today's fire service has changed with regard to services provided and complexity of job duties and responsibilities. This is especially obvious with the changes of the roles and responsibilities of today's fire officers. Technological changes and the demands of leadership development, along with the ever-changing complexity of all aspects of a modern day firefighting skills, strategy's, tactics and information, requires fire officers to acclimate to the rapidly changing climate of today's fire service. Recognizing this, the National Fire Academy (NFA) responded by developing a program of study that would standardize fire science courses under the initiative called the Fire and Emergency Service Higher Education (FESHE) model. The goal of the FESHE initiative was to ensure a clear and consistent path for professional development for members of the fire service. Colleges and Universities can seek recognition from the NFA by meeting the curriculum for their associate's or bachelor's degree programs.

Need for the Program

Current demands require firefighters and fire officers stay current with modern day building construction, fire prevention systems, administrative skills, fire protection systems, and the ability to recognize the changes in the fire service that have taken place within the past decade. The fire service has changed significantly over the years with regards to the types of structure they are now facing. Advancements in technology and scientific studies have proven that today's firefighters are facing a more difficult atmosphere than their predecessors. High heat release rates, combined with lightweight construction have changed the way firefighting techniques and tactics are now being deployed.

Curriculum

Course Number & Name	Credits
FTA* 112 Introduction to Fire Tech. ¹	3
FTA* 116 Building Construction	3
FTA* 118 Fire Prevention & Inspection	3
FTA* 122 Fire Behavior/Combustion	3
FTA* 126 Safety & Survival	3
FTA* 210 Water Supply & Hydraulics	3
FTA* 212 Legal Aspects/Emergency Services	3
FTA* 216 Municipal Fire Administration	3
FTA* 217 Occupational Safety/Health/Emergency Service	3
FTA* 219 Fire Investigation I	3
FTA* 227 Fire Protection Systems	3
FTA* 229 Fire Investigation II	3
FTA* 230 Strategy & Tactics	3
BBG* 210 Business Communication	3
CHE* 111 Concepts of Chemistry	4
ECN* 101 Macroeconomics	3
ENG* 101 Composition	3
ENG* 102 or 200 Literature & Composition or Advanced Composition	3
MAT* 115 or 137 (or higher) Math for Science & Tech/Interm. Algebra or higher	3
PHL* 111 Ethics	3
¹ Waived with Firefighter I Certification	
Total	61

Students

The proposed Gateway program will be the first program to strive for National Fire Academy accreditation. Gateway Community College continues to be on the forefront of fire technology education and embraces the opportunity to promote higher education in the field of fire science by being proactive in its approach to maintain current and relative course work as recognized by national professionals and peers within our industry.

Faculty

Eric Flynn, Interim Department Chair will oversee the proposed program. Part-time faculty who are licensed firefighting professionals and will teach the courses in this program.

Learning Resources

All FTA* courses are three-credit lecture courses and do not require additional resources. Gateway already has a Firefighter 1 & 2 Certificate program so the library resources are already adequate for this program.

Facilities

The Fire Technology & Administration program will be conducted on the main campus of Gateway Community College.

Fiscal Note

Once the program is established, estimated enrollment of at least 20-25 students will pay for itself.

Accreditation:

The proposed Gateway program will be the first program to strive for National Fire Academy accreditation. Gateway Community College continues to be on the forefront of fire technology education and embraces the opportunity to promote higher education in the field of fire science by being proactive in its approach to maintain current and relative course work as recognized by national professionals and peers within our industry.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Fire Technology and Administration leading to an Associate Degree at Gateway Community College including significant modification of courses.

A True Copy:

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

ITEM

Charter Oak State College—Program Modification for Connecticut Parenting Educator Credential—Provisional Level

BACKGROUNDSummary

Charter Oak State College developed the Connecticut Parenting Educator Credential in conjunction with the Connecticut Parenting Educator Network (CT-PEN). The credential has five levels—provisional level and levels 1 through 4. CT-PEN has determined that the provisional level is no longer needed. Therefore, the modification is to remove the provisional level.

Need for the Program

There is no longer a need for the provisional level.

Curriculum

Content from the provisional level is covered in level 1.

Students

There are no students currently seeking that level. The three students who were in the provisional level have move to level 1.

Faculty

No change

Learning Resources

NA

Facilities

NA

Fiscal Note

NA

Review of Documents:

- a) Campus Review yes
- b) Campus Budget and Finance approved
- c) Campus President approved
- d) Academic Council approved
- e) System Office

Accreditation:

NA

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Connecticut Parenting Educator Credential leading to a certificate at Charter Oak State College including removing the Provisional Certificate.

A True Copy:

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

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ITEM

Charter Oak State College—Program Modification for Connecticut Parenting Educator Credential

BACKGROUNDSummary

Charter Oak State College developed the Connecticut Parenting Educator Credential in conjunction with the Connecticut Parenting Educator Network (CT-PEN). The credential has four levels—levels 1 through 4. Levels 1-4 currently require 12 credits. The curriculum has changed to embed Adult Learning/Theory in all of the courses, thus reducing the 12 credits to 9.

Need for the Program

The need continues.

Curriculum

The curriculum has changed to embed Adult Learning/Theory in all of the courses, thus reducing the 12 credits to 9.

Students

No change

Faculty

No change

Learning Resources

NA

Facilities

NA

Fiscal Note

NA

Review of Documents:

- a) Campus Review yes
- b) Campus Budget and Finance approved
- c) Campus President approved
- d) Academic Council approved
- e) System Office

Accreditation:

NA

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Connecticut Parenting Educator Credential leading to a certificate at Charter Oak State College including modifying the curriculum from 12 credits to 9 credits.

A True Copy:

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

ITEM

Modification of a program in Accounting leading to a Post-baccalaureate Certificate at Southern Connecticut State University of 59 credits or more (C4 Certificate).

BACKGROUNDSummary

The requested modification **from** a Post-baccalaureate Certificate of 15 to 30 credits (C2) **to** a Post-baccalaureate Certificate of 59 credits or more (C4) does not represent a curricular change, but rather a clarification of the total accounting and general business education credits required to be a licensed CPA. The change will bring the Certificate in Accounting into compliance with U.S. Department of Education Gainful Employment regulations, which require programs to provide comprehensive preparation for their intended outcome; in this case becoming a CPA. The original program included only the accounting credits necessary to sit for the CPA exam while the revised program includes all education requirements, accounting and general business courses, to be licensed as a CPA.

Need for the Program

There is tremendous demand for Certified Public Accountants (CPAs). The Bureau of Labor Statistics predicts employment of accounting and auditors will grow by 22 percent between 2008 and 2018—much faster than the average for other occupations. Another reason young CPAs will be in demand is the great exodus of soon-to-be retired CPAs.

The Post-baccalaureate Certificate in Accounting is designed for individuals interested in pursuing a career in accounting who currently hold a Bachelor's degree from a regionally accredited college in a discipline other than accounting.

Curriculum

As modified from a C2 to a C4 Post-baccalaureate Certificate, the Accounting program includes a total of 66 credits:

Required credits-- 27 required credits in accounting and 9 credits of required courses in general business*.

Elective credits -- 9 credits of accounting electives and up to 30 credits in general business electives*.

(*General business classes, both required and elective, may be waived for students with undergraduate or graduate degrees in business.)

	Accounting	General Business	Total
Required credits	27	9	36
Elective credits	<u>9</u>	<u>21</u>	<u>30</u>
	36	30	66

The program meets the first of the following four requirements to be licensed as a CPA:

1. Education --- A bachelor's degree in any discipline, 36 credits in accounting, 30 credits in general business and 150 credit hours in total.
2. Exam - Passing the standardized uniform CPA Exam.
3. Experience - Practical Experience working for a licensed CPA.
4. Ethics – Passing the AICPA Professional Ethics for CPAs.

Students

Students enroll in existing undergraduate accounting classes with enrollment capacity.

Faculty

A faculty coordinator receives 3 credits release time for the fall and spring semesters and 2 credits of summer compensation.

Learning Resources

The revised program includes all education requirements to be licensed as a CPA.

Facilities

Courses are delivered onground at SCSU.

Fiscal Note

Students enroll in existing undergraduate accounting classes with enrollment capacity. As a result, no incremental faculty costs are incurred to service this program.

Review of Documents:

- a) Campus Review
- b) Campus Budget and Finance
- c) Campus President
- d) Academic Council
- e) System Office

Accreditation:

AACSB accreditation is in process; expected 2019

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Accounting leading to a Post-baccalaureate Certificate at Southern Connecticut State University including significant modification of program credits to 59 credits or more (C4 Certificate).

A True Copy:

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

ITEM

Correction of the original CT BOR HE resolution approving the licensure of a new program in Public Utilities Management provided by Gateway Community College and Southern Connecticut State University to reflect that the pathway is comprised of a new Associate's degree in Public Utilities Management (Gateway) and a new Public Utilities Management specialization in the existing Bachelor of Science degree in Business Administration (Southern).

BACKGROUND**Summary**

Correction of the original CT BOR HE resolution

From

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a new program in Public Utilities Management leading to an Associate of Science (AS) degree at Gateway Community College and a Bachelor of Science (BS) degree at Southern Connecticut State University for a period of three years until December 30, 2018.

To

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a new Public Utilities Management pathway provided by Gateway Community College and Southern Connecticut State University for a period of three years until September 30, 2020. The pathway includes a new Associate's degree in Public Utilities Management (Gateway) and a new Public Utilities Management specialization within the existing Bachelor of Science degree in Business Administration (Southern).

Need for the Program

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Curriculum

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Students

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Faculty

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Learning Resources

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Facilities

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Fiscal Note

Please see original November 20, 2015 – BOR-Academic and Student Affairs Committee staff report.

Review of Documents:

- a) Campus Review
- b) Campus Budget and Finance
- c) Campus President
- d) Academic Council
- e) System Office

Accreditation:

SCSU is pursuing AACSB accreditation, expected 2019

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Approval of a New Program

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a new Public Utilities Management pathway provided by Gateway Community College and Southern Connecticut State University for a period of three years until September 30, 2020. The pathway includes a new Associate's degree in Public Utilities Management (Gateway) and a new Public Utilities Management specialization within the existing Bachelor of Science degree in Business Administration (Southern).

A True Copy:

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

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Institutional Accreditation for
Manchester Community College

September 19, 2017

RESOLVED: That the Connecticut Board of Regents for Higher Education accept NEASC actions and continue the state's accreditation of Manchester Community College until November 30, 2023.

A True Copy:

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

ITEM

Institutional Accreditation of Manchester Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education accept NEASC actions and grant state accreditation of Manchester Community College from December 1, 2018 to November 30, 2023.

BACKGROUND

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

RATIONALE

Manchester Community College was last accredited by the Board of Regents for Higher Education in September 2013 until November 2018, following the acceptance of the college's 10-year self-study and comprehensive evaluation to the New England Association of Schools and Colleges (NEASC) Commission on Higher Education, the institution's regional accreditor.

NEASC continued its regional accreditation of Manchester Community College at its April 20, 2017 meeting where it accepted the institution's interim five-year report and found it to have addressed the nine *Standards for Accreditation* and responded to concerns previously raised by the Commission in letters of February 13, 2013, April 15, 2014, and October 10, 2014.

In issuing its evaluation, NEASC commended the College for a well-written, cogent interim report, detailing progress made since the last comprehensive report.

Other observations include:

- the College's planning efforts and its participation in several system-wide initiatives including the Accountability Report, the Transfer and Articulation Program and Guided Pathways
- the Enrollment Management Committee's focus on five key initiatives to improve enrollment
- improvements of the College's student advising services by assigning program-specific academic advisors, utilizing advising software and related other activities
- review of dual enrollment courses by the College's faculty and the status report that dual enrollment students have greater rates in retention and graduation at the College than non-participants
- the College achieved a balanced budget FY2016 and anticipates a balanced operating budget for FY2017

- the College Foundation's fund raising success - \$14 million raised during capital campaign

The areas of follow-up for consideration by the Commission via the institution's Spring 2022 comprehensive evaluation are:

1. Continuing the review of its governance structure
2. Continuing to develop a College-wide approach to assessment that includes assessment of the general education program and using assessment results for improvement
3. Achieving its goals to increase credit- and non-credit enrollment and to improve student retention
4. Assuring the sufficiency of faculty, including full-time faculty, to meet the needs of the institution

The Commission scheduled Manchester Community College's next ten-year, comprehensive evaluation for Spring 2022 and expressed its appreciation for its cooperation in the effort to provide public assurance of higher education quality and hope that the evaluative process has contributed to institution improvement.

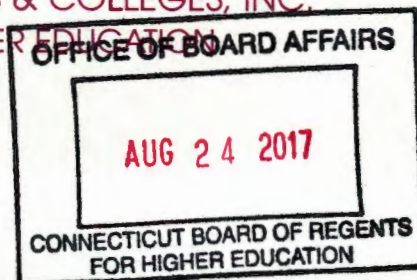
09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents for Higher Education



Founded in 1885

NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES, INC.
COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION



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DAVID QUIGLEY, Vice Chair (2018)
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tkhudairi@neasc.org

August 16, 2017

Mr. Matt Fleury, Chairman
Board of Regents for Higher Education
Office of Board Affairs
61 Woodland Street
Hartford, CT 06105

Dear Mr. Fleury:

Enclosed for you is a copy of the Commission on Institutions of Higher Education's letter of July 12, 2017 to President Gena Glickman notifying her of the action taken by the Commission at its April 2017 meeting. It is being sent to you in keeping with the Commission's policy to routinely inform board chairs of such actions.

Sincerely,

Barbara E. Brittingham

BEB/jm

Enclosure

cc: Dr. Gena Glickman



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tkhudairi@neasc.org

July 12, 2017

Dr. Gena Glickman
President
Manchester Community College
PO Box 1046
Manchester, CT 06045-1046

Dear President Glickman:

I am pleased to inform you that at its meeting on April 20, 2017, the Commission on Institutions of Higher Education considered the interim (fifth-year) report submitted by Manchester Community College and voted to take the following action:

that the interim report submitted by Manchester Community College be accepted;

that the comprehensive evaluation scheduled for Spring 2022 be confirmed;

that, in addition to the information included in all self-studies, the self-study prepared in advance of the Spring 2022 evaluation give emphasis to the institution's success in:

1. continuing the review of its governance structure;
2. continuing to develop a College-wide approach to assessment that includes assessment of the general education program and using assessment results for improvement;
3. achieving its goals to increase credit- and non-credit enrollment and to improve student retention;
4. assuring the sufficiency of faculty, including full-time faculty, to meet the needs of the institution;

that the Commission notes the proposal by the President of the Connecticut State Colleges and Universities system to merge the current twelve community colleges into a single institution and informs Manchester Community College that the advancement of those or similar plans may result in changes to the scheduled monitoring of the College.

The Commission gives the following reasons for its action.

The interim report submitted by Manchester Community College was accepted because it responded to the concerns raised by the Commission in its letters of February 13, 2013, April 15, 2014, and October 10, 2014, and addressed each of the nine standards, including a reflective essay for Standard 8: *Educational Effectiveness* on student learning and success.

The Commission commends Manchester Community College (MCC) for a well-written, cogent interim report, detailing the progress it has made since the last comprehensive evaluation. We note with approval the College's planning efforts and its participation in state-wide initiatives, including the Connecticut State Colleges and Universities (CSCU) Accountability Report, CSCU Transfer and Articulation Program (TAP), and the Guided Pathways initiative. MCC's Enrollment Management Committee has been focusing on five key initiatives to improve enrollment management, including reorganizing Student Affairs, increasing credit and non-credit enrollments, improving the first-year experiences and outcomes, developing an academic advising plan, and improving overall student and retention services. The College has improved its student advising services by assigning program-specific academic advisors, instituting Academic Advising Weeks and New Student Orientations, and utilizing the advising software platform, Symplicity, which is customized to track students' participation in advising activities. We are pleased to learn of the "high levels" of student satisfaction with the Academic Support Center, most notably in tutoring. We note with favor that MCC achieved a balanced budget for FY2016 and anticipates a balanced operating budget for FY2017. The College has responded to its financial constraints by stabilizing enrollments, economizing and reallocating resources, and seeking additional funding. We congratulate the College on the award of a \$4 million bond and on the MCC Foundation's fundraising success, with \$14 million raised for the capital campaign. In response to state-mandated changes, the developmental education program has been modified to include one-semester courses, implementation of multiple course placement testing measures, and the inclusion of Smart Start, a free bridge program designed to enhance students' basic college-readiness skills. We are gratified to learn that the College's new website was launched in October 2014, with an industry-standard content management system, which provides improved web navigation for the user. We favorably note that the courses in MCC's dual enrollment program, College Career Pathway, are reviewed by College faculty and that students participating in the program achieved improved performance in college readiness, retention, and graduation when compared to students who did not participate in the program.

Manchester Community College's thoughtful reflective essay highlights the institution's accomplishments with respect to student learning and success and the College's assessment processes. The Commission is pleased to learn that MCC has "adopted a culture of assessment" which is "firmly in place," with student learning outcomes developed at the department, program, and course levels. All academic programs undergo program reviews on a regular basis, as do the general education and developmental education programs, and nine programs hold specialized accreditation. Faculty participate in professional development opportunities to learn assessment strategies; 20 MCC faculty have been trained as scorers for the Multi-State Collaborative to Advance Learning Outcomes program. The College's efforts to improve student placement are notable; with the inclusion of a "challenge essay," 15% more students are now placed in a higher-level English class. Assessments at the course level in English, civic engagement, and information literacy have resulted in curriculum improvements. The College's IPEDS graduation rate has improved over the last several years, from 11% for the 2004 cohort to 18% for the 2012 cohort. In addition to IPEDS retention and graduation rates, the College also measures key performance indicators on a Scorecard that shows improvement in several areas, including pass rates of first-year gateway courses (English 101 and college-level math), number of students completing 24 credit hours, and number of degrees awarded (from 556 in 2007 to 851 in 2016). The College engages in indirect assessment methods to measure student success, including the Community College Survey of Student Engagement and Survey of Entering Student

Engagement. We note with favor MCC's plans to assess co-curricular activities, develop additional advising strategies to accelerate student completion, and expand retention initiatives across all majors.

The scheduling of a comprehensive evaluation in Spring 2022 is consistent with Commission policy requiring each accredited institution to undergo a comprehensive evaluation at least once every ten years. The items the Commission asks to be given special emphasis within the self-study prepared for the comprehensive evaluation in Spring 2022 are four matters related to our standards on *Organization and Governance*; *Educational Effectiveness*; *The Academic Program*; *Students*; and *Teaching, Learning, and Scholarship*.

The Commission understands that Manchester Community College appointed a Governance Task Force in Fall 2016 to review its existing governance document, collect input from the College community, and propose necessary changes. The Spring 2022 self-study will afford MCC an opportunity to update the Commission on its review of the College's governance structure, as evidence that the "effectiveness of the institution's organizational structure and system of governance is improved through periodic and systematic review" (3.19).

The Commission appreciates MCC's candid acknowledgment that a "unification" of its assessment efforts is needed, and we take favorable note of the College's plans to make progress in this regard. These include the appointment of a new Dean of Academic Affairs to develop a campus-wide plan of assessment, faculty training on the institution's new assessment software, compensation provided to faculty for assessment activities, development of general education assessments by the TAP Assessment Team, continued review of placement measures, and participation in the Multi-State Collaborative. We understand that the new assessment software, which will be in place by Spring 2017, will be used to "complete the first assessment loop" of general education outcomes. We look forward to learning, in Spring 2022, of the College's success in continuing to develop a College-wide approach to assessment that includes assessment of the general education program and using assessment results for improvement. Our standards on *Educational Effectiveness* and *The Academic Program* are relevant here:

Assessment of learning is based on verifiable statements of what students are expected to gain, achieve, demonstrate, or know by the time they complete their academic program. The process of understanding what and how students are learning focuses on the course, competency, program, and institutional level. Assessment has the support of the institution's academic and institutional leadership and the systematic involvement of faculty and appropriate staff (8.3).

The institution uses a variety of quantitative and qualitative methods and direct and indirect measures to understand the experiences and learning outcomes of its students, employing external perspectives including, as appropriate, benchmarks and peer comparisons (8.5).

The results of assessment and quantitative measures of student success are a demonstrable factor in the institution's efforts to improve the learning opportunities and results for students (8.8).

The general education requirement is coherent and substantive. It embodies the institution's definition of an educated person and prepares students for the world in which they will live. The requirement informs the design of all general education courses, and provides criteria for its evaluation, including the assessment of what students learn (4.16).

As noted in the report, Manchester Community College's enrollment management plans include increasing credit and non-credit enrollment and improving retention through initiatives such as a

strategic academic schedule with fewer sections and increased class capacity, enhanced community outreach events, targeted online marketing, and grant-funded partnerships. In addition, while we are pleased to learn of increased retention among first-year under-prepared students participating in targeted retention programs, we concur with the College's assessment that there is room for improvement in overall retention rates. Therefore, we are gratified to learn of the College's efforts to support student retention, including Guided Pathways, meta-majors, and expansion of the FIRST (Foundations in Retention, Success, and Transition) program. We look forward to learning, in the Spring 2022 self-study, of Manchester Community College's success in achieving its goals to increase credit- and non-credit enrollment and to improve student retention. Our standard on *Students* provides this guidance:

Consistent with its mission, the institution sets and achieves realistic goals to enroll students who are broadly representative of the population the institution wishes to serve (*Students*, statement of the Standard).

The institution demonstrates its ability to admit students who can be successful in the institution's academic program, including specifically recruited populations. The institution's goals for retention and graduation reflect institutional purposes, and the results are used to inform recruitment and the review of programs and services (5.6).

We appreciate the College's candid observation that, despite hiring 28 new full-time faculty members in the last five years, "real gains in the full-time faculty ranks continue to be elusive." We note that the College experienced a decrease in the percentage of full-time faculty from 20% in Fall 2012 to 16% in Fall 2015 and understand that seven faculty positions went unfilled as of Fall 2016. We are, therefore, pleased to learn that the College plans to hire three full-time tenure track faculty by Fall 2018. We ask that the Spring 2022 self-study provide an update on MCC's continued efforts to assure the sufficiency of faculty, including full-time faculty, to meet the needs of the institution, as expressed in our standard on *Teaching, Learning, and Scholarship*:

There are an adequate number of faculty and academic staff, including librarians, advisors, and instructional designers, whose time commitment to the institution is sufficient to assure the accomplishment of class and out-of-class responsibilities essential for the fulfillment of institutional mission and purposes. Responsibilities include instruction, accessibility to students, and the systematic understanding of effective teaching/learning processes and outcomes in courses and programs for which they share responsibility; additional duties may include, e.g., student advisement, academic planning, and participation in policy-making, course and curricular development, research, and institutional governance (6.2).

The institution periodically evaluates the sufficiency of and support for academic staff and their effectiveness in teaching and advising, scholarship, service, and as appropriate to institutional mission, research and creative activity. The results of these evaluations are used to enhance fulfillment of the institution's mission (6.14).

The Commission notes the proposal by the President of the Connecticut State Colleges and Universities system to merge the current twelve community colleges into a single institution as soon as July 1, 2017. Such a change, or another significant re-organization, could result in a change in the schedule of monitoring of Manchester Community College. As you know, the Commission met with the president at its June meeting and will keep community college presidents, as well as the system, informed of its decisions.

The Commission expressed appreciation for the report submitted by Manchester Community College and hopes that its preparation has contributed to institutional improvement. It

Dr. Gena Glickman
July 12, 2017
Page 5

appreciates your cooperation in the effort to provide public assurance of the quality of higher education in New England.

You are encouraged to share this letter with all of the institution's constituencies. It is Commission policy to inform the chairperson of the institution's governing board of action on its accreditation status. In a few days we will be sending a copy of this letter to Mr. Matt Fleury. The institution is free to release information about the report and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

If you have any questions about the Commission's action, please contact Barbara Brittingham, President of the Commission.

Sincerely,



David P. Angel

DPA/jm

Enclosure

cc: Mr. Matt Fleury

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Institutional Accreditation for

Housatonic Community College

September 19, 2017

RESOLVED: That the Connecticut Board of Regents for Higher Education accept NEASC actions and continue the state's accreditation of Housatonic Community College until November 30, 2023.

A True Copy:

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

ITEM

Institutional Accreditation of Housatonic Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education accept NEASC actions and grant state accreditation of Housatonic Community College from December 1, 2018 to November 30, 2023.

BACKGROUND

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

RATIONALE

Housatonic Community College was last accredited by the Board of Regents for Higher Education in September 2013 until November 2018, following the acceptance of the college's 10-year self-study and comprehensive evaluation to the New England Association of Schools and Colleges (NEASC) Commission on Higher Education, the institution's regional accreditor.

NEASC continued its regional accreditation of Housatonic Community College at its April 20, 2017 meeting where it accepted the institution's interim five-year report and found it to have addressed the nine *Standards for Accreditation* and responded to concerns previously raised by the Commission in letters of October 2, 2012, October 10, 2014 and July 10, 2015.

In issuing its evaluation, NEASC commended the College for its comprehensive report documenting progress made over the course of the last five years.

Other observations include:

- maintenance of fiscal stability as evidenced by a fund balance of \$15 million despite budget cuts and declining resources
- creation of a Center for Academic Progress to provide “wraparound services” to students in developmental education courses
- success in achieving its goal to increase the diversity of faculty and staff
- development of a Dual Enrollment Handbook that ensures dual enrollment programs are conducted in a manner consistent with Commission's policy
- undertaking several construction and renovation projects

The areas of follow-up for consideration by the Commission via the institution's Spring 2022 comprehensive evaluation are:

1. continuing to address two of the matters specified for attention in the interim report:

- a. the impact on the institution's operations of the policies, priorities, and funding decisions of the Connecticut Board of Regents for Higher Education
 - b. success in assuring sufficient financial resources to support the College's programs and services and to fund the priorities identified in the institution's strategic plan
2. achieving its goals to improve retention and graduation rates

The Commission scheduled Housatonic Community College's next ten-year, comprehensive evaluation for Spring 2022 and expressed its appreciation for its cooperation in the effort to provide public assurance of higher education quality and hope that the evaluative process has contributed to institution improvement.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents for Higher Education



NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES, INC.
COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION

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August 18, 2017

Mr. Matt Fleury, Chairman
Board of Regents for Higher Education
Office of Board Affairs
61 Woodland Street
Hartford, CT 06105

Dear Mr. Fleury:

Enclosed for you is a copy of the Commission on Institutions of Higher Education's letter of July 20, 2017 to President Paul Broadie II notifying him of the action taken by the Commission at its April 2017 meeting. It is being sent to you in keeping with the Commission's policy to routinely inform board chairs of such actions.

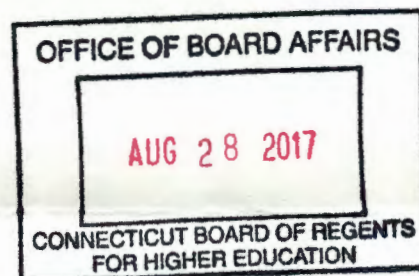
Sincerely,


Barbara E. Brittingham

BEB/jm

Enclosure

cc: Dr. Paul Broadie II





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tkhudairi@neasc.org

July 20, 2017

Dr. Paul Broadie II
President
Housatonic Community College
900 Lafayette Boulevard
Bridgeport, CT 06604-4704

Dear President Broadie:

I write to inform you that at its meeting on April 20, 2017, the Commission on Institutions of Higher Education considered the Graduation Rate Information Project report submitted by Housatonic Community College and took the following action:

that the Graduation Rate Information Project report submitted by Housatonic Community College be accepted;

that the comprehensive evaluation scheduled for Spring 2022 be confirmed;

that the Commission notes the proposal by the President of the Connecticut State Colleges and Universities system to merge the current twelve community colleges into a single institution and informs Housatonic Community College that the advancement of those or similar plans may result in changes to the scheduled monitoring of the College.

The Commission gives the following reasons for its action.

The Graduation Rate Information Project report submitted by Housatonic Community College was accepted because it was generally responsive to the request made by the Commission in its letter of November 8, 2016.

The Commission commends Housatonic Community College (HCC) for a thoughtful, well-written report that addresses how the institution defines and implements mission-appropriate measures of student success and uses student success data, including graduation rates, to improve curriculum, pedagogy, and student services. We appreciate that, given the limits of the IPEDS graduation rate for its student population, HCC calculates a "success rate" that encompasses the percentages of students who are graduated or who transfer within 150% of time. HCC success rates for the last three years have ranged from 28% to 31%. The Commission notes with favor the wide array of services and initiatives the College is implementing to support student success,

including “Commit to Complete,” the Family Economic Security Program, enhancements to developmental education and career services, and participation in the state-wide transfer and articulation project. HCC also has plans to introduce a number of additional efforts to support student success, including improvements to academic advising, the Effective Instructional Practices Pilot Project, facilities renovations, and development of academic and student services master plans.

The scheduling of a comprehensive evaluation in Spring 2022 is consistent with Commission policy requiring each accredited institution to undergo a comprehensive evaluation at least once every ten years. As noted in our letter of July 18, 2017, the comprehensive evaluation will provide Housatonic Community College an opportunity to provide evidence of its continued efforts to understand the success of its students and to use data about student success, including graduation rates, for institutional improvement.

The Commission notes the proposal by the President of the Connecticut State Colleges and Universities system to merge the current twelve community colleges into a single institution as soon as July 1, 2017. Such a change, or another significant re-organization, could result in a change in the schedule of monitoring of Housatonic Community College. As you know, the Commission met with the president at its June meeting and will keep community college presidents, as well as the system, informed of its decisions.

The Commission expressed appreciation for the Graduation Rate Information Project report submitted by Housatonic Community College and hopes that its preparation has contributed to institutional improvement. It appreciates your cooperation with the effort to provide public assurance of the quality of higher education in New England.

You are encouraged to share this letter with all of the institution’s constituencies. It is Commission policy to inform the chairperson of the institution’s governing board of action on its accreditation status. In a few days we will be sending a copy of this letter to Mr. Matt Fleury. The institution is free to release information about the report and the Commission’s action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

If you have any questions about the Commission’s action, please contact Barbara Brittingham, President of the Commission.

Sincerely,



David P. Angel

DPA/jm

Enclosure

cc: Mr. Matt Fleury

ITEM

Award of the title Connecticut State University (CSU) Professor to David Levine of Southern Connecticut State University

BACKGROUND

In accordance with BOR/AAUP Collective Bargaining Agreement, “the Board, upon the recommendation of a President and the Chancellor, may award full-time members the title, CSU Professor, provided that the member: 1) has been recommended for the honor by the President who has received the advice of a committee elected from the membership by a procedure designed by the Senate and approved by the President; 2) has been recognized by peers in the field for professional excellence. CSU Professors shall retain their title for the duration of their service to the system and shall receive additional compensation at a rate 1.10 times their regular salaries. Not more than four (4) CSU Professorships shall be awarded in any given year, and there shall not be more than twelve (12) in Connecticut State University nor more than three (3) in any one university at any given time.”

RATIONALE

Southern Connecticut State University, with the recommendation of President Joe Bertolino, proposes awarding the title CSU Professor to Professor David Levine of the Department of Art in the School of Arts and Sciences. The President and Provost of the System Office concur with this recommendation. SCSU President Joe Bertolino’s letter of recommendation is attached.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

RESOLUTION
concerning
AWARD OF THE TITLE
CONNECTICUT STATE UNIVERSITY PROFESSOR
TO
DAVID LEVINE
SEPTEMBER 19, 2017

- WHEREAS, The faculty at Southern Connecticut State University has recommended David Levine for the title of Connecticut State University Professor, and
- WHEREAS, The President of Southern Connecticut State University, Joseph Bertolino, has recommended awarding this title to Professor Levine, and Connecticut State Colleges and Universities President Mark E. Ojakian has concurred, and
- WHEREAS, Professor Levine, a highly distinguished teacher and scholar, has served Southern Connecticut State University since 1979 as a member of the Department of Art, while attaining extraordinary levels of achievement in research, teaching and service, and
- WHEREAS, Professor Levine has played a leading role in the field of art history and is internationally recognized for his research on the Dutch and Flemish artists working in Rome during the Baroque era, therefore be it
- RESOLVED, That the title Connecticut State University Professor is herewith awarded by the Board of Regents to David Levine of Southern Connecticut State University effective September 19, 2017, pursuant to the BOR/AAUP Collective Bargaining Agreement, and be it further
- RESOLVED, That Professor Levine be entitled to all the rights, privileges and responsibilities pertaining to this honor.

A True Copy:

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



Southern Connecticut
State University

Office of the President

June 19, 2017

Mr. Mark Ojakian
President
Connecticut State Colleges & Universities
39 Woodland Street
Hartford, Connecticut 06105

Dear President Ojakian:

On behalf of Southern Connecticut State University, I am delighted to recommend Dr. David Levine to you and the Board of Regents for designation as a Connecticut State University Professor, effective September 19, 2017.

In this distinguished appointment, Dr. Levine would replace the recently retired Dr. Joseph Solodow, professor of philosophy, and join Southern's current CSU Professors: Dr. Vivian Shipley, professor of English and Dr. Terrell Ward Bynum, professor of Philosophy.

The CSU Professor Advisory Committee, chaired by SCSU History Professor Troy Paddock, stated that Dr. Levine met the benchmark of excellent in all three selection categories: creative activity, teaching, and service. During his long and distinguished career at Southern, he has received international acclaim as a scholar, in particular for his research on the Dutch and Flemish artists working in Rome during the Baroque era. His particular interest is in investigating the political dimensions of Dutch painting and the cultural competition with Italy.

Dr. Levine's most significant research has been a new interpretation of the *bambocciata*, an anti-heroic genre painting style invented by Dutch artists in Rome. His work has been singularly responsible for a reassessment of the work of these figures. Dr. Jack Freiberg, a leading authority in Italian Renaissance Art & Architecture, writes that Dr. Levine has "redefined one of the principle categories of art produced north of the Alps, and helped us to understand how Dutch artists employed both visual and literary traditions to express intellectual meaning in their work." To redefine a field is no small achievement.

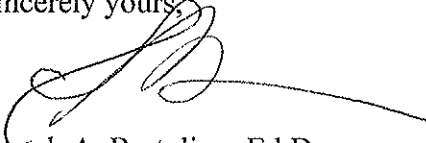
At Southern, Dr. Levine has earned respect from his students as a caring, dedicated, demanding and effective teacher of art history. He has been invited to teach classes at a number of other institutions and is the co-author of "*Quo Vadis Hagia Sophia?: Art History's Survey Texts*," the first extended analysis of the textbooks used in art history courses around the country.

His service to the university and his profession has been exemplary. Dr. Levine has served on every committee in the Department of Art, and is currently its chairperson. He played a leading role in establishing the Judaic Studies Minor and has served as its coordinator on two different

occasions. He is also a valued member of the Honors College and has served on numerous university-wide committees, broadening his intellectual and personal contribution to Southern's academic life.

This recommendation is in compliance with the terms of the process as outlined within the BOR/AAUP Collective Bargaining Agreement. I have enclosed a draft resolution awarding this title to Dr. Levine to be presented to the Board of Regents for their consideration at the September 19, 2017 board meeting. If you require any further information, please do not hesitate to contact me.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'J. Bertolino', with a long horizontal flourish extending to the right.

Joseph A. Bertolino, Ed.D.
President

RESOLUTION
concerning
AWARD OF THE TITLE
CONNECTICUT STATE UNIVERSITY PROFESSOR
TO
DAVID LEVINE
SEPTEMBER 19, 2017

WHEREAS, The faculty at Southern Connecticut State University has recommended David Levine for the title of Connecticut State University Professor, and

WHEREAS, The President of Southern Connecticut State University, Joseph Bertolino, has recommended awarding this title to Professor Levine, and Connecticut State Colleges and Universities President Mark E. Ojakian has concurred, and

WHEREAS, Professor Levine, a highly distinguished teacher and scholar, has served Southern Connecticut State University since 1979 as a member of the Department of Art, while attaining extraordinary levels of achievement in research, teaching and service, and

WHEREAS, Professor Levine has played a leading role in the field of art history and is internationally recognized for his research on the Dutch and Flemish artists working in Rome during the Baroque era, therefore be it

RESOLVED, That the title Connecticut State University Professor is herewith awarded by the Board of Regents to David Levine of Southern Connecticut State University effective September 19, 2017, pursuant to the BOR/AAUP Collective Bargaining Agreement, and be it further

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

A Certified True Copy

Matt Fleury, Chair

Mark E. Ojakian, President

ITEM

Change in Drop Policy for Connecticut Community Colleges (CCC)

BACKGROUND

The attached policy revision is required in order to provide consistency of reporting student enrollment at census date. The census date student enrollment is a key metric used for reporting to the public, as well as for computing the distribution of state appropriations provided for the CCC.

ANALYSIS

Inconsistencies in the timing of dropping students for non-payment has caused inconsistencies in reporting the number of students enrolled at census date. The attached proposed policy, and comparable existing policy, includes a better definition of when a college must drop for non-payment. It also includes common definitions and provides more clarity in what constitutes a late payment.

RECOMMENDATION

Management recommends adoption of the attached proposed policy in order to clarify terms and create consistency in reporting.

9/06/17 Finance and Infrastructure Committee
9/19/17 Board of Regents

PROPOSED NEW POLICY**6.5.4 Payment of Tuition and Fees and Dropping for Non-Payment**

Colleges must have an administrative system in place to manage and evaluate the implementation of this section which shall include periodic review and reporting on the status of deferments, collections, total receivables, and uncollectible accounts in order to minimize the level of uncollectible tuition and fee revenue. The goals of this policy include (1) providing accurate and consistent data supporting institutional research and college funding formulas, (2) protecting students, and (3) responsible accounting and collection practices.

Definitions:

Tuition: Instructional charge assessed on credit courses.

Extension Fees – Instructional charges assessed on self-supporting credit and non-credit courses.

Mandatory Fees – Charges unique to a specific program of study or credit course.

Other Registration Fees – Charges assessed all students enrolled in a credit bearing course.

Payment Date – 21 days prior to the first day of the term, or at the time of registration, whichever is later.

I. Tuition and Fees Payment Date

Students are expected to pay for assessed Extension and Other Registration Fees promptly upon registration.

A student shall be considered to have satisfied payment policies when an authorized financial aid/loan award, a formal deferred payment agreement, or an approved third party arrangement exceeding the accounts receivable balance is on file in the Bursar's Office.

Refunds and non-refundable fees are further addressed in Board Policy Dated June 16, 2016 and information in this manual at Section 6.5.5 "Refunds of Tuition and Fees."

II. Dropping Students for Non Payment

A college, at the discretion of the President or designee, may drop students who are not in compliance with payment policies from the course roster at any time. However, any student who is not in compliance shall be removed from the roster prior to the 7th day of the term and on the last business day before the census date.

CURRENT POLICY**6.5.4 Payment of Tuition and Fees**

Colleges must have an administrative system in place to manage and evaluate the implementation of this section which shall include periodic review and reporting on the status of deferments, collections, total receivables, and uncollectible accounts in order to minimize the level of uncollectible tuition and fee revenue. The chancellor may limit a college's level of deferments based on the demonstrated effectiveness of its administrative system.

I. Fees and Other Student Charges

All students enrolled in credit general tuition funded courses must pay, at the time of registration, a non-refundable deposit of the applicable college services fee and student activity fee, except that colleges holding advance registration may, at their option, defer the payment of such fees until the time tuition is due. However, if a college permits the deferral of fees at advance registration, a student who pays the fees but withdraws before the time tuition is due shall be entitled to a full refund of fees.

All students registering for extension funded courses must pay, at the time of registration, the non-refundable college services and student activity fees if registering for credit-bearing courses and the full extension fee appropriate to the extension courses for which the student registers. All other student fees or charges, including mandatory usage (laboratory, studio and clinical) fees, must be paid at the due date established by the college or in accordance with board policy.

II. Tuition

The total tuition and mandatory usage fees applicable to the general tuition funded courses or programs for which registered are payable in one installment and are due by the payment date specified by the college, which shall be not earlier than six weeks nor later than three weeks before the first day of classes unless a deferred payment schedule, in accordance with Board of Trustees policy, has been approved.

RESOLUTION

concerning

A Change in Drop Policy
FOR
THE CONNECTICUT COMMUNITY COLLEGES
September 19, 2017

- WHEREAS, The Connecticut Community Colleges have an existing policy concerning dropping students from enrollment records for non-payment, and
- WHEREAS, The current policy allows for inconsistencies in reported enrollments which are based on census date data, and
- WHEREAS, The attached proposed policy will require that, in addition to other dates, all Colleges will be required to drop any students who have not paid for the coming term to be dropped from enrollment records by the last business day preceding census date, therefore be it
- RESOLVED, That the Board of Regents approves the attached Proposed Policy for the Connecticut Community Colleges.

A Certified Copy:

Erin A. Fitzgerald
Secretary

PROPOSED NEW POLICY

6.5.4 Payment of Tuition and Fees and Dropping for Non-Payment

Colleges must have an administrative system in place to manage and evaluate the implementation of this section which shall include periodic review and reporting on the status of deferments, collections, total receivables, and uncollectible accounts in order to minimize the level of uncollectible tuition and fee revenue. The goals of this policy include (1) providing accurate and consistent data supporting institutional research and college funding formulas, (2) protecting students, and (3) responsible accounting and collection practices.

Definitions:

Tuition: Instructional charge assessed on credit courses.

Extension Fees – Instructional charges assessed on self-supporting credit and non-credit courses.

Mandatory Fees – Charges unique to a specific program of study or credit course.

Other Registration Fees – Charges assessed all students enrolled in a credit bearing course.

Payment Date – 21 days prior to the first day of the term, or at the time of registration, whichever is later.

I. Tuition and Fees Payment Date

Students are expected to pay for assessed Extension and Other Registration Fees promptly upon registration.

A student shall be considered to have satisfied payment policies when an authorized financial aid/loan award, a formal deferred payment agreement, or an approved third party arrangement exceeding the accounts receivable balance is on file in the Bursar's Office.

Refunds and non-refundable fees are further addressed in Board Policy Dated June 16, 2016 and information in this manual at Section 6.5.5 "Refunds of Tuition and Fees."

II. Dropping Students for Non Payment

A college, at the discretion of the President or designee, may drop students who are not in compliance with payment policies from the course roster at any time. However, any student who is not in compliance shall be removed from the roster prior to the 7th day of the term and on the last business day before the census date.

ITEM

Gas Line Easement to Eversource at WCSU

BACKGROUND

Through the development of Western's Westside Campus, natural gas supplied by the public utility was not available. To date all of the Westside Campus facilities heat from #2 grade fuel oil. Yankee Gas is currently making available natural gas service for this campus.

ANALYSIS

Management requests approval of a natural gas line easement located at University Boulevard for Western Connecticut State University Westside Campus to Yankee Gas.

The Yankee Gas existing high-pressure natural gas supply main is approximately 1-mile away from Western's Westside Campus. As a result, development of all Westside Campus facilities require #2 fuel oil fire boilers for heating purposes. Westside campus boilers were purchased with dual fuel capability. If natural gas becomes available, the boilers can be switched from oil to natural gas consumption.

CSCU, Western and Yankee Gas have had ongoing discussions over the past several years of extending a high-pressure gas main to University Boulevard at the Westside Campus. Yankee Gas recently determined they would extend a natural gas main to the beginning of University Boulevard and install a natural gas lateral under University Boulevard terminating with gas meters at the major buildings. Those buildings are Pinney Hall, O'Neil Center, Centennial Hall, Westside Classroom Building, Ella Grasso Hall, Campus Center, Visual & Performing Arts Center and the West Side Athletic Center (stadium building). The CSCU will enter into a 25-year gas agreement with Yankee Gas who will install the campus lateral and supply natural gas. Default of the contract will require a prorated cost of construction to be reimbursed to Yankee Gas. Western's expense to tie into the natural gas meters include connecting and setting up boilers for natural gas and oil tank removal. The estimated cost for this transition is \$750,000.

Western's benefits of burning natural gas vs oil at the West Side Campus include a more stable pricing structure, delivery continuity, more heating efficiency per BTU, lower cost per BTU, lower boiler maintenance and a cleaner burning fuel. Western's annual savings is projected to be \$250,000 with a three-year rate of return of the overall project cost.

Consistent with all public utility installations at our campuses, Yankee Gas is requesting a right of way across University Boulevard up to each building gas meter.

RECOMMENDATION

Approve granting an easement to Yankee Gas for a gas line easement at University Boulevard on the Westside Campus of Western Connecticut State University.

9/6/17 Finance and Infrastructure Committee
9/19/17 Board of Regents

RESOLUTION

concerning

NATURAL GAS LINE EASEMENT

AT

WESTERN CONNECTICUT STATE UNIVERSITY

September 19, 2017

- WHEREAS, Natural gas has not been available at Western's Westside Campus; and
- WHEREAS, All Westside Campus buildings heat from #2 fuel oil; and
- WHEREAS, Yankee Gas has proposed bringing natural gas service to the Westside Campus buildings; and
- WHEREAS, Western's benefits of burning natural gas vs oil at the West Side Campus include a more stable pricing structure, delivery continuity, more heating efficiency per BTU, lower cost per BTU, lower boiler maintenance and a cleaner burning fuel; and
- WHEREAS, The CSCU will enter into a 25-year gas agreement with Yankee Gas who will install a gas lateral at University Boulevard and supply natural gas; and
- WHEREAS, The BOR will provide an easement to Yankee Gas to install and service their University Boulevard natural gas lateral.
- RESOLVED, The BOR will approve a natural gas easement at University Boulevard so Yankee Gas can install and maintain their natural gas lateral.

A Certified Copy:

Erin A. Fitzgerald
Secretary

ITEM

Approval of a new Mission Statement for Middlesex Community College.

BACKGROUND

Middlesex Community College undertook a strategic planning process during the academic year 2016-17, which resulted in the crafting of a new Mission Statement. The proposed modifications represent a collective understanding, expressed throughout the planning process regardless of constituency, that the entire institution sees the student experience and student success as the center of everything we do. The proposed new Mission Statement is:

“Students are the center of Middlesex Community College. By creating meaningful relationships with our diverse population of students and by providing high quality, affordable, and accessible educational experiences, Middlesex Community College helps students achieve their individual goals and become productive, engaged global citizens.”

The Board of Regents last approved a new Mission Statement for Middlesex Community College, at its special meeting held on September 25, 2012 (Board Resolution 12-073). Approval of this resolution will rescind that Board action and replace the college’s Mission Statement as included above.

ANALYSIS

The 2017 – 2022 Strategic Planning process was initiated in September 2016 under the guidance of President Anna Wasescha and the Executive Council of our shared governance system. This leadership team included the President, Deans, and elected leaders of faculty, staff, and student assemblies. Our work was facilitated throughout the year by staff from Fio Partners Consultants.

The Strategic Planning Process sought feedback and input from numerous venues. These included focus group sessions with students, staff, faculty, the Board of Directors of the MxCC Foundation, and the MxCC Regional Advisory Council; online surveys of students, alumni, and industry advisory board members; and significant discussions held at each of our shared governance Assemblies. Key community partners and high school guidance counselors participated in focused interviews as part of this process.

A faculty-staff retreat was held in February 2017 to reflect on the information gathered as described above; provide input into the revised mission, vision, and values statements; and, to identify clear actions steps to be included in the new Strategic Plan. The draft plan framework and initial proposed action steps were shared with each shared governance Assembly and the Board of Directors of the MxCC Foundation. Additional campus input was solicited via an online survey after the draft was reviewed. Much of the input has been integrated into the plan document or will be used to inform the implementation effort. The plan was approved by the Executive Council in partnership with the President.

Middlesex Community College revised its Mission Statement and vision based on the feedback and data collected during the Strategic Planning process throughout 2016-2017, and to support the 2017-2022 Strategic Plan.

COLLEGE RECOMMENDATION

Rescind Board Resolution 12-073 and approve the Mission Statement and vision for Middlesex Community College as included above.

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

RESOLUTION
concerning
APPROVAL OF MISSION AND VISION STATEMENTS
for
MIDDLESEX COMMUNITY COLLEGE

September 19, 2017

- WHEREAS, Middlesex Community College seeks to adopt an institutional mission and vision that is congruent with the CSCU and yet distinct from the other CCCs, as well as define its areas of excellence in servicing the state of Connecticut and its citizenry, and
- WHEREAS, Through Board Resolution 12-073 the Board of Regents for Higher Education approved Middlesex Community College's mission statement on September 25, 2012, and
- WHEREAS, As part of its strategic planning process beginning in the fall of 2016, Middlesex Community College identified seven goals which serve as the cornerstone for the vision, and
- WHEREAS, The mission statement and vision have emerged through appropriate college committees and processes, including the approval through the College Governance System and the College President, therefore be it
- RESOLVED, That the Board of Regents for Higher Education rescinds Board Resolution 12-073 and approves the mission statements and vision for Middlesex Community College as attached.

A True Copy:

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

9. Academic & Student Affairs

- a) Policy for the Establishment of Centers & Institutes – Central CSU
- b) Educational Partnership – SCSU Lab School and City of New Haven Strong 21st Century Communications Magnet School
- c) *Information Item* - Change in IT Policy pertaining to Research on Human Subjects

ITEM

Policy Statement and Policy Guidelines - The Establishment of a Center or Institute at institutions in the Connecticut State Colleges and Universities System

BACKGROUND

On June 8, 2001, the Board of Trustees for the Connecticut State University System repealed its previously established policy for the establishment of instructional, research and service units and established a new policy for the Establishment of a Center or Institute at Connecticut State Universities which incorporates “Guidelines Regarding Academic Centers and Institutes” (BR 01-47). Therein, the guidelines stipulated proposal development, submission, review and approval procedures.

ANALYSIS

Proposals to establish new centers or institutes have become quite elaborate in addressing the guidelines. Oftentimes, proposal assessment requires research of salient points. Moreover, the Board of Regents have emphasized a special systemic focus upon the pursuit of academic excellence and sustainability, to which newly established centers and institute should confirm. Accordingly, a more comprehensive review of proposals to establish new centers or institutes is required to determine viability. Additionally, a new policy is necessary to be applicable to all the institutions within the Connecticut State Colleges and Universities (CSCU) System.

Upon approval of the proposed resolution, the System Provost and Senior Vice President for Academic and Student Affairs will utilize the Academic Council – an advisory body comprised of the Connecticut State Colleges and Universities’ chief academic officers –to review proposals to establish centers and institutes of excellence. Following said review and receipt of a recommendation thereon, in consult with the System President, the System Provost and SVP for Academic and Student Affairs will then move the proposal to the Board’s Academic and Student Affairs Committee for review and a recommendation to the full Board of Regents for Higher Education.

RECOMMENDATION

That the Board of Regents for Higher Education approves the resolution adopting the Policy Statement and Policy Guidelines for the Establishment of a Center or Institute at institutions in the Connecticut State Colleges and Universities System

09/08/17 – Academic and Student Affairs Committee

09/19/17 – Board of Regents

BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

THE ESTABLISHMENT OF CENTERS AND INSTITUTES

in the

CONNECTICUT STATES COLLEGES & UNIVERSITIES SYSTEM

September 19, 2017

WHEREAS, The Board of Regents for Higher Education places importance upon the pursuit of excellence in all academic endeavors undertaken at institutions of the Connecticut State Colleges & Universities System, and

WHEREAS, The Board has fiduciary concerns regarding the viability and sustainability of new initiatives to be established at CSCU institutions, and

WHEREAS, Policy Statements and Policy Guidelines are necessary to assure that the establishment, evaluation, and continuation or discontinuation of new Centers and Institutes comply with a particular protocol, process and procedures that affect desired results; therefore, be it

RESOLVED, Policies previously adopted regarding the establishment and operations of academic centers and institutes at CSCU institutions are hereby repealed, and be it further

RESOLVED, New Centers and Institutes shall not be established without the prior approval of the Board of Regents for Higher Education, and be it further

RESOLVED, The attached Policy Statement and Guidelines regarding the Establishment of Centers and Institutes and for the review of Centers established prior to this approval are hereby adopted.

A True Copy:

Erin A. Fitzgerald, Secretary of the

CT Board of Regents for Higher Education

THE ESTABLISHMENT OF CENTERS AND INSTITUTES

Policy Statement

The purpose of this Policy is to define CSCU Centers/Institutes and present Guidelines that provide common requirements for their establishment, evaluation, and continuation or discontinuation.

Definitions -

Center: a formally organized, scholarly unit with self-sustaining, substantial source(s) of funding having either an instructional or research focus that tackles challenging and critical issues, in alignment with System and institutional missions.

Institute: a formally organized, scholarly unit with self-sustaining, substantial source(s) of funding with a focus upon clinical, community or public service – addressing a singular, compelling societal problem or need, in alignment with System and institutional missions.

Features -

The Board of Regents for Higher Education (BOR) requires Centers/Institutes to advance achievement of one or more of the System's Five Goals, which are:

GOAL 1. A SUCCESSFUL FIRST YEAR

GOAL 2: STUDENT SUCCESS

GOAL 3: AFFORDABILITY AND SUSTAINABILITY

GOAL 4: INNOVATION AND ECONOMIC GROWTH

GOAL 5: EQUITY

Additionally, BOR encourages Centers/Institutes:

- to afford research, service and/or experiential learning opportunities to CSCU students
- to be inter-institutional and/or interdisciplinary collaborations
- to develop marketable products and services, and to facilitate their movement into the marketplace
- to implement formalized linkages between its academic community and the professional and/or service community of focus in its region or service area
- to publish journal articles, make conference presentations, host forums and otherwise publicize research results and studies of services rendered

Policy Guidelines

Establishing a Center/Institute

Faculty, administrators and professional staff member at CSCU institutions and the System Office may submit proposals to establish a CSCU Center or Institute. After approval through an institution's established internal process, proposals are to be submitted to the System's Academic Council – the chief academic officers of CSCU institutions convened by the System Provost and Senior Vice President of Academic and Student Affairs. Prior to submission, the proposal must be formally endorsed by the institution's or System Office's chief academic officer who will make the initial presentation to the Academic Council.

In determining a proposal's merits, the Academic Council shall review the following proposal components:

1. *Need* – (a) define the need (a gap between the actual state of affairs and the desired state) for the proposed center or institute, and (b) state the manner (action plan) in which the proposed entity would address the described need. **NOTE:** Both the need and the action plan must be substantiated by reputable research.
2. *Goals and Objectives* – state the goals (broad statements of desired results) and objectives (specific, measurable steps to achieve the stated goal) of the proposed center or institute. State the relationship of the goals and objectives to the institution's mission and how the proposed entity would add value to the institution. If the goals and objective include impacting upon and/or actively involving the institution's students and/or some other audience; state explicitly what that impact and/or involvement would be. **NOTE:** The goals and objectives will serve as the foundation for the proposed entity's evaluation plan.
3. *Administration, Faculty and Staff* – present the administrative structure of the proposed entity and its departmental affiliation(s); and the identification of faculty and staff to be initially involved in the operations of the proposed center or institute, and discuss their expertise, roles and responsibilities.
4. *Budget and Sustainability* – exhibit and explain an estimated, itemized budget for the first year of operation, including space and equipment, projections to cover expenditures in each additional year of the initial four-year provisional period, and the identification of funding sources, a majority of which must be either self-sustaining and/or external to the institution.
5. *Evaluation Plan* – delineate a formal plan to: (a) monitor the implementation of activities to achieve the stated goals and objectives, (b) ascertain the extent to which the goals and objectives are actually achieved, and (c) use the results for program improvement and decision-making; during the initial four-year provisional period.

The proposal components should be outlined initially in a concept paper (no more than five pages) and subsequently elaborated upon in a full proposal, if the Academic Council endorses the concept. The full proposal should include a strategic plan that specifically aligns the proposed entity's goals and objectives with the major elements of its action plans and

expenditures. In considering the full proposal, the Academic Council may elect to invite the proposal's principal investigator(s) to address any questions and concerns it may have. Additionally, as an element of its collective, deliberative process regarding the viability of the proposed Center or Institute; members of the Academic Council may study relevant issues and consult administrators, faculty, staff and/or students/alumni of their respective CSCU institution.

NOTE: Templates for the Concept Paper and Full Proposal to Establish a CSCU Center/Institute shall be developed by the Office of the System Provost.

If the Academic Council votes to endorse the proposal, it shall be forwarded by the Office of the System Provost via a Staff Report to the BOR's Academic and Student Affairs Committee (ASA) for its consideration. The Staff Report shall contain an analysis regarding the proposal's merits and a recommendation concerning the Center's/Institute's initiation. The endorsing chief academic officer and principal investigator(s) shall present the proposal to the ASA and respond to any questions and concerns. If the ASA approves the establishment of the proposed Center/Institute, the proposal will be forwarded to the BOR for its consideration as a consent item. Upon BOR consent, the proposed Center/ Institute shall be authorized to be established for a four-year provisional period.

Center/Institute Evaluation

By September 1st, in the fourth year of a newly established Center/Institute, its director shall submit an Interim Progress Report to the System Provost, detailing its progress to date. The criteria for this self-study shall be the same as that of the proposal components, highlighting the Center's/Institute's accomplishments. If applicable, the accomplishments should detail the impact upon and/or involvement of the institution's students and/or some other intended audience. The Interim Progress Report shall also include a three-year accounting of revenue and expenditures. The Interim Progress Report shall be summarized through a Staff Report prepared by staff of the System Provost and forwarded to the ASA for its consideration. The Staff Report shall contain a recommendation from the Office of the Provost regarding acceptance or rejection of the report. The institution's chief academic officer and director will present the Interim Progress Report to the ASA and respond to any questions and concerns. If the ASA accepts the Interim Progress Report, its recommendation of provisional status of the Center/Institute will be removed and continuation will be authorized for a full seven-year period. Such recommendation will be forwarded to the BOR for its consideration as a consent item.

All Centers/Institutes shall go out of existence on December 31st seven years after authorization, unless action to the contrary is taken by the Board of Regents.

By September 1st, in the seventh year of a CSCU Center/Institute established under these guidelines, its director shall submit a Sunset Report for Continuation or Discontinuation to the institution's chief executive officer and chief academic officer, recommending continuation or discontinuation. In forwarding the Sunset Report to the System Office, the chief executive officer makes a recommendation regarding the continuation or discontinuation with comments and the chief academic officer verifies the contents of the report with comments. The format of

the Sunset Report shall be similar to that of the Interim Progress Report. The Sunset Report shall be summarized through a Staff Report by staff of the System Provost and forwarded to the ASA for its consideration. The Staff Report shall contain a recommendation from the Office of the Provost regarding acceptance or rejection of the report. The chief academic officer and director will present the Sunset Report to the ASA and respond to any questions and concerns. The ASA may elect to direct the Office of the System Provost to conduct an additional assessment, including a formal site visit, of the Center/Institute or to arrange for such an assessment by a third party, external to the System; and to consider this assessment prior to making its decision. If the ASA accepts the Sunset Report, its recommendation that the Center/Institute be continued for another seven-year period or discontinued as of the following December 31st will be forwarded to the BOR for its consideration as a consent item.

NOTES: (1) Any reports to and reviews from an external funder should be appended to the applicable Interim Progress Report or Sunset Report. (2) Templates for the Interim Progress Report and the Sunset Report for Continuation or Discontinuation of a CSCU Center/Institute shall be developed by the Office of the System Provost.

Continuation or Discontinuation of Center/Institute

In its analysis of a CSCU Center's/Institute's Interim Progress Report and Sunset Report, the Office of the System Provost shall contrast the report with the proposal for establishment, or previous Sunset Report, if applicable, and:

- assess whether or not the Center/Institute meets a compelling need and appropriately addresses that need with appropriate and effectual activities
- assess the Center's/Institute's success in meeting its goals and objectives
- make a determination as to the adequacy of personnel and their commitment and contribution to the Center's/Institute's progression
- make a determination as to the adequacy of fiscal resources and their efficacy of their use
- make a determination as to the thoroughness, effectiveness and credibility of the Center's/Institute's evaluation plan

It is recommended that informal monitoring visits and interviews with Center/Institute staff members and oversight administrators be conducted over the course of the year preceding the due dates for Interim Progress Reports and Sunset Reports.

The recommendation to continue or discontinue an established Center/Institute is essentially an internal decision. While some other administrator might be assigned oversight of a CSCU Center/Institute, the chief executive officer and the chief academic officer of the initiating entity are ultimately responsible for Center's/Institute's operations. CSCU institutions, the lead institution for inter-institutional collaborations and the System Office are encouraged to construct their own annual reporting requirements and formats for Centers/Institutes, as well as other on-going monitoring procedures and mechanisms to remedy deficiencies and implement

improvements. It will be important to the System Office's analysis of Interim Progress and Sunset reports, and subsequently to decision-making by the ASA that the comments of the chief executive and chief academic officers site these supervisory instruments in presenting the rationale for their recommendations.

NOTE: The initiating entity's chief academic officer will be required to verify all reports submitted by a Center/Institute to the System Office.

Revised: 9/8/2017; 9/13/17

ITEM

New Haven's 21st Century Strong Magnet School & SCSU Lab (approval of collaboration and on-going educational partnership)

BACKGROUND

On September 6, 2017, the Board's Finance & Infrastructure Committee considered this item for purposes of approving a land lease that allows the City of New Haven to develop, construct and operate at their expense the New Haven Strong 21st Century Communications Magnet and SCSU Lab School. The Finance & Infrastructure Committee reviewed and approved the land lease, contingent upon the Academic and Student Affairs Committee Memorandum of Understanding (MOU) approval and the Office of the State Attorney General land lease agreement approval (see Finance & Infrastructure Committee's staff report related to this item for additional detail).

ANALYSIS

On September 8, 2017, the Academic & Student Affairs Committee met to review the Memorandum of Understanding between SCSU and the New Haven Board of Education (attached to the proposed resolution). As noted therein, major academic components in the MOU include:

- The placement of higher ed. students for fieldwork, student teaching, internships, mentoring and volunteer work.
- Collaborative professional development.
- Collaborative research and grants.
- Collaborative implementation of best practices.
- Planned collaborative use of facilities and equipment.

Following discussion among committee members, the ASA Committee voted unanimously to endorse the collaboration as outlined within the above-referenced Memorandum of Understanding, without endorsing the specifics of the MOU. With the Finance & Infrastructure Committee's contingency approval having been satisfied by this approval, the item moves forward to the full Board for consideration and adoption.

RECOMMENDATION

That the Board of Regents for Higher Education adopts the proposed resolution in support of the collaboration and on-going educational partnership between Southern Connecticut State University and the City of New Haven concerning the SCSU Lab School and the Strong 21st Century Communications Magnet School.

9/06/17 Finance and Infrastructure Committee
9/8/17 Academic & Student Affairs Committee
9/19/17 Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

an Educational Partnership

September 19, 2017

RESOLVED: That the Board of Regents for Higher Education approves the collaboration and on-going educational partnership between Southern Connecticut State University and the City of New Haven CT Board of Education and the operation in connection with the SCSU Lab School and the Strong 21st Century Communications Magnet School as outlined in the Memorandum of Understanding between Southern Connecticut State University and the New Haven CT Board of Education.

A True Copy:

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

The Strong 21st Century Communications Magnet and SCSU Lab School
Memorandum of Understanding

This Articulation Agreement (this "Agreement") is entered into this ____ day of _____ 2016 (the "Effective Date") by and between the City of New Haven Board of Education, a municipal corporation organized and existing under the laws of the State of Connecticut with a mailing address at 54 Meadow Street, New Haven, Connecticut 06519 (the "BOE") and Southern Connecticut State University ("SCSU"), a Public University organized and existing under the laws of the State of Connecticut with a mailing address at 501 Crescent Street, New Haven Connecticut 06515 (the "University" or "SCSU").

Section 1: Interests of the Parties

- 1.1** **Whereas** the BOE has been approved by the City of New Haven and the State of Connecticut to construct the Strong 21st Century Communications Magnet and SCSU Lab School (hereon "Strong University Lab School") on land owned by SCSU; and
- 1.2** **Whereas** the University is a public institution of higher education located in New Haven, CT offering programs in educator preparation and related services fields; and,
- 1.3** **Whereas**, the Strong University Lab School is a New Haven Public School serving children in grades K through 4; and
- 1.4** **Whereas**, the construction of the Strong University Lab School is being undertaken as part of the New Haven Board of Education School Construction Program and such construction shall follow the applicable protocols and regulations as outlined by the State of Connecticut, City of New Haven and New Haven Board of Education; and
- 1.5** **Whereas** the Strong University Lab School seeks opportunities for its students to be mentored and tutored by University students and faculty and to have access to shared resources and facilities on the SCSU campus; and
- 1.6** **Whereas** the Strong University Lab School seeks advice from the University on its curriculum; and

- 1.7 **Whereas** both parties seek a mechanism through which faculty from both institutions and SCSU students may interact and collaborate on research projects of mutual interest, and
- 1.8 **Whereas** students enrolled in undergraduate and graduate programs at the University who are interested in becoming teachers or related services personnel may have opportunities to intern with faculty at the School of Global Communications; and
- 1.9 **Whereas** the University seeks a mechanism through which specified personnel may use the Strong University Lab School's facilities once the new building is constructed and in use; and
- 1.10 **Whereas** both parties seek a formal relationship that promotes further sharing of resources and information among the faculty from both institutions;
- 1.11 **Then be it resolved** that the parties enter into an agreement (this "Agreement") for collaboration and resource sharing and administration, as set forth in this document. The Agreement is to be administered through the Strong University Lab School *Partnership Program* ("Program"), the scope of which includes:
- Planned collaborative use of facilities and equipment,
 - Collaborative research and grants,
 - The placement of students for field work, student teaching, internships and volunteers,
 - Collaborative professional development, and
 - Collaborative implementation of best practices.

Section 2: Strong University Lab School Partnership Program Oversight Board

The parties agree that the Board of Education and SCSU retain ultimate control and authority over their respective buildings, programs and staffs. The parties further agree that a local Oversight Board (hereon the "OB") that is delegated with day to day planning and oversight of the Strong University Lab School and SCSU and the collaboration among the respective parties is desirable and beneficial. The

administrative point contact on all matters regarding the OB of the Strong University Lab School at SCSU will be the Dean of the School of Education reporting to the Provost and President of SCSU. The administrative point contact on all matters regarding the OB of the Strong University Lab School at NHPS will be the School Principal reporting to the Director of Instruction, the Superintendent of School and the New Haven Board of Education respectively. Based on such shared institutional oversight, such leadership will maintain the local governance of the Strong University Lab School Partnership through the Strong University Lab School Partnership Program Oversight Board.

2.1 Oversight Board Duties: The Oversight Board members shall share the responsibilities associated with participation on the original School Based Building Advisory Committee (“SBBAC”) to assist in the design recommendations of the Strong University Lab School, and subsequently the implementation and continuation of the Strong University Lab School Partnership Program and to assure open ongoing collaboration and communication with personnel at both SCSU and NHPS. The OB will develop metrics to assess the program, evaluate the success of the program, discuss concerns, and consider new ideas for potential improvements to the program. The OB shall also prepare an annual summary of activity that shall be presented to the President of SCSU and the Superintendent of New Haven Public Schools.

2.2 Oversight Board Members: (i) The Strong University Lab School Partnership Partnership Program Oversight Board, co-chaired by the SCSU Dean of the School of Education and the Strong University Lab School Partnership Principal, will consist of the following representatives from both institutions:

- a) The Dean of the School of Education at SCSU (Co-chair);
- b) The Principal of the Strong University Lab School (Co-Chair);
- c) One Magnet Resource Teacher appointed by the Strong University Lab School Principal;

- d) Two senior faculty members from SCSU appointed annually by the Provost of SCSU;
- e) Two Senior Faculty Members from the Strong University Lab School, appointed annually by the Strong University Lab School Principal
- f) One member of the BOE Executive Staff from the Superintendent of Schools
- g) One Parent appointed by the Superintendent of Schools
- h) One member of the SCSU Facilities management
- i) One member of the NHPS Facilities management
- j) One member of the New Haven Board of Education appointed by the Board President
- k) One member appointed by the President of SCSU

Section 3: Sharing of Facilities and Equipment

- 3.1** SCSU faculty and administrators may reserve the facilities at the Strong University Lab School building for University functions, for teaching evening, weekend and summer classes, and for other purposes agreed upon by the Oversight Board subject to administrative procedures maintained by each institution. Such reservations shall be made through the existing permitting process maintained by the BOE.
- 3.2** The Strong University Lab School faculty may reserve and utilize certain SCSU facilities for school related functions. Such reservations shall be made through a permitting process maintained by SCSU.

Section 4: Development of Joint Grant Proposals

- 4.1** The faculty of the Strong University Lab School Partnership Program and the faculty at SCSU will work together to develop grant proposals of interest to both institutions. Such projects will bring together university students, the Strong University Lab School faculty, and SCSU faculty in cooperative learning experiences.

- 4.2** The applications for grants will be submitted through the University's Office of Sponsored Programs and Research or through the BOE depending on the terms and conditions of the specific grant.

Section 5: Teaching Internships and Research at the Strong University Lab School

- 5.1** The Strong University Lab School will provide opportunities for those SCSU students interested in pursuing a career in teaching and/or related services to work with the School of Global Communications faculty and students for required field work, including student teaching. In addition, the Strong University Lab School faculty will provide volunteer opportunities for SCSU students to work with them and their students in diverse capacities (e.g., field assistance, classroom assistance, project design & development, etc.). All placements must be approved through the Office of Educational Services in the School of Education and the appropriate BOE office and its applicable volunteer protocols.
- 5.2** The Strong University Lab School will also provide internship opportunities per year for SCSU students in education or related services, beginning no earlier than the 2018-19 academic year. All such interns must be approved through the BOE Human Resources Department per applicable protocols. Such positions may be volunteer, credit bearing or paid, funding permitting.
- 5.3** The final decision about whether to place an SCSU student at the Strong University Lab School will rest with a) the Director of the Office of Educational Services in the School of Education at SCSU and b) the Strong University Lab School Principal (or NHPS Designee), both of whom must agree to the placement for it to occur. Similarly, decisions regarding placement of volunteers rests with the Strong University Lab School Principal and the Director of the Office of Educational Services in the School of Education at SCSU.
- 5.4** Faculty members from SCSU shall have the opportunity to conduct pedagogical research at the Strong University Lab School facility with members of the Strong University Lab School community. Any pedagogical research must be vetted in

advance through and approved by the Superintendent of Schools, the Strong University Lab School Principal, and parents of the Strong University Lab School students. Any pedagogical research conducted at the Strong University Lab School shall follow the SCSU Institutional Research Board (IRB) protocol and the protocols established by the BOE with strict compliance to governing privacy and legal obligations and requirements including but not limited to FERPA (Family Educational Rights and Privacy Act) and HIPPA (Health Insurance Portability and Accountability Act). Such programs shall be focused to the benefit of students and the School programs.

Section 6: SCSU On-Site Presence at the Strong University Lab School

- 6.1 SCSU and the Strong University Lab School will continue to develop opportunities for shared usage of facilities and equipment at both institutions. In all such circumstances, each party shall be responsible for clearly marking its equipment as the property of such owner, and the owner of the facility shall be responsible for reasonable security policies and procedures as well as following all applicable permit application protocols.
- 6.2 The parties understand that the construction of the School building is governed by state standards with respect to square footage and reimbursements. In order to work within the governing construction regulations and budgets the parties commit to planning and design in order to incorporate shared, multi-purpose and other space in order to establish a physical presence for SCSU at the Strong University Lab School by providing, where possible and appropriate, space for SCSU use and functions to include, but not limited to, faculty office space and conference room use for SCSU faculty and teacher candidates who are working with students and teachers at the Strong University Lab School. This space(s) will be used collaboratively for, but not limited to, tutoring, meetings, curriculum development, and a professional development program.

- 6.3 SCSU will offer opportunities for the Strong University Lab School faculty and staff to attend appropriate seminars and similar offerings on the SCSU campus as if the Strong University Lab School faculty and staff were SCSU faculty and staff.
- 6.4 SCSU staff will coordinate and collaborate with the Strong University Lab School staff in order to offer and promote professional development in areas to be mutually determined.

Section 7: Communication

- 7.1 The Strong University Lab School Principal and the SCSU Dean of Education (or designee) will meet on a bi-weekly basis, or such other schedule as mutually determined to discuss any matters of mutual interest pertaining to the two institutions. Such matters include, but are not limited to, the development of grant applications, student projects and placements, equipment usage, facilities usage, and progress reports. Such communication will organize the agenda of the Oversight Board that will meet on a regular basis. Such communication may not serve to alter terms and conditions of this agreement without the approval of SCSU and the Board of Education.

Section 8: Term and Program Review

- 8.1 The term of this Agreement shall commence upon execution of this Agreement by all representatives of the parties indicated below, and shall continue until December 2027. The parties may then renew this Agreement for subsequent academic years, unless it is terminated sooner as provided in Section 10.3.
- 8.2 The Strong University Lab School Principal and the SCSU Dean of Education, in consultation with the Oversight Board, will monitor the activities under this Agreement on an annual basis prior to its expiration or renewal. The Oversight Board may recommend modifications to this Agreement as they deem necessary or desirable. Any such changes agreed to by the parties shall be set forth in writing and signed by the authorized representation(s) of each party.

8.3 (a) This Agreement may be terminated: (i) by either party following written notification to the other party which termination shall be effective no sooner than one (1) month after such notification is received, and/or (ii) by mutual consent.

(b) If this Agreement is terminated while any joint grant activities are in progress, the parties' rights and obligations in respect of such projects shall be governed by the terms of the grant funding such project.

Section 9: Employees

9.1 Employees of the Strong University Lab School

All employees of the Strong University Lab School shall be employees of the BOE, governed by all labor policies of the BOE and entitled to all of the benefits thereof. All contractors and consultants of the BOE performing functions within or on behalf of the Strong University Lab School shall do so consistent with the terms and conditions of applicable contracts. However, the Dean of the School of Education (or his/her designee) shall be invited to be part of the hiring committee/process for all leadership positions of the Strong University Lab School.

9.2 Employees of SCSU

All employees of SCSU shall be governed by all labor policies of the SCSU and entitled to all of the benefits thereof. However, the Principal of the Strong University Lab School or his/her designee be invited to be part of the hiring committee for the SCSU Dean of Education and any Faculty Coordinator position as deemed necessary by the SCSU Provost.

Section 10: Miscellaneous Provisions

INSURANCE:

The Contractor agrees that while performing services specified in this agreement he/she shall carry sufficient insurance (liability and/or other self-insurance) as applicable according to the nature of the service to be performed so as to “save harmless” the State of Connecticut from any insurable cause whatsoever.

10.1 APPLICABLE LAW:

This Agreement shall be governed by the laws of the State of Connecticut, without regard to its principles of conflicts of laws. The Contractor shall at all times comply with and observe all federal and state laws, local laws, ordinances, and regulations which are in effect during the period of this contract and which in any manner affect the work or its conduct.

10.2 CONTRACT ASSIGNMENT:

No right or duty, in whole or in part, of the Contractor under this Agreement may be assigned or delegated without the prior written consent of the Connecticut State University System and the BOE

10.3 SEVERABILITY:

If any provision of this agreement shall be held invalid by any court of competent jurisdiction, such holding shall not invalidate any other provision hereof.

10.4 CLAIMS AGAINST THE STATE:

The Contractor agrees that the sole and exclusive means for the presentation of any claim against the State of Connecticut arising from this agreement shall be in accordance with Chapter 53 of the Connecticut General Statutes (Claims Against the State) and the Contractor further agrees not to initiate legal proceedings in

any state or federal court in addition to, or in lieu of, said Chapter 53 proceedings.

10.5 NON DISCRIMINATION

(a) For purposes of this Section, the following terms are defined as follows:

- i. "Commission" means the Commission on Human Rights and Opportunities;
- ii. "Contract" and "contract" include any extension or modification of the Contract or contract;
- iii. "Contractor" and "contractor" include any successors or assigns of the Contractor or contractor;
- iv. "Gender identity or expression" means a person's gender-related identity, appearance or behavior, whether or not that gender-related identity, appearance or behavior is different from that traditionally associated with the person's physiology or assigned sex at birth, which gender-related identity can be shown by providing evidence including, but not limited to, medical history, care or treatment of the gender-related identity, consistent and uniform assertion of the gender-related identity or any other evidence that the gender-related identity is sincerely held, part of a person's core identity or not being asserted for an improper purpose.
- v. "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations;
- vi. "good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with

statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements;

- vii. "marital status" means being single, married as recognized by the State of Connecticut, widowed, separated or divorced;
- viii. "mental disability" means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders", or a record of or regarding a person as having one or more such disorders;
- ix. "minority business enterprise" means any small contractor or supplier of materials fifty-one percent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise, and (3) who are members of a minority, as such term is defined in subsection (a) of Connecticut General Statutes § 32-9n; and
- x. "public works contract" means any agreement between any individual, firm or corporation and the State or any political subdivision of the State other than a municipality for construction, rehabilitation, conversion, extension, demolition or repair of a public building, highway or other changes or improvements in real property, or which is financed in whole or in part by the

State, including, but not limited to, matching expenditures, grants, loans, insurance or guarantees.

For purposes of this Section, the terms "Contract" and "contract" do not include a contract where each contractor is (1) a political subdivision of the state, including, but not limited to, a municipality, (2) a quasi-public agency, as defined in Conn. Gen. Stat. Section 1-120, (3) any other state, including but not limited to any federally recognized Indian tribal governments, as defined in Conn. Gen. Stat. Section 1-267, (4) the federal government, (5) a foreign government, or (6) an agency of a subdivision, agency, state or government described in the immediately preceding enumerated items (1), (2), (3), (4) or (5).

(b) (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, mental retardation, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the State of Connecticut; and the Contractor further agrees to take affirmative action to insure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, mental retardation, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by the Contractor that such disability prevents performance of the work involved; (2) the Contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, to state that it is an "affirmative action-equal opportunity employer" in accordance with

regulations adopted by the Commission; (3) the Contractor agrees to provide each labor union or representative of workers with which the Contractor has a collective bargaining Agreement or other contract or understanding and each vendor with which the Contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or workers' representative of the Contractor's commitments under this section and to post copies of the notice in conspicuous places available to employees and applicants for employment; (4) the Contractor agrees to comply with each provision of this Section and Connecticut General Statutes §§ 46a-68e and 46a-68f and with each regulation or relevant order issued by said Commission pursuant to Connecticut General Statutes §§ 46a-56, 46a-68e and 46a-68f; and (5) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor as relate to the provisions of this Section and Connecticut General Statutes § 46a-56. If the contract is a public works contract, the Contractor agrees and warrants that he will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works projects.

(c) Determination of the Contractor's good faith efforts shall include, but shall not be limited to, the following factors: The Contractor's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.

(d) The Contractor shall develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts.

(e) The Contractor shall include the provisions of subsection (b) of this Section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with Connecticut General Statutes §46a-56; provided if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

(f) The Contractor agrees to comply with the regulations referred to in this Section as they exist on the date of this Contract and as they may be adopted or amended from time to time during the term of this Contract and any amendments thereto.

(g) (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation; (2) the Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining

Agreement or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the Contractor's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment; (3) the Contractor agrees to comply with each provision of this section and with each regulation or relevant order issued by said Commission pursuant to Connecticut General Statutes § 46a-56; and (4) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor which relate to the provisions of this Section and Connecticut General Statutes § 46a-56.

(h) The Contractor shall include the provisions of the foregoing paragraph in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with Connecticut General Statutes § 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

10.6 EXECUTIVE ORDERS the Strong University Lab School. 3, 17, 16, and 7C:

This Contract is subject to the provisions of Executive Order No. 7C of Governor M. Jodi Rell, promulgated July 13, 2006, concerning contracting reforms, Executive Order No. Sixteen of Governor John G. Rowland promulgated August 4, 1999, concerning violence in the workplace, Executive Order No. Seventeen of Governor Thomas J. Meskill, promulgated February 15, 1973, concerning the listing of employment openings and Executive Order No. Three of Governor Thomas J. Meskill, promulgated June 16, 1971, concerning labor employment practices, all of which are incorporated into and are made a part of the Contract as if they had been fully set forth in it. At the Contractor's request, CCSU shall provide a copy of these orders to the Contractor.

10.7 AMENDMENT

The parties may agree to amend or add provision of this Agreement only by written Amendment signed by the parties and approved by the Office of the Attorney General.

10.8 ENTIRE AGREEMENT

This Agreement constitutes the entire agreement of the parties and supersedes all prior communications, understandings and agreements relating to the subject matter hereof, whether oral or written. No specific level of activity or dollar amount is committed or assigned to the Contractor through this contract. CSUS reserves the right to solicit bids for any project and there is no special privilege or right of first refusal conveyed by the execution of this Agreement.

10.9 CAMPAIGN CONTRIBUTION RESTRICTIONS

On February 8, 2007, Governor Rell signed into law Public Act 07-1, An Act Concerning the State Contractor Contribution Ban and Gifts to State and Quasi-Public Agencies. For all State contracts as defined in P.A. 07-1 having a value in a calendar year of \$50,000.00 or more, or a combination or series of such

agreements or contracts having a value of \$100,000.00 or more, the authorized signatory to this agreement expressly acknowledges receipt of the State Elections Enforcement Commission's notice advising state contractors of state campaign contribution and solicitation prohibitions, which is set forth below, and will inform its principals of the contents of the notice. See SEEC Form 11 (reproduced and inserted below).

10.10 STATUTORY AUTHORITY

The Statutory authority for SCSU to enter into this agreement is Connecticut General Statute §10a-151b.

10.11 EXCUSABLE DELAY

Neither party will be liable to the other for any delay or failure in performance arising directly out of war, sabotage, insurrection, riot, and any other act of civil disobedience, act of public enemy, fire, explosion, flood, storm, or other act of God or nature, or similar cause beyond its reasonable control (but not including shortage or unavailability of labor or materials), provided that the party suffering such event give the other party notice immediately upon becoming aware of its occurrence (or as soon thereafter as feasible). The other party may terminate this Agreement if performance is not resumed within thirty (30) days of the initial failure or delay.

10.12 WAIVER

The failure of either party at any time or times to enforce or require performance of any provision in this Agreement will in no way operate as a waiver or affect the right of such party at a later time to enforce such provision.

10.13 SAVINGS CLAUSE

Each provision of this Agreement will be treated as a separate and independent clause, and the unenforceability of any one clause will in no way impair the

enforceability of any of the other clauses of this Agreement. If any provision in this Agreement is for any reason held to be excessively broad as to scope, activity, or subject, or otherwise unenforceable, such provision will be construed by the appropriate judicial body by limiting or reducing it so as to be enforceable to the maximum extent compatible with the applicable law.

10.14 CONSTRUCTION

The headings of particular sections of this Agreement are inserted for convenience of reference only and will in no way define, limit, expand, or otherwise affect the construction or interpretation of any provision of this Agreement. The language of all parts of this Agreement will in all cases be construed as a whole according to its fair meaning and not strictly for or against either of the parties.

10.15 EXPENSES

Unless expressly indicated otherwise in this Agreement, each party shall be responsible for its own expenses to perform its obligations under this Agreement.

10.16 NO ASSIGNMENT

Neither party may assign this Agreement or any of its obligations hereunder to any other person or entity. Any attempted assignment shall be void.



Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitation Limitations

This notice is provided under the authority of Connecticut General Statutes §9-612(g)(2), as amended by P.A. 10-1, and is for the purpose of informing state contractors and prospective state contractors of the following law (italicized words are defined on the reverse side of this page).

CAMPAIGN CONTRIBUTION AND SOLICITATION LIMITATIONS

No *state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor*, with regard to a *state contract or state contract solicitation* with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee (which includes town committees). In addition, no holder or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of State senator or State representative, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee. On and after January 1, 2011, no state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor, with regard to a state contract or state contract solicitation with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall **knowingly solicit** contributions from the state contractor's or prospective state contractor's employees or from a *subcontractor or principals of the subcontractor* on behalf of (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee.

DUTY TO INFORM

State contractors and prospective state contractors are required to inform their principals of the above prohibitions, as applicable, and the possible penalties and other consequences of any violation thereof.

PENALTIES FOR VIOLATIONS

Contributions or solicitations of contributions made in violation of the above prohibitions may result in the following civil and criminal penalties: **Civil penalties**—Up to \$2,000 or twice the amount of the prohibited contribution, whichever is greater, against a principal or a contractor. Any state contractor or prospective state contractor which fails to make reasonable efforts to comply with the provisions requiring notice to its principals of these prohibitions and the possible consequences of their violations may also be subject to civil penalties of up to \$2,000 or twice the amount of the prohibited contributions made by their principals. **Criminal penalties**—Any knowing and willful violation of the prohibition is a Class D felony, which may subject the violator to imprisonment of not more than 5 years, or not more than \$5,000 in fines, or both.

CONTRACT CONSEQUENCES

In the case of a state contractor, contributions made or solicited in violation of the above prohibitions may result in the contract being voided. In the case of a prospective state contractor, contributions made or solicited in violation of the above prohibitions shall result in the contract described in the state contract solicitation not being awarded to the prospective state contractor, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation. The State shall not award any other state contract to anyone found in violation of the above prohibitions for a period of one year after the election for which such contribution is made or solicited, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation. Additional information may be found on the website of the State Elections Enforcement Commission, www.ct.gov/seec. Click on the link to "Lobbyist/Contractor Limitations."



DEFINITIONS

"State contractor" means a person, business entity or nonprofit organization that enters into a state contract. Such person, business entity or nonprofit organization shall be deemed to be a state contractor until December thirty-first of the year in which such contract terminates. "State contractor" does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Prospective state contractor" means a person, business entity or nonprofit organization that (i) submits a response to a state contract solicitation by the state, a state agency or a quasi-public agency, or a proposal in response to a request for proposals by the state, a state agency or a quasi-public agency, until the contract has been entered into, or (ii) holds a valid prequalification certificate issued by the Commissioner of Administrative Services under section 4a-100. "Prospective state contractor" does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Principal of a state contractor or prospective state contractor" means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a state contractor or prospective state contractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a state contractor or prospective state contractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a state contractor or prospective state contractor, which is not a business entity, or if a state contractor or prospective state contractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any state contractor or prospective state contractor who has *managerial or discretionary responsibilities with respect to a state contract*, (v) the spouse or a *dependent child* who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the state contractor or prospective state contractor.

"State contract" means an agreement or contract with the state or any state agency or any quasi-public agency, let through a procurement process or otherwise, having a value of fifty thousand dollars or more, or a combination or series of such agreements or contracts having a value of one hundred thousand dollars or more in a calendar year, for (i) the rendition of services, (ii) the furnishing of any goods, material, supplies, equipment or any items of any kind, (iii) the construction, alteration or repair of any public building or public work, (iv) the acquisition, sale or lease of any land or building, (v) a licensing arrangement, or (vi) a grant, loan or loan guarantee. "State contract" does not include any agreement or contract with the state, any state agency or any quasi-public agency that is exclusively federally funded, an education loan, a loan to an individual for other than commercial purposes or any agreement or contract between the state or any state agency and the United States Department of the Navy or the United States Department of Defense.

"State contract solicitation" means a request by a state agency or quasi-public agency, in whatever form issued, including, but not limited to, an invitation to bid, request for proposals, request for information or request for quotes, inviting bids, quotes or other types of submittals, through a competitive procurement process or another process authorized by law waiving competitive procurement.

"Managerial or discretionary responsibilities with respect to a state contract" means having direct, extensive and substantive responsibilities with respect to the negotiation of the state contract and not peripheral, clerical or ministerial responsibilities.

"Dependent child" means a child residing in an individual's household who may legally be claimed as a dependent on the federal income tax of such individual.

"Solicit" means (A) requesting that a contribution be made, (B) participating in any fund-raising activities for a candidate committee, exploratory committee, political committee or party committee, including, but not limited to, forwarding tickets to potential contributors, receiving contributions for transmission to any such committee or bundling contributions, (C) serving as chairperson, treasurer or deputy treasurer of any such committee, or (D) establishing a political committee for the sole purpose of soliciting or receiving contributions for any committee. Solicit does not include: (i) making a contribution that is otherwise permitted by Chapter 155 of the Connecticut General Statutes; (ii) informing any person of a position taken by a candidate for public office or a public official, (iii) notifying the person of any activities of, or contact information for, any candidate for public office; or (iv) serving as a member in any party committee or as an officer of such committee that is not otherwise prohibited in this section.

"Subcontractor" means any person, business entity or nonprofit organization that contracts to perform part or all of the obligations of a state contractor's state contract. Such person, business entity or nonprofit organization shall be deemed to be a subcontractor until December thirty first of the year in which the subcontract terminates. "Subcontractor" does not include (i) a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or (ii) an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Principal of a subcontractor" means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a subcontractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a subcontractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a subcontractor, which is not a business entity, or if a subcontractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any subcontractor who has managerial or discretionary responsibilities with respect to a subcontract with a state contractor, (v) the spouse or a dependent child who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the subcontractor.

10.17 NOTICES

All notices, consents, and other communications required or permitted in this Agreement must be in writing and must be delivered: personally; by certified mail, return receipt requested, postage prepaid; by nationally recognized express courier; or by telefax or e-mail, with a confirmation copy sent within twenty-four (24) hours by one of the foregoing means; to the parties at the addresses set forth below, or to such other address as either party may designate by notice to the other pursuant to this Section.

If to the City of New Haven Board of Education:

City of New Haven Board of Education
54 Meadow Street Street
New Haven, Connecticut 06519
Attn: _____

If to SCSU:

Southern Connecticut State University
501 Crescent Street
New Haven, CT 06516
Attn: Mr. Mark Rozewski
Executive Vice President for Finance and Administration

The following authorized representatives of the parties have executed this Agreement on behalf of the parties:

For the Strong University Lab School

For Southern Connecticut State University:

Dr. Reginald Mayo
Interim Superintendent
New Haven Public Schools
Date: _____

Dr. Joseph Bertolino
President
Southern Connecticut State University
Date: _____

DRAFT

INFORMATIONAL ITEM

Modification of Information Technology Policy – “Acceptable Use”

BACKGROUND

IT Governance has unanimously approved a change in “IT Policy – Acceptable Use – pertaining to Research on Human Subjects”.

The following provision has been added to Section 7 of the Policy – “No Expectation of Privacy”.

However, this section of the policy shall not apply to research on human subjects provided the research is approved by an Institutional Review Board of an accredited institution of higher education and the CSCU staff member is in good standing with their respective institution. CSCU Faculty are solely responsible for notifying the CSCU CIO when they conduct research that qualifies for this exemption.

The Institutional Review Board (IRB) process ensures the confidentiality of voluntary human participation in research as subjects mandated by federal regulations of human research and required by federal and other grant-making organizations. The goal of IRB is to protect human subjects from physical or psychological harm, which is accomplished through a review of research protocols and related materials prior to the undertaking of the proposed research.

The provision added to the IT Policy ensures the privacy of human subjects should research participants so desire and aligns the Policy with the expectations of grant makers.

09/19/17 – Board of Regents

11. Finance & Infrastructure

- a) FY 2018 Budget/Spending Plan for CSCU
- b) New Haven's 21st Century Strong Magnet School & SCSU Lab School
- c) *Information Item* - CSCU 2020 Update
- d) *Information Item* - Lease/License/MOU space update

ITEM

FY 2018 Budget/Spending Plan for the Connecticut State Colleges & Universities. (CSCU)

BACKGROUND

Typically, management requests Board approval of the annual budget prior to commencing the new fiscal year. FY 2018 has been unusual because the State has not as of this writing passed a state budget, and the agreement between the State and State Employees Bargaining Agent Coalition (SEBAC) had not been consummated prior to the beginning of FY 2018.

Both of these factors left significant uncertainties:

- State appropriations and associated fringe benefit payments account for approximately 50% of CSCU revenues.
- Personnel costs total approximately 80% of our annual expenditures, and approximately 95% of our full-time employees are covered by bargaining unit agreements; the impact of the SEBAC contract is significant as it directly factors into wages.
- Further, SEBAC language controls payments into employee retirement plans and certain factors impacting medical costs; the fringe benefits paid by CSCU which are not covered by the State are highly impacted by the terms of the agreement.

In addition, the proposals set forth by the Governor's Office, the State Senate and House of Representatives varied so greatly that we had no reasonable method to estimate or assume our state funding. The following shows the various proposals, ending with the Governor's Executive Order dated June 30, 2017, and comparisons to the Governor's original budget proposal, and the final FY17 Appropriations (after lapses and rescission) (\$):

Approp FY 17 After Lapses & Rescission	FY18						
	Governor's 2/8/17	Governor's 5/15/17	Joint Democrat	Senate Republican	House Republican	Governor's Executive Order	
Appropriations Excl Fringe Benefits	322,511,227	310,023,787	308,490,562	260,023,787	304,236,158	305,769,383	313,825,112
Compared to:							
Governor's Original 2/8/17 Budget							
FY17 After Lapses & Rescission							
					</		

Since the beginning of FY 2018 however, SEBAC negotiations have concluded, the Office of the Comptroller has computed estimated FY 2018 fringe benefit charge rates, and discussions have been ongoing in order to arrive at a state budget.

In addition, as the fall semester has begun, we have a better idea of what to expect in terms of enrollments, which is also a significant variable impacting our fiscal budgets. Therefore, we are now bringing forward a proposed FY 2018 Budget/Spending Plan and asking for Board approval, with the provision that if the State budget is significantly different, we will engage our

contingency plans which were submitted for scenarios up to 10% below the assumed appropriations.

For purposes of budget development, we assumed the following:

- Governor's Executive Order for our appropriations,
- Comptrollers' fringe benefit rates,
- Trend in enrollment for the past three years unless an institution could demonstrate otherwise, and
- Tuition and fee rates approved by the Board for FY 2018.

The budget development did not presume any benefits from, nor implementation costs of, Students First, the System's strategic proposal, as those plans must still be finalized, approved, and implemented before having a fiscal impact on CSCU.

The Governor's Executive Order Budget for CSCU is the following (\$):

	Approp After Lapses & Rescission FY17	Governor's Executive Order FY18	Difference
Workers' Compensation Claims	3,345,663	3,328,361	(17,302)
Charter Oak State College	2,375,844	2,304,569	(71,275)
Community Tech College System	157,410,402	155,049,246	(2,361,156)
Connecticut State University	148,263,331	142,360,428	(5,902,903)
Board of Regents	428,536	415,680	(12,856)
Developmental Services	9,091,043	8,818,312	(272,731)
Outcomes-Based Funding Incentive	1,596,408	1,548,516	(47,892)
	322,511,227	313,825,112	(8,686,115)

The above does not include the impact of fringe benefits, which further decreases the FY 2017 level of funding by approximately \$7M, for a total year-to-year reduction in excess of \$15M.

The proposed reduction in funding under the Governor's Executive Order represents four years of repeated reductions in state support (\$):

	Final FY15	Final FY16	Approp FY 17 After Lapses & Rescission	Governor's Executive Order
Appropriations Excl Fringe Benefits	351,985,562	350,052,174	322,511,227	313,825,112
Compared to Governor's Executive Order	(38,160,450)	(36,227,062)	(8,686,115)	
Including Estimated Fringe at 75%	(66,780,788)	(63,397,359)	(15,200,701)	

The institutions have been instructed to cut spending in order to accommodate less state funding in each year. With \$66M less in FY 2018 proposed funding as compared to FY 2015, our

colleges and universities have had to take difficult and undesirable actions in order to balance their budgets. Such actions may include cutting back on advisors, tutors, and counselors, curtailing library hours, and limiting activities which enrich the student experience. It is certainly CSCU's goal to provide more, not less, student services.

In order to prepare for the potential of even further cuts when the state budget is eventually passed, we have asked each institution to develop contingency plans which are discussed herein. Should the ultimate level of funding be reduced from the Executive Order assumed for this spending plan, we will begin to exercise options under these contingency plans.

SEBAC provided for certain employee concessions related to pension plans and medical costs. However, the "organic growth" of these costs outweighed the concessions, so the fringe benefit rates we have assumed are slightly higher than in the prior year, as follows (SERS and ARP Regular having the biggest impact on our costs):

	FY17 Rates	Proj FY18 Rates after SEBAC	% Inc(Dec)	Basis Points Inc(Dec)
Est. AVG Medical Insurance	15.89%	16.8%	5.60%	0.89%
Unemployment Compensation	0.06%	0.26%	333.33%	0.20%
FICA Social Security	6.20%	6.20%	0.00%	0.00%
FICA Medicare	1.45%	1.45%	0.00%	0.00%
Employer SERS Regular Retirement	54.99%	56.22%	2.24%	1.23%
Employer SERS Hazardous Duty Retirement	69.94%	83.15%	18.89%	13.21%
Employer Alternative Retirement Program	11.93%	14.50%	21.54%	2.57%
Employer Teacher's Retirement	9.87%	27.45%	178.12%	17.58%
Workers Comp	0.70%	0.55%	-21.43%	-0.15%
Total FB rates for SERS Regular (excl Med Ins)	63.40%	64.68%	2.02%	1.28%
Total FB rates for SERS Regular (incl Med Ins)	79.29%	81.46%	2.74%	2.17%
Total FB rates for ARP Employees (excl Med Ins)	20.34%	22.96%	12.88%	2.62%
Total FB rates for ARP Employees (incl Med Ins)	36.23%	39.74%	9.69%	3.51%

Prior to concessions, the rates were increased due to (1) higher medical costs, (2) higher pension contribution requirements, and (3) fewer state employees absorbing the costs, therefore increasing the per employee rate.

ANALYSIS

The results for FY 2017 are projected at a relative breakeven, or 1.1% of total revenue. The FY 2018 Budget is similarly proposed at a relative breakeven, at less than -0.1% of total revenue.

Achieving a break-even requires difficult decision-making and reduced investments in areas that are important to the institutions and to the system, as discussed further herein.

The following table summarizes the results for FY 2017 and the budget for FY 2018:

CSCU FY 17 Budget, FY17 Projections, FY18 Budget
\$ Millions

	FY17 Budget	FY17 Projections	FY18 Budget
Tuition & Fees	526.3	520.5	530.1
State Support	566.0	554.7	550.0
Housing & Food	99.2	97.6	101.2
Other Revenue	18.9	22.9	18.9
Total Revenue	<u>1,210.5</u>	<u>1,195.7</u>	<u>1,200.2</u>
Full Time PS	429.8	416.2	412.8
All Other PS	156.9	158.6	161.6
Total PS	<u>586.7</u>	<u>574.9</u>	<u>574.4</u>
Fringe Benefits	343.4	330.6	348.7
Total PS & Fringe	<u>930.1</u>	<u>905.5</u>	<u>923.0</u>
Institutional Aid/Waivers	67.7	67.4	72.0
All Other Expenditures	187.4	180.0	184.8
Total Expenditures	<u>1,185.2</u>	<u>1,152.9</u>	<u>1,179.9</u>
Subtotal	25.2	42.8	20.3
Net Transfers	(25.1)	(29.7)	(20.6)
Net Change	<u>0.2</u>	<u>13.1</u>	<u>(0.4)</u>
% of Revenue	<u>0.0%</u>	<u>1.1%</u>	<u>0.0%</u>

FY 2017 Projections vs FY17 Budget

The attached financial statements include detailed comparisons of FY 2017 Projections to FY 2017 Budget. The projected result is approximately \$13M of net change, or 1.1% of revenue. This compared favorably to the budget due to the following:

- The institutions preserved funds through hiring freezes and attrition.
- Favorable fringe benefit costs were realized as a result of lower personnel costs and lower rates.
- Non-personnel expenditures were held to a minimum.
- Offsetting was state support, lower than budget as a result of lapses and a rescission received in the 4th quarter of FY17, and
- Tuition and fee revenue, less than budget due to a shortfall of enrollment.

Additional comments pertaining to FY2017 Projections as compared to FY 2017 Budget:

Connecticut Community Colleges (CCC)

- \$2.8M more in other revenue primarily due to a reduction in Doubtful Accounts as a result of collections under the newly implemented tax intercept program
- \$2.3M higher in student fees, due to non-credit course enrollments

- \$5.6M less in state support than budgeted
- \$5.2M less spent on personnel and fringe benefit costs due to hiring freeze and favorable fringe rates

Connecticut State Universities (CSU)

- \$19.2M less spent on personnel and fringe benefit costs due to hiring freeze and favorable fringe rates
- \$4.7M less spent on other operating expenses due to lower utilities costs and decrease spending in professional services.
- \$4.1M reduction in student fees attributed to lower than budgeted fall/spring enrollments, lower summer/winter intersession enrollments, and lower Tier II fees.
- \$3.9M more funding set aside for university-required debt service financing due to new CHEFA financed buildings at CCSU and ECSU.

FY 2018 Budget vs FY 2017 Projections

The attached financial statements include detailed comparisons of FY 2018 Budget to FY 2017 Projections. The FY 2018 Budget is essentially at a break-even (loss of \$364K). The following are general comments relating to the FY 2018 Budget:

- As noted herein, we have assumed the Governor's Executive Order for budget development; contingency plans are addressed in this staff report as well.
- Some institutions required use of general reserves in order to present a break-even budget:
 - Southern CSU (\$0.7M)
 - Western CSU (\$2.0M)
 - Capital CCC (\$0.8M)
 - Northwestern CCC (\$0.5M)
- CCSU is requesting use of \$1M designate reserves to purchase equipment in FY 2018 in order to supplement CSCU2020 allocation which will not cover the university's needs, primarily for nursing and science programs.
- WCSU is provided with \$1.2M from its foundation for operating funds.
- Revenue is budgeted at \$4.5M higher than FY 2017 Projections as \$9.6M of additional tuition and fees are offset by \$8.3M of less in General Fund appropriations.
- State paid Fringe Benefits are \$3.7M higher, and overall Fringe Benefit expenses are budgeted at \$18.0M higher than FY 2017 Projections.
 - As noted in the background, fringe benefit rates have increased, although the full impact of cost increases are mitigated in part by SEBAC concessions.
- Budgeted Institutional Financial Aid is \$3.7M higher than FY 2017 projections both due to higher tuition rates and an increase in support set-asides at the CSUs as a strategy to improve enrollments.
- Other Operating Expenses are budgeted at \$4.8M over FY 2017 Projections.
 - \$2.5M relates to System Office:
 - periodic IT licensing costs which are not annual
 - enrollment enhancing activities

- \$2.4M relates to CCC additional facility-related cost for equipment warranties, software, and facility maintenance projects that do not meet bond fund requirements.

Enrollment

Institutional Research focuses on fall enrollments as a measure of year-to-year comparisons. For budgetary purposes, we average fall and spring enrollments in order to better tie the student tuition and fees to the annual revenues.

Each institution was asked to use the past three-year trend to compute the FY 2018 budgeted enrollment assumptions, unless a specific institution's experience suggested something different. The following summarizes the enrollment assumptions used:

	Total Headcount			
	FY17 Actual	FY18 Budget	#s Inc(Dec)	% Inc(Dec)
State Universities	32,174	32,078	(96)	-0.3%
Community Colleges	48,579	47,039	(1,540)	-3.2%
Charter Oak	1,655	1,637	(18)	-1.1%
Total Headcount	82,408	80,754	(1,654)	-2.0%

	FULL TIME EQUIVALENT (FTE)			
	FY17 Actual	FY18 Budget	#s Inc(Dec)	% Inc(Dec)
State Universities	26,212	26,156	(56)	-0.2%
Community Colleges	27,532	26,619	(913)	-3.3%
Charter Oak	777	771	(6)	-0.8%
Total FTE	54,521	53,546	(975)	-1.8%

Early indications suggest that the CCC assumptions may be conservative. As of August 18, 2017, year to year comparable early enrollments on an FTE basis for CCC are -1.5% on the average, with swings in both directions institution by institution. CSU appears to be very close to the above, and COSC does not take census until more than one month later than the rest due to timing of term start dates so current comparatives are not indicative of what may come.

CONTINGENCY PLANS

As discussed in the Background, this budget has been assembled upon the Governor's Executive Order. The final state budget is uncertain at this time, and we have concerns that FY 2019 may cut further into CSCU funding.

In order to prepare for less favorable funding in the final state budget, we requested each institution to develop prioritized contingency plans. The aggregate plan includes the impact of lost fringe benefit reimbursements, and totals approximately \$49M system-wide, or about 8.5% of the total state funding under the Governor's Executive Order.

In addition, we have continued the system-wide hiring freeze until the final state budget is released. This hiring freeze allows for approval of exceptions on a case by case basis in order to protect our institutions and provide a reasonable staffing of critical positions.

The summary of these contingency plans is as follows (\$ millions):

Description	Avg # of Positions	Salaries (1)	Fringe Benefits	Operating Expenses	Reserves	Student Aid	Estimated Contingency
Asnuntuck	1	0.04	-	1.11	0.09		1.25
Capital	0	0.73	-	0.70	0.10		1.53
Gateway	0	0.63	-	0.31	1.01		1.95
Housatonic	0	1.19	0.25	0.51	0.50		2.45
Manchester	8	1.69	-	-	-		1.69
Middlesex	0	0.14	0.07	0.03	-	0.07	0.32
Naugatuck Valley	14	1.45	-	1.17	0.45		3.07
Northwestern	6	0.82	-	-	0.39		1.21
Norwalk	17	1.36	0.90	0.20	-		2.46
Quinebaug Valley		-	-	0.32	0.33		0.65
Three Rivers		-	-	0.60	1.30		1.90
Tunxis	2	1.44	-	2.24	-		3.68
Total CCC	48	9.50	1.22	7.19	4.17	0.07	22.15
Central	10	5.10	-	1.40	1.01		7.51
Eastern		-	-	-	4.94		4.94
Southern		-	-	-	7.48		7.48
Western	0	1.14	0.47	0.82	2.31		4.73
Total CSU	10	6.24	0.47	2.22	15.74		24.66
Total Charter Oak		-	-	0.22		0.16	0.38
Total CSCU	58	15.74	1.69	9.62	19.91	0.23	47.19

(1) Includes furloughs, retirements, reductions through attrition, etc.

We note that layoffs are not permitted under bargaining unit agreements, and that 95% of full time employees are represented. Headcount reductions are therefore dependent on attrition for the most part. Should we be required to implement these contingency plans, and should attrition be unable to support these reductions, we would experience further deterioration of our reserves.

The following analysis reflects potential decline in unrestricted/undesignated reserves (i.e. rainy day funds) should contingency plans be required, and should our ability to react quickly to funding declines be limited (\$ millions):

	Balance	Projected Net	Projected Balance	FY 2018 Use of	Contingency Use	Balance	Further Risk	Further Risk	FY 2018 Risk Based
	June 30, 2016	Results FY17	June 30, 2017	Reserves	of Reserves	Remaining	Salaries (1)	Op Exp (2)	Balance
CCC	37.0	9.0	46.0	(2.7)	(4.2)	39.1	(10.7)	(7.2)	21.2
CSU	53.6	4.0	57.6	(1.3)	(15.7)	40.6	(6.7)	(2.2)	31.6
COSC	0.7	0.1	0.8	-	-	0.8	-	(0.2)	0.5
CSCU	91.3	13.1	104.4	(4.0)	(19.9)	80.5	(17.4)	(9.6)	53.4
<i>Total Expenditures</i>	<i>1,166.0</i>		<i>1,152.9</i>						<i>1,179.9</i>
<i>Average per Month</i>	<i>97.2</i>		<i>96.1</i>						<i>98.3</i>
<i>Months of Reserve Available</i>	<i>0.9</i>		<i>1.1</i>						<i>0.5</i>

The chart above calculates the number of months of operating expenses available in reserves. The National Association of Colleges and Universities Business Officers (NACUBO) recommends 3 – 6 months of operating expenses in reserve to cushion against unexpected circumstances. The risk-based assessment would leave us with ½ month at the end of FY 2018 should we need to fully engage our contingency reserves.

The system clearly cannot afford continued funding reductions through use of reserves, which generally run lower than recommended levels already. As indicated herein, there are no impacts factored into the FY 2018 Budget resulting from Students First cost savings. We believe that this strategic initiative is critical for sustainable balance between revenues and expenses going forward.

RECOMMENDATION

We request approval by the Committee for the budget presented in Attachment A herein, and subject to engaging in possible contingency plans up to 8.5% of state funding, should the final state budget so require. If funding levels are lower than 8.5% off of the Governor's Executive Order, we will re-calculate our FY 2018 Budget and Spending plan and re-submit to this Committee and to the Board of Regents.

Attachments:

For Approval

A – FY 2018 Budget

For Information

B – FY 2017 Budget

C – FY 2017 Projection

D – CSCU Consolidated FY 2018 Budget and Comparatives

E – CSU Institutional FY 2018 Budget and Comparatives

F – CCC Institutional FY 2018 Budget and Comparatives

G – Institutional Enrollment

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

RESOLUTION

concerning

FY 2018 PROPOSED BUDGET/SPENDING PLAN FOR THE CONNECTICUT STATE COLLEGES AND UNIVERSITIES September 19, 2017

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets;..." and
- WHEREAS, Each college, university and the System Office submit a fiscal year budget proposal to the Board of Regents for its approval, and
- WHEREAS, Each college, university and the System Office has submitted budgets for FY 2018 to the Board of Regents which are summarized in Attachment A, and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds, and
- WHEREAS, Each President commits to adhere to the approved budget plan, maintaining expenditure control within the spending caps established, and
- WHEREAS, The institutions have been instructed to cut spending in order to accommodate less state funding each year, and
- WHEREAS, The state had not passed a FY 2018 / FY 2019 biennium budget at the time management submitted the attached FY 2018 Budget for approval, and
- WHEREAS, The FY 2018 Proposed Budget has been developed based on the Governor's Executive Order dated June 30, 2017, and
- WHEREAS, While expenditures are authorized up to the limit of the budgets summarized in Attachment A, the System may be subject to further reductions, and
- WHEREAS, The institutions have been instructed to prepare contingency plans which in aggregate total 8.5% of the appropriations provided under the Governor's Executive Order in the event of further reductions, and

- WHEREAS, The Board of Regents has reviewed and discussed the budget proposal and finds the FY 2018 Budget appropriate to the System's present fiscal circumstances, therefore be it
- RESOLVED, That the Board of Regents approves the FY 2018 budgets as summarized in Attachment A, and be it further
- RESOLVED, That institutions are authorized to exercise their contingency plans in the event that final authorized state funding is less than the Governor's Executive Order appropriations, and be it further
- RESOLVED, That if final authorized state funding is reduced more than 8.5% of the Governor's Executive Order appropriations, management will return to the Board of Regents with a revised FY 2018 Budget and seek a new approval.

A Certified Copy:

Erin A. Fitzgerald
Secretary

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2017-18 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
State Universities										
Central Connecticut State University	233,169,314	103,169,938	61,639,109	57,463,086	222,272,133	(12,095,915)	740,000	n/a	458,734	-
Eastern Connecticut State University	133,106,183	56,281,404	35,878,523	34,485,717	126,645,644	(6,981,790)	-	n/a	521,251	-
Southern Connecticut State University	221,434,394	100,215,650	60,887,390	51,915,826	213,018,866	(9,596,349)	739,690	n/a	441,131	-
Western Connecticut State University	123,682,190	57,933,518	33,640,006	29,636,530	121,210,054	(5,806,719)	2,785,086	n/a	549,497	-
CSU System Office	11,070,824	4,269,096	2,306,175	4,430,053	11,005,324	-	(65,500)	n/a	-	-
State Universities Total	722,462,905	321,869,606	194,351,203	177,931,212	694,152,021	(34,480,773)	4,199,276	-	1,970,613	-
Community Technical Colleges										
Asnuntuck Community College	21,035,584	10,604,099	6,860,852	3,547,263	21,012,214	n/a	n/a	(351,817)	328,447	-
Capital Community College	32,756,750	17,212,893	11,537,223	4,829,191	33,579,307	n/a	n/a	(760,616)	745,438	(837,735)
Gateway Community College	60,748,443	30,586,034	18,256,804	11,422,629	60,265,467	n/a	n/a	(1,652,270)	1,169,294	-
Housatonic Community College	41,870,604	20,883,221	12,985,187	7,735,293	41,603,701	n/a	n/a	(1,117,516)	850,613	-
Manchester Community College	54,811,159	28,948,306	18,437,191	7,027,509	54,413,006	n/a	n/a	(1,520,668)	1,122,515	-
Middlesex Community College	23,772,740	11,842,780	7,304,738	4,276,116	23,423,634	n/a	n/a	(633,471)	440,578	156,213
Naugatuck Valley Community College	58,125,586	30,484,371	19,723,923	7,481,272	57,689,566	n/a	n/a	(1,500,837)	1,088,387	23,570
Northwestern Community College	16,017,527	8,839,565	5,751,820	1,913,331	16,504,716	n/a	n/a	(291,382)	237,482	(541,089)
Norwalk Community College	48,891,466	25,632,181	14,500,854	8,394,029	48,527,064	n/a	n/a	(1,342,438)	978,036	-
Quinebaug Valley Community College	16,649,782	8,499,641	5,396,124	2,699,360	16,595,125	n/a	n/a	(366,376)	311,719	-
Three Rivers Community College	35,547,148	18,218,026	10,981,102	5,459,751	34,658,879	n/a	n/a	(929,998)	713,621	671,892
Tunxis Community College	33,952,118	17,598,868	11,220,034	4,783,348	33,602,250	n/a	n/a	(880,419)	693,995	163,444
CCC System Office	15,961,191	13,546,794	5,866,447	6,815,760	26,229,001	n/a	n/a	11,347,808	(1,079,998)	-
Community Technical College Total	460,140,098	242,896,779	148,822,299	76,384,852	468,103,930	-	-	-	7,600,127	(363,705)
Charter Oak State College	16,830,388	9,192,208	5,181,732	2,547,403	16,921,343	-	-	-	91,549	594
Board of Regents	719,588	421,750	303,908	-	725,658	-	-	6,070	-	-
Total Board of Regents for Higher Education	1,200,152,979	574,380,343	348,659,142	256,863,467	1,179,902,952	(34,480,773)	4,199,276	6,070	9,662,289	(363,111)

Connecticut State Colleges & Universities
CONSOLIDATED
FY2016-17 Operating Budget

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
State Universities										
Central Connecticut State University	234,741,892	104,906,238	59,850,740	57,774,739	222,531,717	(11,949,856)	(672,051)	n/a	411,732	-
Eastern Connecticut State University	136,137,331	58,228,541	36,689,907	33,361,799	128,280,247	(6,943,217)	(1,325,599)	n/a	411,732	-
Southern Connecticut State University	223,350,000	102,865,719	61,090,774	50,549,370	214,505,863	(9,228,584)	-	n/a	411,732	27,285
Western Connecticut State University	126,586,123	59,914,114	32,918,060	30,578,387	123,410,561	(5,458,188)	1,870,894	n/a	411,732	-
CSU System Office	11,564,470	4,732,544	2,517,380	4,314,546	11,564,470	-	-	n/a	-	-
State Universities Total	732,379,816	330,647,156	193,066,861	176,578,841	700,292,858	(33,579,845)	(126,756)	-	1,646,928	27,285
Community Technical Colleges										
Asnuntuck Community College	19,388,072	10,002,203	6,362,401	2,961,194	19,325,798	n/a	n/a	(305,268)	242,994	-
Capital Community College	32,862,001	17,402,969	10,180,737	5,102,394	32,686,100	n/a	n/a	(707,227)	531,326	-
Gateway Community College	60,829,998	31,498,372	18,382,954	10,636,314	60,517,640	n/a	n/a	(1,428,242)	1,115,884	-
Housatonic Community College	41,754,275	21,452,375	11,800,000	8,272,012	41,524,387	n/a	n/a	(1,004,970)	775,082	-
Manchester Community College	55,173,085	29,262,483	18,315,160	7,450,367	55,028,010	n/a	n/a	(1,211,545)	1,066,470	-
Middlesex Community College	24,586,744	12,745,283	7,248,678	4,477,736	24,471,697	n/a	n/a	(537,356)	422,309	-
Naugatuck Valley Community College	58,965,559	31,016,621	19,909,522	7,730,172	58,656,315	n/a	n/a	(1,314,231)	1,030,047	25,060
Northwestern Community College	16,291,863	8,821,333	5,541,076	1,877,638	16,240,047	n/a	n/a	(248,707)	196,891	-
Norwalk Community College	49,410,971	26,940,701	14,310,465	7,899,546	49,150,712	n/a	n/a	(1,174,413)	914,154	-
Quinebaug Valley Community College	16,768,570	8,727,441	5,151,051	2,816,309	16,694,801	n/a	n/a	(335,101)	261,332	-
Three Rivers Community College	33,770,969	17,463,405	10,553,767	5,460,759	33,477,931	n/a	n/a	(830,137)	642,379	105,280
Tunxis Community College	34,871,881	18,540,827	11,540,515	4,637,943	34,719,285	n/a	n/a	(776,636)	624,040	-
CCC System Office	15,743,470	12,513,726	5,791,557	6,443,806	24,749,089	n/a	n/a	10,005,619	(1,000,000)	-
Community Technical College Total	460,417,458	246,387,739	145,087,883	75,766,190	467,241,812	-	-	131,786	6,822,908	130,340
Charter Oak State College	16,952,063	9,284,830	4,968,827	2,698,406	16,952,063	-	-	-		-
Board of Regents	720,553	460,375	274,163	-	734,538	-	-	13,985	-	-
Total Board of Regents for Higher Education	1,210,469,890	586,780,100	343,397,734	255,043,437	1,185,221,271	(33,579,845)	(126,756)	145,771	8,469,836	157,625

Connecticut State Colleges & Universities
CONSOLIDATED
FY2016-17 Projection

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
State Universities										
Central Connecticut State University	229,235,942	100,264,502	57,170,386	59,267,974	216,702,862	(12,838,029)	(164,739)	n/a	469,688	-
Eastern Connecticut State University	133,591,375	56,838,580	34,029,726	32,056,277	122,924,583	(6,923,344)	(3,689,387)	n/a	485,263	539,324
Southern Connecticut State University	220,016,529	102,401,815	57,091,526	49,896,404	209,389,745	(9,321,147)		n/a	452,295	1,757,932
Western Connecticut State University	126,275,870	58,109,358	31,915,221	30,043,244	120,067,823	(5,904,622)	(630,918)	n/a	485,263	157,770
CSU System Office	11,508,087	4,431,462	2,284,586	2,962,671	9,678,719	-	(269,650)	n/a	-	1,559,718
State Universities Total	720,627,803	322,045,717	182,491,445	174,226,570	678,763,732	(34,987,142)	(4,754,694)	-	1,892,509	4,014,744
Community Technical Colleges										
Asnuntuck Community College	19,956,398	10,566,243	6,395,598	2,905,761	19,867,602	n/a	n/a	(202,692)	345,797	231,901
Capital Community College	33,053,780	18,417,230	11,004,830	5,258,399	34,680,459	n/a	n/a	(513,238)	600,070	(1,539,847)
Gateway Community College	60,612,003	31,249,459	17,526,494	10,453,581	59,229,534	n/a	n/a	(1,187,344)	1,160,082	1,355,207
Housatonic Community College	41,760,682	20,797,974	12,255,877	8,051,744	41,105,595	n/a	n/a	(1,004,971)	800,022	450,138
Manchester Community College	55,301,918	29,348,539	18,091,090	6,997,799	54,437,428	n/a	n/a	(1,077,074)	1,113,812	901,228
Middlesex Community College	23,402,328	12,014,093	6,776,207	4,056,885	22,847,185	n/a	n/a	(351,872)	452,175	655,446
Naugatuck Valley Community College	57,442,583	30,717,556	19,019,353	6,830,450	56,567,359	n/a	n/a	(792,732)	1,077,943	1,160,435
Northwestern Community College	15,944,808	9,032,400	5,656,767	1,860,751	16,549,918	n/a	n/a	12,052	242,505	(350,553)
Norwalk Community College	48,478,217	26,180,289	13,696,251	7,929,155	47,805,695	n/a	n/a	(1,064,261)	967,588	575,849
Quinebaug Valley Community College	16,799,076	8,590,909	5,121,110	2,570,084	16,282,103	n/a	n/a	(165,944)	298,711	649,740
Three Rivers Community College	35,315,512	18,203,380	10,693,699	4,839,017	33,736,096	n/a	n/a	(551,011)	706,683	1,735,088
Tunxis Community College	33,987,541	18,081,474	11,059,881	4,557,187	33,698,542	n/a	n/a	(542,099)	689,078	435,978
CCC System Office	15,797,708	10,144,743	5,585,002	4,335,644	20,065,389	n/a	n/a	6,997,909	30,000	2,760,228
Community Technical College Total	457,852,554	243,344,289	142,882,159	70,646,457	456,872,905	-	-	(443,277)	8,484,466	9,020,838
Charter Oak State College										
	16,464,739	9,051,384	4,949,490	2,509,060	16,509,934	-	-	-	113,106	67,911
Board of Regents										
	750,573	424,939	322,079	3,555	750,573	-	-	-	-	-
Total Board of Regents for Higher Education	<u>1,195,695,669</u>	<u>574,866,329</u>	<u>330,645,173</u>	<u>247,385,642</u>	<u>1,152,897,144</u>	<u>(34,987,142)</u>	<u>(4,754,694)</u>	<u>(443,277)</u>	<u>10,490,081</u>	<u>13,103,493</u>

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	299,864,002	295,836,384	298,447,597	2,611,213	0.90%
Student Fees	226,480,465	224,695,547	231,641,310	6,945,763	3.10%
State Appropriations	317,958,041	308,478,071	300,129,925	(8,348,146)	-2.70%
Fringe Benefits Paid By State	248,077,495	246,183,393	249,896,860	3,713,467	1.50%
Accident Insurance	2,682,985	2,645,058	1,592,398	(1,052,660)	-39.80%
Telecom Revenue	1,454,750	1,389,046	-	(1,389,046)	-100.00%
Housing	66,011,155	64,914,263	67,624,734	2,710,471	4.20%
Food	33,204,576	32,677,548	33,537,766	860,218	2.60%
All Other Revenue	23,501,271	27,147,158	25,876,899	(1,270,259)	-4.70%
Less: Contra Revenue	(8,764,849)	(8,270,799)	(8,594,510)	(323,711)	3.90%
Total Revenue	1,210,469,891	1,195,695,669	1,200,152,979	4,457,310	0.40%
Expenditures:					
Personnel Services:					
Full-Time	429,806,003	416,225,615	412,776,192	(3,449,423)	-0.80%
Part-Time					
Lecturers	86,099,696	87,036,163	85,474,766	(1,561,397)	-1.80%
Permanent Part-time	3,908,319	3,720,888	3,583,869	(137,019)	-3.70%
CCC Temporary Part-time	20,596,717	22,096,378	22,639,820	543,442	2.50%
CCC Contractual (NCL, 6103E)	3805502	3844107	3,867,301	23,194	0.60%
CSU University Assistants	4494366	4293518	4,634,313	340,795	7.90%
CSU Graduate Assistants	1811102	1933993	1,934,314	321	0.00%
Student Labor	12,449,800	13,175,491	13,371,926	196,435	1.50%
Overtime	4,627,865	4,928,611	5,007,819	79,208	1.60%
All Other Personnel Services	19,121,195	17,611,565	21,090,023	3,478,458	19.80%
Subtotal Personnel Services	586,720,565	574,866,329	574,380,343	(485,986)	-0.10%
Fringe Benefits	343,397,734	330,645,173	348,659,142	18,013,969	5.40%
Total P.S. & Fringe Benefits	930,118,299	905,511,502	923,039,485	17,527,983	1.90%
Other Expenses:					
Inst. Financial Aid/Match	54,509,657	53,821,642	58,180,490	4,358,848	8.10%
Waivers	13,196,644	13,560,746	13,840,467	279,721	2.10%
Bad Debt Expense	1,597,176	1,288,018	1,404,692	116,674	9.10%
All Other Expenses	174,620,565	166,096,349	171,328,225	5,231,876	3.10%
Total Other Expenses	243,924,042	234,766,755	244,753,874	9,987,119	4.30%
Library Expenses	6,401,888	6,270,823	6,335,621	64,798	1.00%
Total Equipment (excludes Library)	4,777,042	6,348,064	5,773,972	(574,092)	-9.00%
Total Expenditures	1,185,221,271	1,152,897,144	1,179,902,952	27,005,808	2.30%
Addition to (Use of) Funds Before Designated Items	25,248,620	42,798,525	20,250,027	(22,548,498)	-52.70%
CSU Designated Transfers Per BOR Policies					
Debt Service (University Fee)	(21,184,472)	(21,170,479)	(21,689,600)	(519,121)	2.50%
Debt Service (Residence Halls)	(9,002,404)	(10,235,998)	(9,189,315)	1,046,683	-10.20%
Debt Service (Parking Garage)	(3,392,969)	(3,580,665)	(3,601,858)	(21,193)	0.60%
Designated Auxiliary Renewal and Replacement	(2,310,229)	(2,054,694)	(611,953)	1,442,741	-70.20%
Other Transfer - Internal Transf to Energy Center Prgm	-	-	-	-	NA
Other Transfer - Internal transf to CCSU IMPR Proj and O	13,985	-	(59,430)	(59,430)	NA
Other Transfer - ECSU, SCSU, WCSU Use of Reserves	2,183,473	-	2,694,443	2,694,443	NA
Other Transfer WCSU Foundation Reserves	-	-	1,182,286	1,182,286	NA
Other Transfer - ECSU Debt Service Prefunding	-	(2,700,000)	-	2,700,000	-100.00%
Other Transfer - CCSU Capital Equipment	-	-	1,000,000	1,000,000	NA
Total CSU Designated Transfers	(33,692,616)	(39,741,836)	(30,275,427)	9,466,409	-23.80%
CCC Designated Transfers Per BOR Policies					
Transfer in	10,137,406	12,117,273	11,507,764	(609,509)	-5.00%
Transfer out	(10,005,620)	(12,560,550)	(11,427,806)	1,132,744	-9.00%
Consolidated Services Reserved CCC funds	(1,000,000)	-	(1,000,000)	(1,000,000)	NA
Total CCC Transfers	(868,214)	(443,277)	(920,042)	(476,765)	107.60%
CCSU Additional Funds					
Supplemental Tuition & Operations Support	-	-	-	-	NA
Developmental Education	9,469,836	9,079,173	8,818,314	(260,859)	-2.90%
Early College	-	-	-	-	NA
Outcomes Based Funding	-	1,380,908	1,764,017	383,109	27.70%
GBTGA - Charter Oak OE Reimbursement	-	30,000	-	(30,000)	-100.00%
Total Additional Funds	9,469,836	10,490,081	10,582,331	92,250	0.90%
Net Change	157,626	13,103,493	(363,111)	(13,466,604)	-102.80%

State Universities
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	164,522,371	163,394,734	167,081,415	3,686,681	2.30%
Student Fees (GUF, UGF, UF, Ext Fee, All Other)	176,455,608	172,317,813	175,170,096	2,852,283	1.70%
State Appropriations	153,640,756	148,263,330	142,360,429	(5,902,901)	-4.00%
Fringe Benefits Paid By State	125,831,779	124,971,452	125,277,176	305,724	0.20%
Accident Insurance	2,682,985	2,645,058	1,592,398	(1,052,660)	-39.80%
Telecom Revenue	1,454,750	1,389,046	-	(1,389,046)	-100.00%
Housing	66,011,155	64,914,263	67,624,734	2,710,471	4.20%
Food	33,204,576	32,677,548	33,537,766	860,218	2.60%
All Other Revenue	17,340,686	18,325,358	18,413,401	88,043	0.50%
Less: Contra Revenue	(8,764,849)	(8,270,799)	(8,594,510)	(323,711)	3.90%
Total Revenue	732,379,817	720,627,803	722,462,905	1,835,102	0.30%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	262,662,240	252,646,792	252,376,942	(269,850)	-0.10%
<u>Part-Time</u>					
Lecturers	34,307,879	35,608,412	35,063,706	(544,706)	-1.50%
Perm/Intermit PT	1,818,045	1,601,884	1,697,553	95,669	6.00%
University Assistants	4,494,366	4,293,518	4,634,313	340,795	7.90%
Graduate Assistants	1,811,102	1,933,993	1,934,314	321	0.00%
Student Labor	9,753,150	9,726,431	9,833,876	107,445	1.10%
Overtime	3,472,566	3,603,039	3,772,279	169,240	4.70%
All Other Personnel Services (Vac, Sick, Accr Abs)	12,327,808	12,631,648	12,556,623	(75,025)	-0.60%
Subtotal Personnel Services	330,647,156	322,045,717	321,869,606	(176,111)	-0.10%
Fringe Benefits	193,066,861	182,491,445	194,351,203	11,859,758	6.50%
Total P.S. & Fringe Benefits	523,714,017	504,537,162	516,220,809	11,683,647	2.30%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	36,332,238	37,087,242	40,768,747	3,681,505	9.90%
Waivers	7,254,474	7,670,806	7,877,727	206,921	2.70%
Bad Debt Expense	1,597,176	1,288,018	1,404,692	116,674	9.10%
All Other Expenses	121,022,794	116,355,178	116,567,898	212,720	0.20%
Total Other Expenses	166,206,682	162,401,244	166,619,064	4,217,820	2.60%
<u>Library Expenses</u>	5,595,118	5,546,460	5,538,176	(8,284)	-0.10%
Total Equipment (excludes Library)	4,777,042	6,278,866	5,773,972	(504,894)	-8.00%
Total Expenditures	700,292,859	678,763,732	694,152,021	15,388,289	2.30%
Addition to (Use of) Funds Before Designated Items	32,086,958	41,864,071	28,310,884	(13,553,187)	-32.40%
Designated Transfers Per BOR Policies					
CSU Debt Service (University Fee)	(21,184,472)	(21,170,479)	(21,689,600)	(519,121)	2.50%
CSU Debt Service (Residence Halls)	(9,002,404)	(10,235,998)	(9,189,315)	1,046,683	-10.20%
CSU Debt Service (Parking Garage)	(3,392,969)	(3,580,665)	(3,601,858)	(21,193)	0.60%
CSU Designated Auxiliary Renewal and Replacement	(2,310,229)	(2,054,694)	(611,953)	1,442,741	-70.20%
Other Transfer - Internal Transf to Energy Center Prgm	-	-	-	-	NA
Other Transfer - Internal transf to CCSU IMPR Proj and Other	-	-	(65,500)	(65,500)	NA
Other Transfer - ECSU, SCSU, WCSU Use of Reserves	2,183,473	-	2,694,443	2,694,443	NA
Other Transfer WCSU Foundation Reserves	-	-	1,182,286	1,182,286	NA
Outcomes Based Funding	-	311,457	436,977	125,520	40.30%
Developmental Education	1,646,928	1,581,052	1,533,636	(47,416)	-3.00%
Other Transfer - ECSU Debt Service Prefunding	-	(2,700,000)	-	2,700,000	-100.00%
Other Transfer - CCSU Capital Equipment	-	-	1,000,000	1,000,000	NA
Total CSU Designated Transfers	(32,059,673)	(37,849,327)	(28,310,884)	9,538,443	-25.20%
Net Change	27,285	4,014,744	-	(4,014,744)	-100.00%

Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget	FY17 Projection	FY18 Budget	FY18 Budget vs FY17 Projection	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (FT and PT Gross)	126,084,591	124,017,502	122,545,896	(1,471,606)	-1.20%
Student Fees	48,312,138	50,641,558	54,637,537	3,995,979	7.90%
State Appropriations	161,446,565	157,410,403	155,049,247	(2,361,156)	-1.50%
Fringe Benefits Paid By State	120,306,781	118,750,872	122,241,664	3,490,792	2.90%
All Other Revenue	4,267,383	7,032,219	5,665,754	(1,366,465)	-19.40%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	460,417,458	457,852,554	460,140,098	2,287,544	0.50%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	160,799,257	157,518,230	154,105,962	(3,412,268)	-2.20%
<u>Part-Time</u>					
Lecturers (PTL and ECL, 6103D and 6103F)	49,162,679	49,130,153	48,047,510	(1,082,643)	-2.20%
Contractual (NCL, 6103E)	3,805,502	3,844,107	3,867,301	23,194	0.60%
Permanent Part-time (6111)	1,677,724	1,551,528	1,465,887	(85,641)	-5.50%
Temporary Part-time (6102, B, D, G)	20,596,717	21,985,687	22,529,320	543,633	2.50%
Student Labor (6104, H)	2,418,503	3,177,874	3,172,112	(5,762)	-0.20%
Overtime	1,155,299	1,325,572	1,235,540	(90,032)	-6.80%
All Other Personnel Services	6,712,523	4,811,138	8,473,147	3,662,009	76.10%
Subtotal Personnel Services	246,328,204	243,344,289	242,896,779	(447,510)	-0.20%
Fringe Benefits	145,087,883	142,882,159	148,822,299	5,940,140	4.20%
Total P.S. & Fringe Benefits	391,416,087	386,226,448	391,719,078	5,492,630	1.40%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	18,035,615	16,612,971	17,304,099	691,128	4.20%
Waivers	5,877,170	5,830,441	5,912,740	82,299	1.40%
All Other Expenses	51,106,169	47,409,484	52,370,568	4,961,084	10.50%
Total Other Expenses	75,018,954	69,852,896	75,587,407	5,734,511	8.20%
<u>Library Expenses:</u>					
Books	416,937	249,877	304,848	54,971	22.00%
Periodicals	127,410	131,238	101,265	(29,973)	-22.80%
Electronic Periodicals / Subscriptions	329,371	311,857	360,802	48,945	15.70%
All Other Library Equipment	36,035	31,391	30,530	(861)	-2.70%
Library Expenses	806,770	724,363	797,445	73,082	10.10%
Total Equipment (excludes Library)	-	69,198	-	(69,198)	-100.00%
Total Expenditures	467,241,811	456,872,905	468,103,930	11,231,025	2.50%
Addition to (Use of) Funds Before Designated Items	(6,824,353)	979,649	(7,963,832)	(8,943,481)	-912.90%
Designated Transfers Per BOR Policies					
CCC Transfer in	10,137,406	12,117,273	11,507,764	(609,509)	-5.00%
CCC Transfer out	(10,005,620)	(12,560,550)	(11,427,806)	1,132,744	-9.00%
Consolidated Services Reserved CCC funds	(1,000,000)	-	(1,000,000)	(1,000,000)	NA
Supplemental Tuition and Operations Support	-	-	-	-	NA
Developmental Education	7,822,908	7,498,121	7,284,678	(213,443)	-2.80%
Early College	-	-	-	-	NA
Outcomes Based Funding	-	986,345	1,235,491	249,146	25.30%
Total CCC Designated Transfers	6,954,694	8,041,189	7,600,127	(441,062)	-5.50%
Net Change	130,341	9,020,838	(363,705)	(9,384,543)	-104.00%

Charter Oak State College and CT Distance Learning Consortium
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget	FY17 Projection	FY18 Budget	FY18 Budget vs FY17 Projection	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	9,257,040	8,424,148	8,820,286	396,138	4.70%
Student Fees	1,712,719	1,736,176	1,833,677	97,501	5.60%
State Appropriations	2,424,330	2,375,844	2,304,569	(71,275)	-3.00%
Fringe Benefits Paid By State	1,664,772	2,138,990	2,074,112	(64,878)	-3.00%
All Other Revenue	1,893,202	1,789,581	1,797,744	8,163	0.50%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	16,952,063	16,464,739	16,830,388	365,649	2.20%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	5,884,131	5,635,654	5,871,538	235,884	4.20%
<u>Part-Time</u>					
Lecturers	2,629,138	2,297,598	2,363,550	65,952	2.90%
Permanent Part-time	412,550	567,476	420,429	(147,047)	-25.90%
Temporary Part-time	-	110,691	110,500	(191)	-0.20%
Student Labor	278,147	271,186	365,938	94,752	34.90%
Overtime	-	-	-	-	NA
All Other Personnel Services	80,864	168,779	60,253	(108,526)	-64.30%
Subtotal Personnel Services	9,284,830	9,051,384	9,192,208	140,824	1.60%
Fringe Benefits	4,968,827	4,949,490	5,181,732	232,242	4.70%
Total P.S. & Fringe Benefits	14,253,657	14,000,874	14,373,940	373,066	2.70%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	141,804	121,429	107,644	(13,785)	-11.40%
Waivers	65,000	59,499	50,000	(9,499)	-16.00%
All Other Expenses	2,491,602	2,328,132	2,389,759	61,627	2.60%
Total Other Expenses	2,698,406	2,509,060	2,547,403	38,343	1.50%
<u>Library Expenses</u>	-	-	-	-	NA
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	16,952,063	16,509,934	16,921,343	411,409	2.50%
Addition to (Use of) Funds Before Designated Items	-	(45,195)	(90,955)	(45,760)	101.30%
Designated Transfers					
GBTGA - OE Reimbursement	-	30,000	-	(30,000)	-100.00%
Outcomes Based Funding	-	83,106	91,549	8,443	10.20%
Total Transfers	-	113,106	91,549	(21,557)	-19.10%
Net Change	-	67,911	594	(67,317)	-99.10%

Connecticut State Colleges & Universities - System Office
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	446,390	428,494	415,680	(12,814)	-3.00%
Fringe Benefits Paid By State	274,163	322,079	303,908	(18,171)	-5.60%
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Total Revenue	720,553	750,573	719,588	(30,985)	-4.10%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	460,375	424,939	421,750	(3,189)	-0.80%
Permanent Part-time				-	NA
Student Labor				-	NA
Other Part Time				-	NA
Overtime				-	NA
All Other Personnel Services				-	NA
Subtotal Personnel Services	460,375	424,939	421,750	(3,189)	-0.80%
Fringe Benefits	274,163	322,079	303,908	(18,171)	-5.60%
Total P.S. & Fringe Benefits	734,538	747,018	725,658	(21,360)	-2.90%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
All Other Expenses		3,555	-	(3,555)	-100.00%
Total Other Expenses	-	3,555	-	(3,555)	-100.00%
<u>Library Expenses:</u>	-	-	-	-	NA
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	734,538	750,573	725,658	(24,915)	-3.30%
Addition to (Use of) Funds Before Designated Items	(13,985)	-	(6,070)	(6,070)	NA
Transfers					
Transfer in	13,985	-	6,070	6,070	NA
Transfer out	-	-	-	-	NA
Total Transfers	13,985	-	6,070	6,070	NA
Net Change	-	-	-	-	NA

Connecticut State Universities
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	137,250,805	136,975,383	139,869,066	2,893,683	2.1%
Part Time Tuition (Gross)	27,271,566	26,419,351	27,212,349	792,998	3.0%
General University Fee	26,774,539	25,797,392	26,490,798	693,406	2.7%
University General Fee (excluding Accident Ins.)	86,211,527	85,865,351	90,116,239	4,250,888	5.0%
University Fee	21,616,226	21,519,587	21,994,710	475,123	2.2%
Extension Fee (Gross)	28,294,931	27,108,061	26,670,992	(437,069)	-1.6%
All Other Student Fees	13,558,385	12,027,422	9,897,357	(2,130,065)	-17.7%
Accident Insurance	2,682,985	2,645,058	1,592,398	(1,052,660)	-39.8%
Telecom Revenue	1,454,750	1,389,046	-	(1,389,046)	-100.0%
State Appropriations	153,640,756	148,263,330	142,360,429	(5,902,901)	-4.0%
Fringe Benefits Paid By State	125,831,779	124,971,452	125,277,176	305,724	0.2%
Housing	66,011,155	64,914,263	67,624,734	2,710,471	4.2%
Food Service	33,204,576	32,677,548	33,537,766	860,218	2.6%
All Other Revenue	17,340,686	18,325,358	18,413,401	88,043	0.5%
Less: ContraRevenue	(8,764,849)	(8,270,799)	(8,594,510)	(323,711)	3.9%
Total Revenue	732,379,817	720,627,803	722,462,905	1,835,102	0.3%
Expenditures:					
Personal Services:					
Total Full Time	262,662,240	252,646,792	252,376,942	(269,850)	-0.1%
Part Time:					
Lecturers	34,307,879	35,608,412	35,063,706	(544,706)	-1.5%
Perm/Intermit PT	1,818,045	1,601,884	1,697,553	95,669	6.0%
University Assistants	4,494,366	4,293,518	4,634,313	340,795	7.9%
Graduate Assistants	1,811,102	1,933,993	1,934,314	321	0.0%
Other Part Time	9,753,150	9,726,431	9,833,876	107,445	1.1%
Total Part Time	52,184,542	53,164,238	53,163,762	(476)	0.0%
Overtime	3,472,566	3,603,039	3,772,279	169,240	4.7%
All Other Personal Services	12,327,808	12,631,648	12,556,623	(75,025)	-0.6%
Subtotal Personal Services	330,647,156	322,045,717	321,869,606	(176,111)	-0.1%
Fringe Benefits	191,641,275	181,509,587	193,250,122	11,740,535	6.5%
Worker's Comp. Recovery	1,425,586	981,858	1,101,081	119,223	12.1%
Total P.S. & Fringe Benefits	523,714,017	504,537,162	516,220,809	11,683,647	2.3%
Other Expenses:					
Inst. Financial Aid/Match	36,332,238	37,087,242	40,768,747	3,681,505	9.9%
Waivers	7,254,474	7,670,806	7,877,727	206,921	2.7%
Bad Debt Expense (current year)	1,597,176	1,288,018	1,404,692	116,674	9.1%
All Other Expenses	118,569,295	114,755,339	114,184,148	(571,191)	-0.5%
Telecom Expense	2,453,499	1,599,839	2,383,750	783,911	49.0%
Total Other Expenses	166,206,682	162,401,244	166,619,064	4,217,820	2.6%
Library Expenses:					
Books	524,004	406,863	530,911	124,048	30.5%
Periodicals	1,882,394	1,531,267	1,883,692	352,425	23.0%
Electronic Periodicals / Subscriptions	2,786,697	3,180,622	2,721,300	(459,322)	-14.4%
All Other Library Equipment	402,023	427,708	402,273	(25,435)	-5.9%
Total Non-P.S. Library Expense	5,595,118	5,546,460	5,538,176	(8,284)	-0.1%
Total Equipment (excludes Library)	4,777,042	6,278,866	5,773,972	(504,894)	-8.0%
Total Expenditures	700,292,859	678,763,732	694,152,021	15,388,289	2.3%
Addition to (Use of) Funds Before Designated Items	32,086,958	41,864,071	28,310,884	(13,553,187)	-32.4%
Designated Transfers					
Debt Service (University Fee)	(21,184,472)	(21,170,479)	(21,689,600)	(519,121)	2.5%
Debt Service Residence Halls	(9,002,404)	(10,235,998)	(9,189,315)	1,046,683	-10.2%
Debt Service Parking Garage	(3,392,969)	(3,580,665)	(3,601,858)	(21,193)	0.6%
Auxiliary Renewal and Replacement	(2,310,229)	(2,054,694)	(611,953)	1,442,741	-70.2%
Total Designated Transfers	(35,890,074)	(37,041,836)	(35,092,726)	1,949,110	-5.3%
Other Designated Fund Requests					
Other Transfer - CCSU Capital Equipment	-	-	1,000,000	1,000,000	n.a.
Other Request - Use of General Reserves	2,183,473	-	2,694,443	2,694,443	n.a.
Tuition Offset - WCSU Foundation Reserves	-	-	1,182,286	1,182,286	n.a.
Other Transfer Internal Transf to Energy Cntr Prgm - CCSU	-	-	-	-	n.a.
Other Request - Debt Service Prefunding ECSU	-	(2,700,000)	-	2,700,000	-100.00%
IMRP Projects at CCSU - Additional Appropriation	-	269,650	-	(269,650)	-100.00%
Other SO Internal Transfers - IMRP Projects at CCSU and BOR short	-	(269,650)	(65,500)	204,150	-75.70%
Total Other Designated Fund Requests	2,183,473	(2,700,000)	4,811,229	7,511,229	-278.20%
Additional Funds					
Developmental Education	1,646,928	1,581,052	1,533,636	(47,416)	-3.00%
Outcomes Based Funding	-	311,457	436,977	125,520	40.30%
Total Additional Funds	1,646,928	1,892,509	1,970,613	78,104	4.10%
Addition to (Use of) Funds	27,285	4,014,744	0	(4,014,744)	-100.00%

**Connecticut State Universities - Consolidating
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection**

Account Name	CSU Total	CSCU	ECSU	SCSU	WSCU	SO
Revenue:						
Tuition (Gross)	136,975,383	45,307,516	23,482,070	44,361,649	23,824,148	-
PT Part Time Tuition (Gross)	26,419,351	11,518,204	1,915,943	7,959,160	5,026,044	-
PT General University Fee	25,797,392	11,028,553	2,172,085	7,879,992	4,716,762	-
University General Fee (excluding Accident Ins.)	85,865,351	26,322,000	17,322,885	27,644,553	14,575,913	-
University Fee	21,519,587	7,125,000	3,768,892	6,876,173	3,749,522	-
PT Extension Fee (Gross)	27,108,061	9,842,527	3,014,865	10,753,567	3,497,102	-
All Other Student Fees	12,027,422	3,380,000	1,764,520	4,360,480	2,522,422	-
Accident Insurance	2,645,058	865,000	463,574	869,632	446,852	-
Telecom Revenue	1,389,046	368,240	390,872	409,965	219,969	-
State Appropriations	148,263,330	42,397,229	28,768,846	40,810,363	27,350,675	8,936,217
Fringe Benefits Paid By State	124,971,452	39,674,870	22,458,460	38,193,112	22,128,656	2,516,354
Housing	64,914,263	15,801,606	20,766,189	17,926,513	10,419,955	-
Food Service	32,677,548	10,967,309	7,021,553	9,199,444	5,489,242	-
All Other Revenue	18,325,358	8,175,719	1,753,815	4,755,685	3,584,623	55,516
Less: ContraRevenue	(8,270,799)	(3,537,831)	(1,473,194)	(1,983,759)	(1,276,015)	-
Total Revenue	720,627,803	229,235,942	133,591,375	220,016,529	126,275,870	11,508,087
Expenditures:						
Personal Services:						
Total Full Time	252,646,792	80,020,720	44,261,005	77,984,477	45,995,565	4,385,025
Part Time:						
Lecturers	35,608,412	10,073,693	5,562,059	13,076,857	6,895,803	-
Perm/Intermit PT	1,601,884	403,009	146,385	824,243	181,810	46,437
University Assistants	4,293,518	1,200,000	1,291,897	1,183,842	617,779	-
Graduate Assistants	1,933,993	320,000	186,487	1,215,429	212,077	-
Other Part Time	9,726,431	4,545,164	31,974	3,376,248	1,773,045	-
Total Part Time	53,164,238	16,541,866	7,218,802	19,676,619	9,680,514	46,437
Overtime	3,603,039	666,217	1,036,875	1,008,933	891,014	-
All Other Personal Services	12,631,648	3,035,699	4,321,898	3,731,786	1,542,265	-
Subtotal Personal Services	322,045,717	100,264,502	56,838,580	102,401,815	58,109,358	4,431,462
Fringe Benefits	181,509,587	56,817,910	33,867,841	56,790,305	31,751,744	2,281,787
Worker's Comp. Recovery	981,858	352,476	161,885	301,221	163,477	2,799
Total P.S. & Fringe Benefits	504,537,162	157,434,888	90,868,306	159,493,341	90,024,579	6,716,048
Other Expenses:						
Inst. Financial Aid/Match	37,087,242	12,622,995	8,526,815	10,551,842	5,385,590	-
Waivers	7,670,806	2,707,413	1,376,202	2,481,588	1,105,603	-
Bad Debt Expense (current year)	1,288,018	400,000	507,137	42,000	338,881	-
All Other Expenses	114,755,339	36,050,206	19,732,075	34,448,701	21,922,488	2,601,869
Telecom Expense	1,599,839	932,360	312,022	200,989	307,254	(152,786)
Total Other Expenses	162,401,244	52,712,974	30,454,251	47,725,120	29,059,816	2,449,083
Library Expenses:						
Books	406,863	40,000	164,460	200,808	1,595	-
Periodicals	1,531,267	1,360,000	47,209	46,204	77,854	-
Electronic Periodicals / Subscriptions	3,180,622	470,000	671,734	1,301,288	264,693	472,907
All Other Library Equipment	427,708	30,000	2,910	5,190	389,608	-
Total Non-P.S. Library Expense	5,546,460	1,900,000	886,313	1,553,490	733,750	472,907
Total Equipment (excludes Library)	6,278,866	4,655,000	715,713	617,794	249,678	40,681
Total Expenditures	678,763,732	216,702,862	122,924,583	209,389,745	120,067,823	9,678,719
Addition to (Use of) Funds Before Designated Items	41,864,071	12,533,080	10,666,792	10,626,784	6,208,047	1,829,368
Designated Transfers Per BOT Policies						
Debt Service (University Fee)	(21,170,479)	(7,015,000)	(3,727,955)	(6,726,173)	(3,701,351)	-
Debt Service Residence Halls	(10,235,998)	(5,020,531)	(2,759,811)	(1,062,180)	(1,393,476)	-
Debt Service Parking Garage	(3,580,665)	(802,498)	(435,578)	(1,532,794)	(809,795)	-
Auxiliary Renewal and Replacement	(2,054,694)	(434,389)	(989,387)	-	(630,918)	-
Total Designated Transfer	(37,041,836)	(13,272,418)	(7,912,731)	(9,321,147)	(6,535,540)	-
Other Designated Fund Requests						
Other Request - Debt Service Prefunding ECSU	(2,700,000)		(2,700,000)			
IMRP Projects at CCSU - Additional Appropriation	269,650	269,650				
Other SO Internal Transfers - IMRP Projects at CCSU and BOR sho	(269,650)					(269,650)
Outcomes Based Funding	311,457	74,425	90,000	57,032	90,000	-
Developmental Education	1,581,052	395,263	395,263	395,263	395,263	-
Total Other Designated Fund Requests	(807,491)	739,338	(2,214,737)	452,295	485,263	(269,650)
Addition to (Use of) Funds	4,014,744	-	539,324	1,757,932	157,770	1,559,718

**Connecticut State Universities - Consolidating
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY18 Budget**

Account Name	CSU Total	CSCU	ECSU	SCSU	WSCU	SO
Revenue:						
Tuition (Gross)	139,869,066	47,664,832	23,918,717	45,911,305	22,374,212	-
PT Part Time Tuition (Gross)	27,212,349	11,989,700	1,794,148	8,266,473	5,162,028	-
PT General University Fee	26,490,798	11,442,127	2,028,453	8,202,585	4,817,633	-
University General Fee (excluding Accident Ins.)	90,116,239	28,079,000	18,180,848	28,750,335	15,106,056	-
University Fee	21,994,710	7,432,000	3,876,913	7,082,349	3,603,448	-
PT Extension Fee (Gross)	26,670,992	10,098,868	2,925,736	10,043,890	3,602,498	-
All Other Student Fees	9,897,357	2,643,600	1,073,174	4,360,480	1,820,103	-
Accident Insurance	1,592,398	530,000	285,124	509,626	267,648	-
Telecom Revenue	-	-	-	-	-	-
State Appropriations	142,360,429	40,778,521	27,768,665	38,853,503	26,260,591	8,699,149
Fringe Benefits Paid By State	125,277,176	40,157,600	22,561,528	38,153,490	22,098,383	2,306,175
Housing	67,624,734	16,559,676	21,507,691	18,909,096	10,648,271	-
Food Service	33,537,766	11,183,842	7,002,531	9,733,880	5,617,513	-
All Other Revenue	18,413,401	8,417,944	1,707,411	4,545,422	3,677,124	65,500
Less: ContraRevenue	(8,594,510)	(3,808,396)	(1,524,756)	(1,888,040)	(1,373,318)	-
Total Revenue	722,462,905	233,169,314	133,106,183	221,434,394	123,682,190	11,070,824
Expenditures:						
Personal Services:						
Total Full Time	252,376,942	82,617,041	43,408,897	76,969,327	45,164,970	4,216,707
Part Time:		0	0	-	-	-
Lecturers	35,063,706	9,773,741	5,632,828	12,568,033	7,089,104	-
Perm/Intermit PT	1,697,553	364,581	227,804	916,960	135,819	52,389
University Assistants	4,634,313	1,200,000	1,439,043	1,173,919	821,351	-
Graduate Assistants	1,934,314	320,000	255,360	1,142,142	216,812	-
Other Part Time	9,833,876	4,454,004	33,000	3,317,452	2,029,420	-
Total Part Time	53,163,762	16,112,326	7,588,035	19,118,506	10,292,506	52,389
Overtime	3,772,279	806,000	1,056,875	1,066,448	842,956	-
All Other Personal Services	12,556,623	3,634,571	4,227,597	3,061,369	1,633,086	-
Subtotal Personal Services	321,869,606	103,169,938	56,281,404	100,215,650	57,933,518	4,269,096
Fringe Benefits	193,250,122	61,287,828	35,703,036	60,487,390	33,471,193	2,300,675
Worker's Comp. Recovery	1,101,081	351,281	175,487	400,000	168,813	5,500
Total P.S. & Fringe Benefits	516,220,809	164,809,047	92,159,927	161,103,040	91,573,524	6,575,271
Other Expenses:						
Inst. Financial Aid/Match	40,768,747	13,216,511	11,014,344	11,478,810	5,059,082	-
Waivers	7,877,727	2,833,506	1,412,954	2,350,000	1,281,267	-
Bad Debt Expense (current year)	1,404,692	400,000	619,450	31,000	354,242	-
All Other Expenses	114,184,148	34,019,479	20,134,830	34,921,838	21,321,418	3,786,583
Telecom Expense	2,383,750	993,590	350,250	225,000	647,440	167,470
Total Other Expenses	166,619,064	51,463,086	33,531,828	49,006,648	28,663,449	3,954,053
Library Expenses:						
Books	530,911	40,000	181,900	253,168	55,843	-
Periodicals	1,883,692	1,360,000	439,612	28,830	55,250	-
Electronic Periodicals / Subscriptions	2,721,300	470,000	238,661	1,311,188	280,451	421,000
All Other Library Equipment	402,273	30,000	21,866	13,950	336,457	-
Total Non-P.S. Library Expense	5,538,176	1,900,000	882,039	1,607,136	728,001	421,000
Total Equipment (excludes Library)	5,773,972	4,100,000	71,850	1,302,042	245,080	55,000
Total Expenditures	694,152,021	222,272,133	126,645,644	213,018,866	121,210,054	11,005,324
Addition to (Use of) Funds Before Designated Items	28,310,884	10,897,181	6,460,539	8,415,528	2,472,136	65,500
Designated Transfers Per BOT Policies						
Debt Service (University Fee)	(21,689,600)	(7,319,000)	(3,834,803)	(6,932,349)	(3,603,448)	-
Debt Service Residence Halls	(9,189,315)	(4,000,000)	(2,731,839)	(1,064,000)	(1,393,476)	-
Debt Service Parking Garage	(3,601,858)	(776,915)	(415,148)	(1,600,000)	(809,795)	-
Auxiliary Renewal and Replacement	(611,953)	(260,000)	0	-	(351,953)	-
Total Designated Transfer	(35,092,726)	(12,355,915)	(6,981,790)	(9,596,349)	(6,158,672)	-
Other Designated Fund Requests						
Other Transfer - CCSU Capital Equipment	1,000,000	1,000,000	-	-	-	-
Other Request - Use of General Reserves	2,694,443			739,690	1,954,753	
Tuition Offset - WCSU Foundation Reserves	1,182,286				1,182,286	
Other SO Internal Transfers -BOR shortfall	(65,500)					(65,500)
Outcomes Based Funding	436,977	75,325	137,842	57,722	166,088	-
Developmental Education	1,533,636	383,409	383,409	383,409	383,409	-
Total Other Designated Fund Requests	6,781,842	1,458,734	521,251	1,180,821	3,686,536	(65,500)
Addition to (Use of) Funds	-	-	-	-	-	-

Central Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	46,125,136	45,307,516	47,664,832	2,357,316	5.2%
Part Time Tuition (Gross)	11,925,964	11,518,204	11,989,700	471,496	4.1%
General University Fee	11,483,474	11,028,553	11,442,127	413,574	3.8%
University General Fee (excluding Accident Ins.)	26,766,000	26,322,000	28,079,000	1,757,000	6.7%
University Fee	7,268,000	7,125,000	7,432,000	307,000	4.3%
Extension Fee (Gross)	10,148,103	9,842,527	10,098,868	256,341	2.6%
All Other Student Fees	3,387,000	3,380,000	2,643,600	(736,400)	-21.8%
Accident Insurance	906,800	865,000	530,000	(335,000)	-38.7%
Telecom Revenue	368,240	368,240	-	(368,240)	-100.0%
State Appropriations	44,119,783	42,397,229	40,778,521	(1,618,708)	-3.8%
Fringe Benefits Paid By State	39,977,815	39,674,870	40,157,600	482,730	1.2%
Housing	16,597,626	15,801,606	16,559,676	758,070	4.8%
Food Service	11,589,689	10,967,309	11,183,842	216,533	2.0%
All Other Revenue	7,896,000	8,175,719	8,417,944	242,225	3.0%
Less: ContraRevenue	(3,817,738)	(3,537,831)	(3,808,396)	(270,565)	7.6%
Total Revenue	234,741,892	229,235,942	233,169,314	3,933,372	1.7%
Expenditures:					
Personal Services:					
Total Full Time	85,040,063	80,020,720	82,617,041	2,596,321	3.2%
Part Time:					
Lecturers	9,736,552	10,073,693	9,773,741	(299,952)	-3.0%
Perm/Intermit PT	469,750	403,009	364,581	(38,428)	-9.5%
University Assistants	1,200,000	1,200,000	1,200,000	-	0.0%
Graduate Assistants	320,000	320,000	320,000	-	0.0%
Other Part Time	4,454,004	4,545,164	4,454,004	(91,160)	-2.0%
Total Part Time	16,180,306	16,541,866	16,112,326	(429,540)	-2.6%
Overtime	560,000	666,217	806,000	139,783	21.0%
All Other Personal Services	3,125,869	3,035,699	3,634,571	598,872	19.7%
Subtotal Personal Services	104,906,238	100,264,502	103,169,938	2,905,436	2.9%
Fringe Benefits	59,449,782	56,817,910	61,287,828	4,469,918	7.9%
Worker's Comp. Recovery	400,958	352,476	351,281	(1,195)	-0.3%
Total P.S. & Fringe Benefits	164,756,978	157,434,888	164,809,047	7,374,159	4.7%
Other Expenses:					
Inst. Financial Aid/Match	12,411,124	12,622,995	13,216,511	593,516	4.7%
Waivers	2,747,672	2,707,413	2,833,506	126,093	4.7%
Bad Debt Expense (current year)	400,000	400,000	400,000	-	0.0%
All Other Expenses	36,398,583	36,050,206	34,019,479	(2,030,727)	-5.6%
Telecom Expense	1,167,360	932,360	993,590	61,230	6.6%
Total Other Expenses	53,124,739	52,712,974	51,463,086	(1,249,888)	-2.4%
Library Expenses:					
Books	40,000	40,000	40,000	-	0.0%
Periodicals	1,360,000	1,360,000	1,360,000	-	0.0%
Electronic Periodicals / Subscriptions	470,000	470,000	470,000	-	0.0%
All Other Library Equipment	30,000	30,000	30,000	-	0.0%
Total Non-P.S. Library Expense	1,900,000	1,900,000	1,900,000	-	0.0%
Total Equipment (excludes Library)	2,750,000	4,655,000	4,100,000	(555,000)	-11.9%
Total Expenditures	222,531,717	216,702,862	222,272,133	5,569,271	2.6%
Addition to (Use of) Funds Before Designated Items	12,210,175	12,533,080	10,897,181	(1,635,899)	-13.1%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(7,125,000)	(7,015,000)	(7,319,000)	(304,000)	4.3%
Debt Service Residence Halls	(4,000,000)	(5,020,531)	(4,000,000)	1,020,531	-20.3%
Debt Service Parking Garage	(824,856)	(802,498)	(776,915)	25,583	-3.2%
Auxiliary Renewal and Replacement	(672,051)	(434,389)	(260,000)	174,389	-40.1%
Total Designated Transfers	(12,621,907)	(13,272,418)	(12,355,915)	916,503	-6.9%
Other Designated Fund Requests					
IMRP Projects - Additional Appropriation		269,650	-	(269,650)	-100.0%
Other Transfer Internal Transf to Energy Cntr Prgm - Ct	-	-		-	n.a.
Other Transfer - Capital Equipment			1,000,000	1,000,000	n.a.
Additional Funding - Outcomes Based Funding	-	74,425	75,325	900	1.2%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Other Designated Fund Requests	411,732	739,338	1,458,734	719,396	97.3%
Addition to (Use of) Funds	\$ -	\$ -	\$ -	-	n.a.

Eastern Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	23,383,632	23,482,070	23,918,717	436,647	1.9%
Part Time Tuition (Gross)	2,022,298	1,915,943	1,794,148	(121,795)	-6.4%
General University Fee	2,305,195	2,172,085	2,028,453	(143,632)	-6.6%
University General Fee (excluding Accident Ins.)	17,183,448	17,322,885	18,180,848	857,963	5.0%
University Fee	3,747,828	3,768,892	3,876,913	108,021	2.9%
Extension Fee (Gross)	3,035,356	3,014,865	2,925,736	(89,129)	-3.0%
All Other Student Fees	2,371,241	1,764,520	1,073,174	(691,346)	-39.2%
Accident Insurance	466,658	463,574	285,124	(178,450)	-38.5%
Telecom Revenue	394,800	390,872	-	(390,872)	-100.0%
State Appropriations	29,753,680	28,768,846	27,768,665	(1,000,181)	-3.5%
Fringe Benefits Paid By State	22,589,608	22,458,460	22,561,528	103,068	0.5%
Housing	20,990,305	20,766,189	21,507,691	741,502	3.6%
Food Service	7,218,735	7,021,553	7,002,531	(19,022)	-0.3%
All Other Revenue	2,270,723	1,753,815	1,707,411	(46,404)	-2.6%
Less: ContraRevenue	(1,596,175)	(1,473,194)	(1,524,756)	(51,562)	3.5%
Total Revenue	136,137,332	133,591,375	133,106,183	(485,192)	-0.4%
Expenditures:					
Personal Services:					
Total Full Time	45,565,695	44,261,005	43,408,897	(852,108)	-1.9%
Part Time:					
Lecturers	5,549,539	5,562,059	5,632,828	70,769	1.3%
Perm/Intermit PT	172,456	146,385	227,804	81,419	55.6%
University Assistants	1,219,010	1,291,897	1,439,043	147,146	11.4%
Graduate Assistants	151,431	186,487	255,360	68,873	36.9%
Other Part Time	119,327	31,974	33,000	1,026	3.2%
Total Part Time	7,211,763	7,218,802	7,588,035	369,233	5.1%
Overtime	1,003,163	1,036,875	1,056,875	20,000	1.9%
All Other Personal Services	4,447,920	4,321,898	4,227,597	(94,301)	-2.2%
Subtotal Personal Services	58,228,541	56,838,580	56,281,404	(557,176)	-1.0%
Fringe Benefits	36,282,307	33,867,841	35,703,036	1,835,195	5.4%
Worker's Comp. Recovery	407,600	161,885	175,487	13,602	8.4%
Total P.S. & Fringe Benefits	94,918,448	90,868,306	92,159,927	1,291,621	1.4%
Other Expenses:					
Inst. Financial Aid/Match	8,656,231	8,526,815	11,014,344	2,487,529	29.2%
Waivers	1,222,626	1,376,202	1,412,954	36,752	2.7%
Bad Debt Expense (current year)	831,195	507,137	619,450	112,313	22.1%
All Other Expenses	20,904,642	19,732,075	20,134,830	402,755	2.0%
Telecom Expense	422,635	312,022	350,250	38,228	12.3%
Total Other Expenses	32,037,329	30,454,251	33,531,828	3,077,577	10.1%
Library Expenses:					
Books	174,993	164,460	181,900	17,440	10.6%
Periodicals	438,314	47,209	439,612	392,403	831.2%
Electronic Periodicals / Subscriptions	239,548	671,734	238,661	(433,073)	-64.5%
All Other Library Equipment	21,616	2,910	21,866	18,956	651.4%
Total Non-P.S. Library Expense	874,471	886,313	882,039	(4,274)	-0.5%
Total Equipment (excludes Library)	450,000	715,713	71,850	(643,863)	-90.0%
Total Expenditures	128,280,248	122,924,583	126,645,644	3,721,061	3.0%
Addition to (Use of) Funds Before Designated Items	7,857,084	10,666,792	6,460,539	(4,206,253)	-39.4%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(3,747,828)	(3,727,955)	(3,834,803)	(106,848)	2.9%
Debt Service Residence Halls	(2,759,811)	(2,759,811)	(2,731,839)	27,972	-1.0%
Debt Service Parking Garage	(435,578)	(435,578)	(415,148)	20,430	-4.7%
Auxiliary Renewal and Replacement	(1,325,599)	(989,387)	-	989,387	-100.0%
Total Designated Transfers	(8,268,816)	(7,912,731)	(6,981,790)	930,941	-11.8%
Other Designated Fund Requests					
Other Request - Debt Service Prefunding	-	(2,700,000)	-	2,700,000	-100.0%
Additional Funding - Outcomes Based Funding	-	90,000	137,842	47,842	53.2%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Additional Funds	411,732	(2,214,737)	521,251	2,735,988	-123.5%
Addition to (Use of) Funds	\$ -	\$ 539,324	\$ -	(539,324)	-100.0%

Southern Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	43,851,209	44,361,649	\$ 45,911,305	1,549,656	3.5%
Part Time Tuition (Gross)	8,488,751	7,959,160	8,266,473	307,313	3.9%
General University Fee	8,452,513	7,879,992	8,202,585	322,593	4.1%
University General Fee (excluding Accident Ins.)	27,389,003	27,644,553	28,750,335	1,105,782	4.0%
University Fee	6,808,610	6,876,173	7,082,349	206,176	3.0%
Extension Fee (Gross)	11,254,947	10,753,567	10,043,890	(709,677)	-6.6%
All Other Student Fees	5,055,800	4,360,480	4,360,480	-	0.0%
Accident Insurance	849,991	869,632	509,626	(360,006)	-41.4%
Telecom Revenue	469,740	409,965	-	(409,965)	-100.0%
State Appropriations	42,472,560	40,810,363	38,853,503	(1,956,860)	-4.8%
Fringe Benefits Paid By State	38,489,124	38,193,112	38,153,490	(39,622)	-0.1%
Housing	17,905,154	17,926,513	18,909,096	982,583	5.5%
Food Service	9,227,228	9,199,444	9,733,880	534,436	5.8%
All Other Revenue	4,343,369	4,755,685	4,545,422	(210,263)	-4.4%
Less: ContraRevenue	(1,707,999)	(1,983,759)	(1,888,040)	95,719	-4.8%
Total Revenue	223,350,000	220,016,529	221,434,394	1,417,865	0.6%
Expenditures:					
Personal Services:					
Total Full Time	80,210,516	77,984,477	76,969,327	(1,015,150)	-1.3%
Part Time:					
Lecturers	11,934,891	13,076,857	12,568,033	(508,824)	-3.9%
Perm/Intermit PT	926,132	824,243	916,960	92,717	11.2%
University Assistants	1,256,769	1,183,842	1,173,919	(9,923)	-0.8%
Graduate Assistants	1,142,142	1,215,429	1,142,142	(73,287)	-6.0%
Other Part Time	3,307,452	3,376,248	3,317,452	(58,796)	-1.7%
Total Part Time	18,567,386	19,676,619	19,118,506	(558,113)	-2.8%
Overtime	1,066,448	1,008,933	1,066,448	57,515	5.7%
All Other Personal Services	3,021,369	3,731,786	3,061,369	(670,417)	-18.0%
Subtotal Personal Services	102,865,719	102,401,815	100,215,650	(2,186,165)	-2.1%
Fringe Benefits	60,690,774	56,790,305	60,487,390	3,697,085	6.5%
Worker's Comp. Recovery	400,000	301,221	400,000	98,779	32.8%
Total P.S. & Fringe Benefits	163,956,493	159,493,341	161,103,040	1,609,699	1.0%
Other Expenses:					
Inst. Financial Aid/Match	9,769,739	10,551,842	11,478,810	926,968	8.8%
Waivers	2,170,000	2,481,588	2,350,000	(131,588)	-5.3%
Bad Debt Expense (current year)	27,100	42,000	31,000	(11,000)	-26.2%
All Other Expenses	34,886,943	34,448,701	34,921,838	473,137	1.4%
Telecom Expense	786,400	200,989	225,000	24,011	11.9%
Total Other Expenses	47,640,182	47,725,120	49,006,648	1,281,528	2.7%
Library Expenses:					
Books	253,168	200,808	253,168	52,360	26.1%
Periodicals	28,830	46,204	28,830	(17,374)	-37.6%
Electronic Periodicals / Subscriptions	1,311,198	1,301,288	1,311,188	9,900	0.8%
All Other Library Equipment	13,950	5,190	13,950	8,760	168.8%
Total Non-P.S. Library Expense	1,607,146	1,553,490	1,607,136	53,646	3.5%
Total Equipment (excludes Library)	1,302,042	617,794	1,302,042	684,248	110.8%
Total Expenditures	214,505,863	209,389,745	213,018,866	3,629,121	1.7%
Addition to (Use of) Funds Before Designated Items	8,844,137	10,626,784	8,415,528	(2,211,256)	-20.8%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(6,633,610)	(6,726,173)	(6,932,349)	(206,176)	3.1%
Debt Service Residence Halls	(1,062,180)	(1,062,180)	(1,064,000)	(1,820)	0.2%
Debt Service Parking Garage	(1,532,794)	(1,532,794)	(1,600,000)	(67,206)	4.4%
Total Designated Transfers	(9,228,584)	(9,321,147)	(9,596,349)	(275,202)	3.0%
Other Designated Fund Requests					
Other Request - SCSU General Reserves	-	-	739,690	739,690	n.a.
Additional Funding - Outcomes Based Funding		57,032	57,722	690	1.2%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Other Designated Fund Requests	411,732	452,295	1,180,821	728,526	161.1%
Addition to (Use of) Funds	\$ 27,285	\$ 1,757,932	\$ -	(1,757,932)	-100.0%

Western Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	23,890,828	23,824,148	22,374,212	(1,449,936)	-6.1%
Part Time Tuition (Gross)	4,834,553	5,026,044	5,162,028	135,984	2.7%
General University Fee	4,533,357	4,716,762	4,817,633	100,871	2.1%
University General Fee (excluding Accident Ins.)	14,873,076	14,575,913	15,106,056	530,143	3.6%
University Fee	3,791,788	3,749,522	3,603,448	(146,074)	-3.9%
Extension Fee (Gross)	3,856,525	3,497,102	3,602,498	105,396	3.0%
All Other Student Fees	2,744,344	2,522,422	1,820,103	(702,319)	-27.8%
Accident Insurance	459,536	446,852	267,648	(179,204)	-40.1%
Telecom Revenue	221,970	219,969	-	(219,969)	-100.0%
State Appropriations	28,312,214	27,350,675	26,260,591	(1,090,084)	-4.0%
Fringe Benefits Paid By State	22,258,878	22,128,656	22,098,383	(30,273)	-0.1%
Housing	10,518,070	10,419,955	10,648,271	228,316	2.2%
Food Service	5,168,924	5,489,242	5,617,513	128,271	2.3%
All Other Revenue	2,764,997	3,584,623	3,677,124	92,501	2.6%
Less: ContraRevenue	(1,642,937)	(1,276,015)	(1,373,318)	(97,303)	7.6%
Total Revenue	126,586,123	126,275,870	123,682,190	(2,593,680)	-2.1%
Expenditures:					
Personal Services:					
Total Full Time	47,288,609	45,995,565	45,164,970	(830,595)	-1.8%
Part Time:					
Lecturers	7,086,897	6,895,803	7,089,104	193,301	2.8%
Perm/Intermit PT	204,084	181,810	135,819	(45,991)	-25.3%
University Assistants	818,587	617,779	821,351	203,572	33.0%
Graduate Assistants	197,529	212,077	216,812	4,735	2.2%
Other Part Time	1,872,367	1,773,045	2,029,420	256,375	14.5%
Total Part Time	10,179,464	9,680,514	10,292,506	611,992	6.3%
Overtime	842,955	891,014	842,956	(48,058)	-5.4%
All Other Personal Services	1,603,086	1,542,265	1,633,086	90,821	5.9%
Subtotal Personal Services	59,914,114	58,109,358	57,933,518	(175,840)	-0.3%
Fringe Benefits	32,710,058	31,751,744	33,471,193	1,719,449	5.4%
Worker's Comp. Recovery	208,002	163,477	168,813	5,336	3.3%
Total P.S. & Fringe Benefits	92,832,174	90,024,579	91,573,524	1,548,945	1.7%
Other Expenses:					
Inst. Financial Aid/Match	5,495,144	5,385,590	5,059,082	(326,508)	-6.1%
Waivers	1,114,176	1,105,603	1,281,267	175,664	15.9%
Bad Debt Expense (current year)	338,881	338,881	354,242	15,361	4.5%
All Other Expenses	22,012,708	21,922,488	21,321,418	(601,070)	-2.7%
Telecom Expense	654,477	307,254	647,440	340,186	110.7%
Total Other Expenses	29,615,386	29,059,816	28,663,449	(396,367)	-1.4%
Library Expenses:					
Books	55,843	1,595	55,843	54,248	3401.1%
Periodicals	55,250	77,854	55,250	(22,604)	-29.0%
Electronic Periodicals / Subscriptions	280,451	264,693	280,451	15,758	6.0%
All Other Library Equipment	336,457	389,608	336,457	(53,151)	-13.6%
Total Non-P.S. Library Expense	728,001	733,750	728,001	(5,749)	-0.8%
Total Equipment (excludes Library)	235,000	249,678	245,080	(4,598)	-1.8%
Total Expenditures	123,410,561	120,067,823	121,210,054	1,142,231	1.0%
Addition to (Use of) Funds Before Designated Items	3,175,562	6,208,047	2,472,136	(3,735,911)	-60.2%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(3,678,034)	(3,701,351)	(3,603,448)	97,903	-2.6%
Debt Service Residence Hall	(1,180,413)	(1,393,476)	(1,393,476)	-	0.0%
Debt Service Parking Garage	(536,992)	(737,225)	(737,225)	-	0.0%
Debt Service WS Parking Garage	(62,749)	(72,570)	(72,570)	-	0.0%
Auxiliary Renewal and Replacement	(312,579)	(630,918)	(351,953)	278,965	-44.2%
Total Designated Transfers	(5,770,767)	(6,535,540)	(6,158,672)	376,868	-5.8%
Other Designated Fund Requests					
Other Transfer - One Time Use of Reserves	2,183,473	-	1,954,753	1,954,753	n.a.
Tuition Offset - Foundation Reserves	-	-	1,182,286	1,182,286	n.a.
Additional Funding - Outcomes Based Funding	-	90,000	166,088	76,088	84.5%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Other Designated Fund Requests	2,595,205	485,263	3,686,536	3,201,273	659.7%
Addition to (Use of) Funds	-	157,770	-	(157,770)	-100.0%

SO/SW/Mandates

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

FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018 Budget	FY18 Budget vs FY17 Projection	
	Budget	Projection		\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)				-	n.a.
Part Time Tuition (Gross)				-	n.a.
General University Fee				-	n.a.
University General Fee (excluding Accident Ins.)				-	n.a.
University Fee				-	n.a.
Extension Fee (Gross)				-	n.a.
All Other Student Fees				-	n.a.
Accident Insurance				-	n.a.
Telecom Revenue				-	n.a.
State Appropriations	8,982,519	8,936,217	8,699,149	(237,068)	-2.7%
Fringe Benefits Paid By State	2,516,354	2,516,354	2,306,175	(210,179)	-8.4%
Housing	-	-	-	-	n.a.
Food Service	-	-	-	-	n.a.
All Other Revenue	65,597	55,516	65,500	9,984	18.0%
Less: ContraRevenue					n.a.
Total Revenue	11,564,470	11,508,087	11,070,824	(437,263)	-3.8%
Expenditures:					
Personal Services:					
Total Full Time	4,557,357	4,385,025	4,216,707	(168,318)	-3.8%
Part Time:					
Lecturers	-	-	-	-	n.a.
Perm/Intermit PT	45,623	46,437	52,389	5,952	12.8%
University Assistants	-	-	-	-	n.a.
Graduate Assistants	-	-	-	-	n.a.
Other Part Time	-	-	-	-	n.a.
Total Part Time	45,623	46,437	52,389	5,952	12.8%
Overtime	-	-	-	-	n.a.
All Other Personal Services	129,564	-	-	-	n.a.
Subtotal Personal Services	4,732,544	4,431,462	4,269,096	(162,366)	-3.7%
Fringe Benefits	2,508,354	2,281,787	2,300,675	18,888	0.8%
Worker's Comp. Recovery	9,026	2,799	5,500	2,701	96.5%
Total P.S. & Fringe Benefits	7,249,924	6,716,048	6,575,271	(140,777)	-2.1%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	n.a.
Waivers	-	-	-	-	n.a.
Bad Debt Expense (current year)	-	-	-	-	n.a.
All Other Expenses	4,366,419	2,601,869	3,786,583	1,184,714	45.5%
Telecom Expense	(577,373)	(152,786)	167,470	320,256	-209.6%
Total Other Expenses	3,789,046	2,449,083	3,954,053	1,504,970	61.5%
Library Expenses:					
Books				-	n.a.
Periodicals				-	n.a.
Electronic Periodicals / Subscriptions	485,500	472,907	421,000	(51,907)	-11.0%
All Other Library Equipment					
Total Non-P.S. Library Expense	485,500	472,907	421,000	(51,907)	-11.0%
Total Equipment (excludes Library)	40,000	40,681	55,000	14,319	35.2%
Total Expenditures	11,564,470	9,678,719	11,005,324	1,326,605	13.7%
Addition to (Use of) Funds Before Designated Items	-	1,829,368	65,500	(1,763,868)	-96.4%
Designated Transfers Per BOT Policies					
Auxiliary Renewal and Replacement	-	-	-	-	n.a.
Total Designated Transfers	-	-	-	-	n.a.
Other Designated Fund Requests					
Transfer to CCSU for IMRP Projects		(269,650)	-	269,650	-100.0%
Other Transfer - BOR shortfall		-	(65,500)	(65,500)	n.a.
Total Additional Funds	-	(269,650)	(65,500)	204,150	-75.7%
Addition to (Use of) Funds	-	1,559,718	-	(1,559,718)	-100.0%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Colleges: Consolidated

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	126,084,591	124,017,502	122,545,896	(1,471,606)	-1.20%
Fees	48,312,138	50,641,558	54,637,537	3,995,979	7.90%
State Appropriations	161,446,565	157,410,403	155,049,247	(2,361,156)	-1.50%
Fringe Benefits Paid By State	120,306,781	118,750,872	122,241,664	3,490,792	2.90%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	211,500	150,731	152,700	1,969	1.30%
Sales of Educational Activities	812,530	1,334,814	1,386,733	51,919	3.90%
All Other Revenue	3,243,353	5,546,674	4,126,321	(1,420,353)	-25.60%
Total Revenue	460,417,458	457,852,554	460,140,098	2,287,544	0.50%
Expenditures:					
Personnel Services:					
Full Time (6101)	160,799,257	157,518,230	154,105,962	(3,412,268)	-2.20%
Continuing Part Time (6111)	1,677,724	1,551,528	1,465,887	(85,641)	-5.50%
Temporary Part Time (6102, B, D, G)	20,596,717	21,985,687	22,529,320	543,633	2.50%
Contractual PTL (6103D)	42,680,716	41,889,968	40,851,200	(1,038,768)	-2.50%
Contractual NCL (6103E)	3,805,502	3,844,107	3,867,301	23,194	0.60%
Contractual ECL (6103F)	6,481,963	7,240,185	7,196,310	(43,875)	-0.60%
Student Labor (6104, H)	2,418,503	3,177,874	3,172,112	(5,762)	-0.20%
Overtime (6107)	1,155,299	1,325,572	1,235,540	(90,032)	-6.80%
All Other Personnel Services	6,712,523	4,811,138	8,473,147	3,662,009	76.10%
Subtotal Personnel Services	246,328,204	243,344,289	242,896,779	(447,510)	-0.20%
Fringe Benefits	145,087,883	142,882,159	148,822,299	5,940,140	4.20%
Total P.S. & Fringe Benefits	391,416,087	386,226,448	391,719,078	5,492,630	1.40%
Other Expenses:					
Inst. Financial Aid/Match	18,035,615	16,612,971	17,304,099	691,128	4.20%
Waivers	5,877,170	5,830,441	5,912,740	82,299	1.40%
All Other Expenses	51,106,169	47,409,484	52,370,568	4,961,084	10.50%
Total Other Expenses	75,018,954	69,852,896	75,587,407	5,734,511	8.20%
Library Expenses:					
Books	341,044	249,877	304,848	54,971	22.00%
Periodicals	91,714	131,238	101,265	(29,973)	-22.80%
Electronic Periodicals / Subscriptions	343,152	311,857	360,802	48,945	15.70%
All Other Library Equipment	30,860	31,391	30,530	(861)	-2.70%
Total Non-P.S. Library Expense	806,770	724,363	797,445	73,082	10.10%
Total Equipment (excludes Library)	-	69,198	-	(69,198)	-100.00%
Total Expenditures	467,241,811	456,872,905	468,103,930	11,231,025	2.50%
Addition to (Use of) Funds Before Designated Items	(6,824,353)	979,649	(7,963,832)	(8,943,481)	-912.90%
Designated Transfers Per BOT Policies					
Transfer in	10,137,406	12,117,273	11,507,764	(609,509)	-5.00%
Outcomes Based Funding	-	986,345	1,235,491	1,235,491	
Shared Services reserved funding	(1,000,000)	(519,950)	(1,000,000)	(480,050)	92.30%
Shared Services funding transferred to Colleges	-	519,950	-	(519,950)	-100.00%
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	6,093,633	5,832,259	5,674,453	(157,806)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	1,729,275	1,665,862	1,610,225	(55,637)	-3.30%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	
Transfer out	(10,005,620)	(12,560,550)	(11,427,806)	1,132,744	-9.00%
Total Designated Transfers	6,954,694	8,041,189	7,600,127	(441,062)	-5.50%
Net Change	130,341	9,020,838	(363,705)	(9,384,543)	-104.00%

Connecticut Community Colleges - Consolidating
Expenditure Plan General & Operating Funds
FY18 Budget (based on Gov's Executive Order allocation)
All Colleges Consolidating

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	122,545,896	-	4,273,116	8,070,300	17,201,493	13,078,688	15,502,515	6,652,841	16,581,221	15,120,220	3,298,255	3,497,867	10,172,257	9,097,123
Fees	54,637,537	-	3,938,550	4,273,720	7,683,140	3,718,251	7,809,753	2,760,345	6,654,846	7,312,120	1,022,824	1,520,980	3,623,071	4,319,937
State Appropriations	155,049,247	10,255,923	6,954,124	11,105,702	19,514,486	13,624,975	16,922,175	8,049,340	18,743,544	14,872,063	6,312,718	6,508,337	11,211,501	10,974,359
Fringe Benefits Paid By State	122,241,664	5,625,268	5,705,894	9,073,753	15,506,211	10,873,690	14,228,046	6,144,214	15,681,347	11,147,063	5,083,730	4,964,548	8,969,201	9,238,699
Government Grants & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts, Grants and Contracts	152,700	-	-	-	-	-	-	1,500	-	-	150,000	-	-	1,200
Sales of Educational Activities	1,386,733	-	10,000	20,000	41,399	-	9,000	4,500	112,394	200,000	-	-	898,440	91,000
All Other Revenue	4,126,321	80,000	153,900	213,275	801,714	575,000	339,670	160,000	352,234	240,000	150,000	158,050	672,678	229,800
Total Revenue	460,140,098	15,961,191	21,035,584	32,756,750	60,748,443	41,870,604	54,811,159	23,772,740	58,125,586	48,891,466	16,017,527	16,649,782	35,547,148	33,952,118
Expenditures:														
Personnel Services:														
Full Time (6101)	154,105,962	10,126,135	5,115,628	11,481,718	16,922,199	13,989,975	19,035,805	8,260,911	18,883,161	16,036,668	6,714,994	5,743,949	10,818,357	10,976,462
Continuing Part Time (6111)	1,465,887	84,005	5,110	-	52,582	153,213	83,523	5,449	303,780	116,675	-	319,815	-	341,735
Temporary Part Time (6102, B, D, G)	22,529,320	-	2,510,091	2,512,832	3,835,815	1,183,198	2,024,074	464,112	3,252,592	2,255,844	519,190	587,028	2,133,917	1,250,627
Contractual PTL (6103D)	40,851,200	-	1,471,510	1,583,311	6,701,833	4,298,362	5,097,984	2,067,494	5,435,433	4,689,751	1,216,705	1,159,639	3,952,965	3,176,213
Contractual NCL (6103E)	3,867,301	-	413,724	459,925	395,458	109,342	357,700	227,716	365,000	614,315	50,000	226,107	270,219	377,795
Contractual ECL (6103F)	7,196,510	-	662,786	537,737	998,048	419,131	1,185,613	355,272	813,000	851,520	128,340	93,128	433,253	718,482
Student Labor (6104, H)	3,172,112	45,785	142,160	127,500	735,317	180,000	429,420	160,183	228,525	442,408	79,137	61,145	303,257	237,275
Overtime (6107)	1,235,540	-	28,845	100,000	310,000	100,000	100,527	25,390	337,600	50,000	30,699	80,574	15,000	56,905
All Other Personnel Services	8,473,147	3,290,869	254,245	409,870	634,782	450,000	633,660	276,253	865,280	575,000	100,500	228,256	291,058	463,374
Subtotal Personnel Services	242,896,779	13,546,794	10,604,099	17,212,893	30,586,034	20,883,221	28,948,306	11,842,780	30,484,371	25,632,181	8,839,565	8,499,641	18,218,026	17,598,868
Fringe Benefits	148,822,299	5,866,447	6,860,852	11,537,223	18,256,804	12,985,187	18,437,191	7,304,738	19,723,923	14,500,854	5,751,820	5,396,124	10,981,102	11,220,034
Total P.S. & Fringe Benefits	391,719,078	19,413,241	17,464,951	28,750,116	48,842,838	33,868,408	47,385,497	19,147,518	50,208,294	40,133,035	14,591,385	13,895,765	29,199,128	28,818,902
Other Expenses:														
Inst. Financial Aid/Match	17,304,099	-	634,933	1,120,000	2,157,299	1,864,153	2,233,369	1,032,574	2,405,921	2,182,083	446,454	470,599	1,441,965	1,314,749
Waivers	5,912,740	-	264,271	575,000	939,568	650,000	613,390	405,000	541,750	573,000	321,893	137,583	559,155	332,130
All Other Expenses	52,370,568	6,815,760	2,648,059	3,049,177	8,257,782	5,164,140	4,154,750	2,838,542	4,381,597	5,509,499	1,083,484	1,982,678	3,358,631	3,126,469
Total Other Expenses	75,587,407	6,815,760	3,547,263	4,744,177	11,354,649	7,678,293	7,001,509	4,276,116	7,329,268	8,264,582	1,851,831	2,590,860	5,359,751	4,773,348
Library Expenses:														
Books	304,848	-	-	12,607	67,980	57,000	26,000	-	47,790	18,471	10,000	28,000	27,000	10,000
Periodicals	101,265	-	-	-	-	-	-	-	21,749	64,516	15,000	-	-	-
Electronic Periodicals / Subscriptions	360,802	-	-	72,407	-	-	-	-	74,935	46,460	34,000	60,000	73,000	-
All Other Library Equipment	30,530	-	-	-	-	-	-	-	7,530	-	2,500	20,500	-	-
Total Non-P.S. Library Expense	797,445	-	-	85,014	67,980	57,000	26,000	-	152,004	129,447	61,500	108,500	100,000	10,000
Total Equipment (excludes Library)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	468,103,930	26,229,001	21,012,214	33,579,307	60,265,467	41,603,701	54,413,006	23,423,634	57,689,566	48,527,064	16,504,716	16,595,125	34,658,879	33,602,250
Addition to (Use of) Funds Before Design	(7,963,832)	(10,267,810)	23,370	(822,557)	482,976	266,903	398,153	349,106	436,020	364,402	(487,189)	54,657	888,269	349,868
Designated Transfers Per BOT Policies														
Transfer In	11,507,764	11,347,808	-	140,000	-	-	-	-	-	-	-	19,956	-	-
Outcomes Based Funding	1,235,491	-	102,172	110,669	130,184	128,858	129,420	47,324	129,209	126,778	54,137	48,411	115,439	112,890
Shared Services	(1,000,000)	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Developmental Education	5,674,453	-	176,258	385,404	809,422	562,216	773,579	306,328	747,159	663,094	142,818	189,561	465,958	452,656
Transitional Adult Education	1,610,225	-	50,017	109,365	229,688	159,539	219,516	86,926	212,019	188,164	40,527	53,791	132,224	128,449
Transfer Out	(11,427,806)	(79,998)	(351,817)	(760,616)	(1,652,270)	(1,117,516)	(1,520,668)	(633,471)	(1,500,837)	(1,342,438)	(291,382)	(366,376)	(929,998)	(880,419)
Total Designated Transfers	7,600,127	10,267,810	(23,370)	(15,178)	(482,976)	(266,903)	(398,153)	(192,893)	(412,450)	(364,402)	(53,900)	(54,657)	(216,377)	(186,424)
Net Change	(363,705)	-	-	(837,735)	-	-	-	156,213	23,570	-	(541,089)	-	671,892	163,444

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection (with Gov's rescission as of 5/10/17)
All Colleges Consolidating

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	124,017,502	-	4,009,145	7,854,862	17,975,248	13,014,518	15,909,510	6,865,678	16,375,016	15,389,418	3,281,846	3,730,103	10,277,858	9,334,300
Fees	50,641,558	-	3,357,199	3,856,138	7,168,551	3,734,813	7,212,900	2,641,478	6,342,934	6,837,409	1,017,735	1,482,624	2,981,661	4,008,116
State Appropriations	157,410,403	10,137,199	6,972,557	11,592,475	19,619,168	13,892,533	17,284,457	7,994,205	19,010,915	15,136,564	6,409,299	6,686,673	11,506,299	11,168,059
Fringe Benefits Paid By State	118,750,872	5,575,508	5,452,655	9,094,724	14,800,950	10,542,514	13,956,163	5,738,792	15,296,600	10,662,577	4,936,369	4,736,703	8,969,517	8,987,800
Government Grants & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts, Grants and Contracts	150,731	-	-	-	-	-	-	1,430	-	-	148,480	(1,500)	-	2,321
Sales of Educational Activities	1,334,814	-	8,586	17,327	41,398	-	9,510	4,481	115,608	210,056	-	-	827,600	100,248
All Other Revenue	5,546,674	85,001	156,256	638,254	1,006,688	576,304	929,378	156,264	301,510	242,193	151,079	164,473	752,577	386,697
Total Revenue	457,852,554	15,797,708	19,956,398	33,053,780	60,612,003	41,760,682	55,301,918	23,402,328	57,442,583	48,478,217	15,944,808	16,799,076	35,315,512	33,987,541
Expenditures:														
Personnel Services:														
Full Time (6101)	157,518,230	10,065,066	5,400,560	11,992,036	17,624,682	13,989,975	19,159,248	8,432,224	19,116,725	16,442,290	6,913,921	5,833,818	11,010,839	11,536,846
Continuing Part Time (6111)	1,551,528	51,150	23,565	35,095	40,775	147,285	98,881	5,449	269,570	116,433	40,504	386,217	-	336,604
Temporary Part Time (6102, B, D, G)	21,985,687	-	2,262,442	2,592,719	3,593,310	1,183,198	2,103,021	464,112	3,295,271	2,515,936	263,199	448,708	1,908,508	1,355,263
Contractual PTL (6103D)	41,889,968	-	1,474,985	2,172,115	6,786,868	4,273,513	5,202,024	2,067,494	5,569,387	4,665,064	1,220,662	1,239,496	3,952,965	3,265,395
Contractual NCL (6103E)	3,844,107	-	465,995	412,670	382,342	109,342	377,700	227,716	380,340	605,775	61,566	213,128	270,132	337,601
Contractual ECL (6103F)	7,240,185	-	665,689	512,795	999,281	419,131	1,244,401	355,272	834,530	850,706	126,737	87,030	433,253	711,360
Student Labor (6104, H)	3,177,874	28,527	124,576	173,902	735,147	126,812	360,122	160,183	304,445	420,369	89,292	107,070	335,429	212,000
Overtime (6107)	1,325,572	-	33,183	99,121	409,646	94,172	111,560	25,390	338,145	34,904	31,174	85,792	11,820	50,665
All Other Personnel Services	4,811,138	-	115,248	426,777	677,408	454,546	691,582	276,253	609,143	528,812	285,545	189,650	280,434	275,740
Subtotal Personnel Services	243,344,289	10,144,743	10,566,243	18,417,230	31,249,459	20,797,974	29,348,539	12,014,093	30,717,556	26,180,289	9,032,400	8,590,909	18,203,380	18,081,474
Fringe Benefits	142,882,159	5,585,002	6,395,598	11,004,830	17,526,494	12,255,877	18,091,090	6,776,207	19,019,353	13,696,251	5,656,767	5,121,110	10,693,699	11,059,881
Total P.S. & Fringe Benefits	386,226,448	15,729,745	16,961,841	29,422,060	48,775,953	33,053,851	47,439,629	18,790,300	49,736,909	39,876,540	14,689,167	13,712,019	28,897,079	29,141,355
Other Expenses:														
Inst. Financial Aid/Match	16,612,971	-	549,730	1,174,573	2,333,493	1,902,920	2,265,591	833,131	2,169,682	1,922,696	354,111	478,616	1,242,048	1,386,380
Waivers	5,830,441	-	290,227	793,439	920,159	565,488	589,937	311,298	540,420	543,852	321,532	145,852	535,054	273,183
All Other Expenses	47,409,484	4,335,644	2,049,468	3,192,419	7,182,020	5,527,965	4,124,706	2,908,575	3,957,722	5,353,802	1,122,260	1,810,166	2,965,549	2,879,188
Total Other Expenses	69,852,896	4,335,644	2,889,425	5,160,431	10,435,672	7,996,373	6,980,234	4,053,004	6,667,824	7,820,350	1,797,903	2,434,634	4,742,651	4,538,751
Library Expenses:														
Books	249,877	-	-	28,533	17,909	55,371	17,565	3,881	29,107	27,338	10,985	26,365	14,387	18,436
Periodicals	131,238	-	-	-	-	-	-	-	21,590	70,549	14,935	-	24,164	-
Electronic Periodicals / Subscriptions	311,857	-	-	69,435	-	-	-	-	72,438	10,918	34,090	67,161	57,815	-
All Other Library Equipment	31,391	-	-	-	-	-	-	-	9,477	-	2,838	19,076	-	-
Total Non-P.S. Library Expense	724,363	-	-	97,968	17,909	55,371	17,565	3,881	132,612	108,805	62,848	112,602	96,366	18,436
Total Equipment (excludes Library)	69,198	-	16,336	-	-	-	-	-	30,014	-	-	22,848	-	-
Total Expenditures	456,872,905	20,065,389	19,867,602	34,680,459	59,229,534	41,105,595	54,437,428	22,847,185	56,567,359	47,805,695	16,549,918	16,282,103	33,736,096	33,698,542
Addition to (Use of) Funds Before Design	979,649	(4,267,681)	88,796	(1,626,679)	1,382,469	655,087	864,490	555,143	875,224	672,522	(605,110)	516,973	1,579,416	288,999
Designated Transfers Per BOT Policies														
Transfer In	12,117,273	10,006,819	102,576	249,104	241,188	-	266,258	37,857	309,699	110,152	260,759	82,102	284,817	165,942
Outcomes Based Funding	986,345	30,000	90,000	90,000	88,833	90,000	90,000	46,758	89,433	90,000	53,489	47,832	90,000	90,000
Shared Services Reserved funds	-	(519,950)	-	-	-	-	-	147,627	211,800	-	-	87,055	-	73,468
Developmental Education	5,832,259	-	181,171	396,143	831,980	577,885	795,138	314,865	767,647	681,574	146,798	194,844	478,943	465,271
Transitional Adult Education	1,665,862	-	74,626	113,927	239,269	132,137	228,674	90,552	220,863	196,014	42,218	56,035	137,740	133,807
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer Out	(12,560,550)	(2,488,960)	(305,268)	(762,342)	(1,428,532)	(1,004,971)	(1,343,332)	(537,356)	(1,314,231)	(1,174,413)	(248,707)	(335,101)	(835,828)	(781,509)
Total Designated Transfers	8,041,189	7,027,909	143,105	86,832	(27,262)	(204,949)	36,738	100,303	285,211	(96,673)	254,557	132,767	155,672	146,979
Net Change	9,020,838	2,760,228	231,901	(1,539,847)	1,355,207	450,138	901,228	655,446	1,160,435	575,849	(350,553)	649,740	1,735,088	435,978

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: System Office

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	10,237,429	10,137,199	10,255,923	118,724	1.20%
Fringe Benefits Paid By State	5,506,041	5,575,508	5,625,268	49,760	0.90%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities				-	NA
All Other Revenue		85,001	80,000	(5,001)	-5.90%
Total Revenue	15,743,470	15,797,708	15,961,191	163,483	1.00%
Expenditures:					
Personnel Services:					
Full Time (6101)	10,089,957	10,065,066	10,126,135	61,069	0.60%
Continuing Part Time (6111)	112,133	51,150	84,005	32,855	64.20%
Temporary Part Time (6102, B, D, G)		-		-	NA
Contractual PTL (6103D)				-	NA
Contractual NCL (6103E)				-	NA
Contractual ECL (6103F)				-	NA
Student Labor (6104, H)	35,339	28,527	45,785	17,258	60.50%
Overtime (6107)				-	NA
All Other Personnel Services	2,276,297	-	3,290,869	3,290,869	NA
Subtotal Personnel Services	12,513,726	10,144,743	13,546,794	3,402,051	33.50%
Fringe Benefits	5,791,557	5,585,002	5,866,447	281,445	5.00%
Total P.S. & Fringe Benefits	18,305,283	15,729,745	19,413,241	3,683,496	23.40%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
All Other Expenses	6,443,806	4,335,644	6,815,760	2,480,116	57.20%
Total Other Expenses	6,443,806	4,335,644	6,815,760	2,480,116	57.20%
Library Expenses:					
Books	-	-	-	-	NA
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	-	-	-	-	NA
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	24,749,089	20,065,389	26,229,001	6,163,612	30.70%
Addition to (Use of) Funds Before Designated Items	(9,005,619)	(4,267,681)	(10,267,810)	(6,000,129)	140.60%
Designated Transfers Per BOT Policies					
Transfer in	10,005,619	10,006,819	11,347,808	1,340,989	13.40%
Outcomes Based Funding		30,000	-	(30,000)	-100.00%
Shared Services Reserved Funds Transfer Out	(1,000,000)	(519,950)	(1,000,000)	(480,050)	92.30%
Developmental Education				-	NA
Early College				-	NA
Transitional Adult Education				-	NA
All Other Transfers (CFT, Fac Awards, Etc.)				-	NA
Transfer out	-	(2,488,960)	(79,998)	2,408,962	-96.80%
Total Designated Transfers	9,005,619	7,027,909	10,267,810	3,239,901	46.10%
Net Change	-	2,760,228	-	(2,760,228)	-100.00%

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection**

College: Asnuntuck

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,898,460	4,009,145	4,273,116	263,971	6.60%
Fees	2,632,113	3,357,199	3,938,550	581,351	17.30%
State Appropriations	7,106,827	6,972,557	6,954,124	(18,433)	-0.30%
Fringe Benefits Paid By State	5,613,683	5,452,655	5,705,894	253,239	4.60%
Government Grants & Contracts		-	-	-	NA
Private Gifts, Grants and Contracts		-	-	-	NA
Sales of Educational Activities	20,489	8,586	10,000	1,414	16.50%
All Other Revenue	116,500	156,256	153,900	(2,356)	-1.50%
Total Revenue	19,388,072	19,956,398	21,035,584	1,079,186	5.40%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	5,229,308	5,400,560	5,115,628	(284,932)	-5.30%
Continuing Part Time (6111)	26,572	23,565	5,110	(18,455)	-78.30%
Temporary Part Time (6102, B, D, G)	2,395,613	2,262,442	2,510,091	247,649	10.90%
Contractual PTL (6103D)	1,431,398	1,474,985	1,471,510	(3,475)	-0.20%
Contractual NCL (6103E)	432,582	465,995	413,724	(52,271)	-11.20%
Contractual ECL (6103F)	342,928	665,689	662,786	(2,903)	-0.40%
Student Labor (6104, H)	39,988	124,576	142,160	17,584	14.10%
Overtime (6107)	34,564	33,183	28,845	(4,338)	-13.10%
All Other Personnel Services	69,250	115,248	254,245	138,997	120.60%
Subtotal Personnel Services	10,002,203	10,566,243	10,604,099	37,856	0.40%
Fringe Benefits	6,362,401	6,395,598	6,860,852	465,254	7.30%
Total P.S. & Fringe Benefits	16,364,604	16,961,841	17,464,951	503,110	3.00%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	575,899	549,730	634,933	85,203	15.50%
Waivers	258,604	290,227	264,271	(25,956)	-8.90%
All Other Expenses	2,126,691	2,049,468	2,648,059	598,591	29.20%
Total Other Expenses	2,961,194	2,889,425	3,547,263	657,838	22.80%
<u>Library Expenses:</u>					
Books	-	-	-	-	NA
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	-	-	-	-	NA
Total Equipment (excludes Library)	-	16,336	-	(16,336)	-100.00%
	-	-	-	-	NA
Total Expenditures	19,325,798	19,867,602	21,012,214	1,144,612	5.80%
Addition to (Use of) Funds Before Designated Items	62,274	88,796	23,370	(65,426)	-73.70%
Designated Transfers Per BOT Policies					
Transfer in		102,576	-	(102,576)	-100.00%
Outcomes Based Funding		90,000	102,172		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	189,279	181,171	176,258	(4,913)	-2.70%
Early College				-	NA
Transitional Adult Education	53,715	74,626	50,017	(24,609)	-33.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(305,268)	(305,268)	(351,817)	(46,549)	15.20%
Total Designated Transfers	(62,274)	143,105	(23,370)	(166,475)	-116.30%
Net Change	-	231,901	-	(231,901)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Capital

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	8,000,550	7,854,862	8,070,300	215,438	2.70%
Fees	3,650,704	3,856,138	4,273,720	417,582	10.80%
State Appropriations	11,880,155	11,592,475	11,105,702	(486,773)	-4.20%
Fringe Benefits Paid By State	9,034,317	9,094,724	9,073,753	(20,971)	-0.20%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	25,000	17,327	20,000	2,673	15.40%
All Other Revenue	271,275	638,254	213,275	(424,979)	-66.60%
Total Revenue	32,862,001	33,053,780	32,756,750	(297,030)	-0.90%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	11,969,278	11,992,036	11,481,718	(510,318)	-4.30%
Continuing Part Time (6111)	30,432	35,095	-	(35,095)	-100.00%
Temporary Part Time (6102, B, D, G)	1,995,851	2,592,719	2,512,832	(79,887)	-3.10%
Contractual PTL (6103D)	2,142,703	2,172,115	1,583,311	(588,804)	-27.10%
Contractual NCL (6103E)	382,055	412,670	459,925	47,255	11.50%
Contractual ECL (6103F)	432,650	512,795	537,737	24,942	4.90%
Student Labor (6104, H)	95,000	173,902	127,500	(46,402)	-26.70%
Overtime (6107)	80,000	99,121	100,000	879	0.90%
All Other Personnel Services	275,000	426,777	409,870	(16,907)	-4.00%
Subtotal Personnel Services	17,402,969	18,417,230	17,212,893	(1,204,337)	-6.50%
Fringe Benefits	10,180,737	11,004,830	11,537,223	532,393	4.80%
Total P.S. & Fringe Benefits	27,583,706	29,422,060	28,750,116	(671,944)	-2.30%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	1,200,083	1,174,573	1,120,000	(54,573)	-4.60%
Waivers	550,000	793,439	575,000	(218,439)	-27.50%
All Other Expenses	3,254,435	3,192,419	3,049,177	(143,242)	-4.50%
Total Other Expenses	5,004,518	5,160,431	4,744,177	(416,254)	-8.10%
<u>Library Expenses:</u>					
Books	33,476	28,533	12,607	(15,926)	-55.80%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	64,400	69,435	72,407	2,972	4.30%
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	97,876	97,968	85,014	(12,954)	-13.20%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	32,686,100	34,680,459	33,579,307	(1,101,152)	-3.20%
Addition to (Use of) Funds Before Designated Items	175,901	(1,626,679)	(822,557)	804,122	-49.40%
Designated Transfers Per BOT Policies					
Transfer in	-	249,104	140,000	(109,104)	-43.80%
Outcomes Based Funding	-	90,000	110,669	20,669	23.00%
Add'l Operation Support	-	-	-	-	NA
Ops Support (DM Change)	-	-	-	-	NA
Ops Support (Parking)	-	-	-	-	NA
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	413,875	396,143	385,404	(10,739)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	117,451	113,927	109,365	(4,562)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	NA
Transfer out	(707,227)	(762,342)	(760,616)	1,726	-0.20%
Total Designated Transfers	(175,901)	86,832	(15,178)	(102,010)	-117.50%
Net Change	-	(1,539,847)	(837,735)	702,112	-45.60%

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection**

College: Gateway

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	18,598,647	17,975,248	17,201,493	(773,755)	-4.30%
Fees	6,536,413	7,168,551	7,683,140	514,589	7.20%
State Appropriations	20,180,689	19,619,168	19,514,486	(104,682)	-0.50%
Fringe Benefits Paid By State	15,004,342	14,800,950	15,506,211	705,261	4.80%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	21,000	41,398	41,399	1	0.00%
All Other Revenue	488,907	1,006,688	801,714	(204,974)	-20.40%
Total Revenue	60,829,998	60,612,003	60,748,443	136,440	0.20%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	18,372,932	17,624,682	16,922,199	(702,483)	-4.00%
Continuing Part Time (6111)	60,064	40,775	52,582	11,807	29.00%
Temporary Part Time (6102, B, D, G)	3,405,134	3,593,310	3,835,815	242,505	6.70%
Contractual PTL (6103D)	6,968,592	6,786,868	6,701,833	(85,035)	-1.30%
Contractual NCL (6103E)	380,900	382,342	395,458	13,116	3.40%
Contractual ECL (6103F)	954,110	999,281	998,048	(1,233)	-0.10%
Student Labor (6104, H)	656,666	735,147	735,317	170	0.00%
Overtime (6107)	281,682	409,646	310,000	(99,646)	-24.30%
All Other Personnel Services	418,292	677,408	634,782	(42,626)	-6.30%
Subtotal Personnel Services	31,498,372	31,249,459	30,586,034	(663,425)	-2.10%
Fringe Benefits	18,382,954	17,526,494	18,256,804	730,310	4.20%
Total P.S. & Fringe Benefits	49,881,326	48,775,953	48,842,838	66,885	0.10%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	2,383,393	2,333,493	2,157,299	(176,194)	-7.60%
Waivers	948,498	920,159	939,568	19,409	2.10%
All Other Expenses	7,236,443	7,182,020	8,257,782	1,075,762	15.00%
Total Other Expenses	10,568,334	10,435,672	11,354,649	918,977	8.80%
<u>Library Expenses:</u>					
Books	67,980	17,909	67,980	50,071	279.60%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	67,980	17,909	67,980	50,071	279.60%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	60,517,640	59,229,534	60,265,467	1,035,933	1.70%
Addition to (Use of) Funds Before Designated Items	312,358	1,382,469	482,976	(899,493)	-65.10%
Designated Transfers Per BOT Policies					
Transfer in	-	241,188	-	(241,188)	-100.00%
Outcomes Based Funding		88,833	130,184	41,351	46.50%
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	869,215	831,980	809,422	(22,558)	-2.70%
Early College				-	NA
Transitional Adult Education	246,669	239,269	229,688	(9,581)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)				-	NA
Transfer out	(1,428,242)	(1,428,532)	(1,652,270)	(223,738)	15.70%
Total Designated Transfers	(312,358)	(27,262)	(482,976)	(455,714)	1671.60%
Net Change	-	1,355,207	-	(1,355,207)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Housatonic

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	13,793,500	13,014,518	13,078,688	64,170	0.50%
Fees	3,244,098	3,734,813	3,718,251	(16,562)	-0.40%
State Appropriations	14,288,093	13,892,533	13,624,975	(267,558)	-1.90%
Fringe Benefits Paid By State	10,148,584	10,542,514	10,873,690	331,176	3.10%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities				-	NA
All Other Revenue	280,000	576,304	575,000	(1,304)	-0.20%
Total Revenue	41,754,275	41,760,682	41,870,604	109,922	0.30%
Expenditures:					
Personnel Services:					
Full Time (6101)	14,612,937	13,989,975	13,989,975	-	0.00%
Continuing Part Time (6111)	174,155	147,285	153,213	5,928	4.00%
Temporary Part Time (6102, B, D, G)	1,172,734	1,183,198	1,183,198	-	0.00%
Contractual PTL (6103D)	4,403,654	4,273,513	4,298,362	24,849	0.60%
Contractual NCL (6103E)	225,547	109,342	109,342	-	0.00%
Contractual ECL (6103F)	311,598	419,131	419,131	-	0.00%
Student Labor (6104, H)	100,000	126,812	180,000	53,188	41.90%
Overtime (6107)	81,000	94,172	100,000	5,828	6.20%
All Other Personnel Services	370,750	454,546	450,000	(4,546)	-1.00%
Subtotal Personnel Services	21,452,375	20,797,974	20,883,221	85,247	0.40%
Fringe Benefits	11,800,000	12,255,877	12,985,187	729,310	6.00%
Total P.S. & Fringe Benefits	33,252,375	33,053,851	33,868,408	814,557	2.50%
Other Expenses:					
Inst. Financial Aid/Match	1,971,525	1,902,920	1,864,153	(38,767)	-2.00%
Waivers	650,000	565,488	650,000	84,512	14.90%
All Other Expenses	5,612,987	5,527,965	5,164,140	(363,825)	-6.60%
Total Other Expenses	8,234,512	7,996,373	7,678,293	(318,080)	-4.00%
Library Expenses:					
Books	37,500	55,371	57,000	1,629	2.90%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	37,500	55,371	57,000	1,629	2.90%
Total Equipment (excludes Library)				-	NA
				-	NA
Total Expenditures	41,524,387	41,105,595	41,603,701	498,106	1.20%
Addition to (Use of) Funds Before Designated Items	229,888	655,087	266,903	(388,184)	-59.30%
Designated Transfers Per BOT Policies					
Transfer in				-	NA
Outcomes Based Funding		90,000	128,858		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuitional Supplemental Funds		-		-	NA
Developmental Education	603,748	577,885	562,216	(15,669)	-2.70%
Early College				-	NA
Transitional Adult Education	171,334	132,137	159,539	27,402	20.70%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,004,970)	(1,004,971)	(1,117,516)	(112,545)	11.20%
Total Designated Transfers	(229,888)	(204,949)	(266,903)	(61,954)	30.20%
Net Change	-	450,138	-	(450,138)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Manchester

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,714,941	15,909,510	15,502,515	(406,995)	-2.60%
Fees	7,247,566	7,212,900	7,809,753	596,853	8.30%
State Appropriations	17,806,604	17,284,457	16,922,175	(362,282)	-2.10%
Fringe Benefits Paid By State	14,191,044	13,956,163	14,228,046	271,883	1.90%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities	10,700	9,510	9,000	(510)	-5.40%
All Other Revenue	202,230	929,378	339,670	(589,708)	-63.50%
Total Revenue	55,173,085	55,301,918	54,811,159	(490,759)	-0.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	19,400,462	19,159,248	19,035,805	(123,443)	-0.60%
Continuing Part Time (6111)	82,244	98,881	83,523	(15,358)	-15.50%
Temporary Part Time (6102, B, D, G)	1,844,971	2,103,021	2,024,074	(78,947)	-3.80%
Contractual PTL (6103D)	5,289,175	5,202,024	5,097,984	(104,040)	-2.00%
Contractual NCL (6103E)	375,000	377,700	357,700	(20,000)	-5.30%
Contractual ECL (6103F)	1,280,000	1,244,401	1,185,613	(58,788)	-4.70%
Student Labor (6104, H)	310,000	360,122	429,420	69,298	19.20%
Overtime (6107)	89,197	111,560	100,527	(11,033)	-9.90%
All Other Personnel Services	591,434	691,582	633,660	(57,922)	-8.40%
Subtotal Personnel Services	29,262,483	29,348,539	28,948,306	(400,233)	-1.40%
Fringe Benefits	18,315,160	18,091,090	18,437,191	346,101	1.90%
Total P.S. & Fringe Benefits	47,577,643	47,439,629	47,385,497	(54,132)	-0.10%
Other Expenses:					
Inst. Financial Aid/Match	2,265,591	2,265,591	2,233,369	(32,222)	-1.40%
Waivers	611,000	589,937	613,390	23,453	4.00%
All Other Expenses	4,547,776	4,124,706	4,154,750	30,044	0.70%
Total Other Expenses	7,424,367	6,980,234	7,001,509	21,275	0.30%
Library Expenses:					
Books	26,000	17,565	26,000	8,435	48.00%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	26,000	17,565	26,000	8,435	48.00%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	55,028,010	54,437,428	54,413,006	(24,422)	0.00%
Addition to (Use of) Funds Before Designated Items	145,075	864,490	398,153	(466,337)	-53.90%
Designated Transfers Per BOT Policies					
Transfer in	131,787	266,258	-	(266,258)	-100.00%
Outcomes Based Funding		90,000	129,420		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	830,724	795,138	773,579	(21,559)	-2.70%
Early College				-	NA
Transitional Adult Education	235,746	228,674	219,516	(9,158)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,343,332)	(1,343,332)	(1,520,668)	(177,336)	13.20%
Total Designated Transfers	(145,075)	36,738	(398,153)	(434,891)	-1183.80%
Net Change	-	901,228	-	(901,228)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Middlesex

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	7,292,270	6,865,678	6,652,841	(212,837)	-3.10%
Fees	2,711,703	2,641,478	2,760,345	118,867	4.50%
State Appropriations	8,208,612	7,994,205	8,049,340	55,135	0.70%
Fringe Benefits Paid By State	6,190,114	5,738,792	6,144,214	405,422	7.10%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	16,000	1,430	1,500	70	4.90%
Sales of Educational Activities	3,500	4,481	4,500	19	0.40%
All Other Revenue	164,545	156,264	160,000	3,736	2.40%
Total Revenue	24,586,744	23,402,328	23,772,740	370,412	1.60%
Expenditures:					
Personnel Services:					
Full Time (6101)	8,736,484	8,432,224	8,260,911	(171,313)	-2.00%
Continuing Part Time (6111)		5,449	5,449	-	0.00%
Temporary Part Time (6102, B, D, G)	385,000	464,112	464,112	-	0.00%
Contractual PTL (6103D)	2,606,029	2,067,494	2,067,494	-	0.00%
Contractual NCL (6103E)	125,000	227,716	227,716	-	0.00%
Contractual ECL (6103F)	382,007	355,272	355,272	-	0.00%
Student Labor (6104, H)	170,000	160,183	160,183	-	0.00%
Overtime (6107)	25,000	25,390	25,390	-	0.00%
All Other Personnel Services	256,228	276,253	276,253	-	0.00%
Subtotal Personnel Services	12,685,748	12,014,093	11,842,780	(171,313)	-1.40%
Fringe Benefits	7,248,678	6,776,207	7,304,738	528,531	7.80%
Total P.S. & Fringe Benefits	19,934,426	18,790,300	19,147,518	357,218	1.90%
Other Expenses:					
Inst. Financial Aid/Match	1,153,841	833,131	1,032,574	199,443	23.90%
Waivers	410,320	311,298	405,000	93,702	30.10%
All Other Expenses	2,968,110	2,908,575	2,838,542	(70,033)	-2.40%
Total Other Expenses	4,532,271	4,053,004	4,276,116	223,112	5.50%
Library Expenses:					
Books	5,000	3,881	-	(3,881)	-100.00%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	5,000	3,881	-	(3,881)	-100.00%
Total Equipment (excludes Library)				-	NA
Total Expenditures	24,471,697	22,847,185	23,423,634	576,449	2.50%
Addition to (Use of) Funds Before Designated Items	115,047	555,143	349,106	(206,037)	-37.10%
Designated Transfers Per BOT Policies					
Transfer in		37,857		(37,857)	-100.00%
Outcomes Based Funding		46,758	47,324		
Add'l Operation Support (leased satellite)		147,627		(147,627)	-100.00%
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	328,956	314,865	306,328	(8,537)	-2.70%
Early College				-	NA
Transitional Adult Education	93,353	90,552	86,926	(3,626)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(537,356)	(537,356)	(633,471)	(96,115)	17.90%
Total Designated Transfers	(115,047)	100,303	(192,893)	(293,196)	-292.30%
Net Change	-	655,446	156,213	(499,233)	-76.20%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Naugatuck Valley

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	16,920,521	16,375,016	16,581,221	206,205	1.30%
Fees	6,351,672	6,342,934	6,654,846	311,912	4.90%
State Appropriations	19,532,525	19,010,915	18,743,544	(267,371)	-1.40%
Fringe Benefits Paid By State	15,756,205	15,296,600	15,681,347	384,747	2.50%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	109,120	115,608	112,394	(3,214)	-2.80%
All Other Revenue	295,516	301,510	352,234	50,724	16.80%
Total Revenue	58,965,559	57,442,583	58,125,586	683,003	1.20%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	19,171,300	19,116,725	18,883,161	(233,564)	-1.20%
Continuing Part Time (6111)	290,553	269,570	303,780	34,210	12.70%
Temporary Part Time (6102, B, D, G)	3,282,335	3,295,271	3,252,592	(42,679)	-1.30%
Contractual PTL (6103D)	5,732,888	5,569,387	5,435,433	(133,954)	-2.40%
Contractual NCL (6103E)	373,493	380,340	365,000	(15,340)	-4.00%
Contractual ECL (6103F)	737,248	834,530	813,000	(21,530)	-2.60%
Student Labor (6104, H)	213,719	304,445	228,525	(75,920)	-24.90%
Overtime (6107)	337,600	338,145	337,600	(545)	-0.20%
All Other Personnel Services	877,485	609,143	865,280	256,137	42.00%
Subtotal Personnel Services	31,016,621	30,717,556	30,484,371	(233,185)	-0.80%
Fringe Benefits	19,909,522	19,019,353	19,723,923	704,570	3.70%
Total P.S. & Fringe Benefits	50,926,143	49,736,909	50,208,294	471,385	0.90%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	2,450,959	2,169,682	2,405,921	236,239	10.90%
Waivers	580,792	540,420	541,750	1,330	0.20%
All Other Expenses	4,546,417	3,957,722	4,381,597	423,875	10.70%
Total Other Expenses	7,578,168	6,667,824	7,329,268	661,444	9.90%
<u>Library Expenses:</u>					
Books	47,790	29,107	47,790	18,683	64.20%
Periodicals	21,749	21,590	21,749	159	0.70%
Electronic Periodicals / Subscriptions	74,935	72,438	74,935	2,497	3.40%
All Other Library Equipment	7,530	9,477	7,530	(1,947)	-20.50%
Total Non-P.S. Library Expense	152,004	132,612	152,004	19,392	14.60%
Total Equipment (excludes Library)	-	30,014	-	(30,014)	-100.00%
Total Expenditures	58,656,315	56,567,359	57,689,566	1,122,207	2.00%
Addition to (Use of) Funds Before Designated Items	309,244	875,224	436,020	(439,204)	-50.20%
Designated Transfers Per BOT Policies					
Transfer in		309,699	-	(309,699)	-100.00%
Outcomes Based Funding		89,433	129,209		
Add'l Operation Support (leased satellite)		211,800	-	(211,800)	-100.00%
Ops Support (DM Change)			-	-	NA
Ops Support (Parking)			-	-	NA
Tuition Supplemental Funds			-	-	NA
Developmental Education	802,353	767,647	747,159	(20,488)	-2.70%
Early College			-	-	NA
Transitional Adult Education	227,694	220,863	212,019	(8,844)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,314,231)	(1,314,231)	(1,500,837)	(186,606)	14.20%
Total Designated Transfers	(284,184)	285,211	(412,450)	(697,661)	-244.60%
Net Change	25,060	1,160,435	23,570	(1,136,865)	-98.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Norwalk

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,648,392	15,389,418	15,120,220	(269,198)	-1.70%
Fees	6,716,180	6,837,409	7,312,120	474,711	6.90%
State Appropriations	15,544,937	15,136,564	14,872,063	(264,501)	-1.70%
Fringe Benefits Paid By State	11,001,462	10,662,577	11,147,063	484,486	4.50%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	210,000	210,056	200,000	(10,056)	-4.80%
All Other Revenue	290,000	242,193	240,000	(2,193)	-0.90%
Total Revenue	49,410,971	48,478,217	48,891,466	413,249	0.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	17,239,770	16,442,290	16,036,668	(405,622)	-2.50%
Continuing Part Time (6111)	140,291	116,433	116,675	242	0.20%
Temporary Part Time (6102, B, D, G)	2,620,772	2,515,936	2,255,844	(260,092)	-10.30%
Contractual PTL (6103D)	4,555,774	4,665,064	4,689,751	24,687	0.50%
Contractual NCL (6103E)	662,205	605,775	614,315	8,540	1.40%
Contractual ECL (6103F)	727,304	850,706	851,520	814	0.10%
Student Labor (6104, H)	440,000	420,369	442,408	22,039	5.20%
Overtime (6107)	44,500	34,904	50,000	15,096	43.30%
All Other Personnel Services	510,085	528,812	575,000	46,188	8.70%
Subtotal Personnel Services	26,940,701	26,180,289	25,632,181	(548,108)	-2.10%
Fringe Benefits	14,310,465	13,696,251	14,500,854	804,603	5.90%
Total P.S. & Fringe Benefits	41,251,166	39,876,540	40,133,035	256,495	0.60%
Other Expenses:					
Inst. Financial Aid/Match	2,263,559	1,922,696	2,182,083	259,387	13.50%
Waivers	558,000	543,852	573,000	29,148	5.40%
All Other Expenses	4,950,000	5,353,802	5,509,499	155,697	2.90%
Total Other Expenses	7,771,559	7,820,350	8,264,582	444,232	5.70%
Library Expenses:					
Books	20,200	27,338	18,471	(8,867)	-32.40%
Periodicals	60,000	70,549	64,516	(6,033)	-8.60%
Electronic Periodicals / Subscriptions	47,787	10,918	46,460	35,542	325.50%
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	127,987	108,805	129,447	20,642	19.00%
Total Equipment (excludes Library)				-	NA
				-	NA
Total Expenditures	49,150,712	47,805,695	48,527,064	721,369	1.50%
Addition to (Use of) Funds Before Designated Items	260,259	672,522	364,402	(308,120)	-45.80%
Designated Transfers Per BOT Policies					
Transfer in		110,152		(110,152)	-100.00%
Outcomes Based Funding		90,000	126,778		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	712,078	681,574	663,094	(18,480)	-2.70%
Early College				-	NA
Transitional Adult Education	202,076	196,014	188,164	(7,850)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,174,413)	(1,174,413)	(1,342,438)	(168,025)	14.30%
Total Designated Transfers	(260,259)	(96,673)	(364,402)	(267,729)	276.90%
Net Change	-	575,849	-	(575,849)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Northwestern

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,426,283	3,281,846	3,298,255	16,409	0.50%
Fees	1,021,000	1,017,735	1,022,824	5,089	0.50%
State Appropriations	6,522,428	6,409,299	6,312,718	(96,581)	-1.50%
Fringe Benefits Paid By State	5,039,652	4,936,369	5,083,730	147,361	3.00%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	192,500	148,480	150,000	1,520	1.00%
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	90,000	151,079	150,000	(1,079)	-0.70%
Total Revenue	16,291,863	15,944,808	16,017,527	72,719	0.50%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	6,665,971	6,913,921	6,714,994	(198,927)	-2.90%
Continuing Part Time (6111)	57,485	40,504	-	(40,504)	-100.00%
Temporary Part Time (6102, B, D, G)	487,753	263,199	519,190	255,991	97.30%
Contractual PTL (6103D)	1,205,786	1,220,662	1,216,705	(3,957)	-0.30%
Contractual NCL (6103E)	81,515	61,366	50,000	(11,366)	-18.50%
Contractual ECL (6103F)	150,000	126,737	128,340	1,603	1.30%
Student Labor (6104, H)	25,000	89,292	79,137	(10,155)	-11.40%
Overtime (6107)	30,699	31,174	30,699	(475)	-1.50%
All Other Personnel Services	117,124	285,545	100,500	(185,045)	-64.80%
Subtotal Personnel Services	8,821,333	9,032,400	8,839,565	(192,835)	-2.10%
Fringe Benefits	5,541,076	5,656,767	5,751,820	95,053	1.70%
Total P.S. & Fringe Benefits	14,362,409	14,689,167	14,591,385	(97,782)	-0.70%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	466,239	354,111	446,454	92,343	26.10%
Waivers	318,022	321,532	321,893	361	0.10%
All Other Expenses	1,030,653	1,122,260	1,083,484	(38,776)	-3.50%
Total Other Expenses	1,814,914	1,797,903	1,851,831	53,928	3.00%
<u>Library Expenses:</u>					
Books	11,098	10,985	10,000	(985)	-9.00%
Periodicals	9,965	14,935	15,000	65	0.40%
Electronic Periodicals / Subscriptions	36,030	34,090	34,000	(90)	-0.30%
All Other Library Equipment	5,630	2,838	2,500	(338)	-11.90%
Total Non-P.S. Library Expense	62,723	62,848	61,500	(1,348)	-2.10%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	16,240,046	16,549,918	16,504,716	(45,202)	-0.30%
Addition to (Use of) Funds Before Designated Items	51,817	(605,110)	(487,189)	117,921	-19.50%
Designated Transfers Per BOT Policies					
Transfer in		260,759		(260,759)	-100.00%
Outcomes Based Funding		53,489	54,137		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	153,368	146,798	142,818	(3,980)	-2.70%
Early College				-	NA
Transitional Adult Education	43,523	42,218	40,527	(1,691)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(248,707)	(248,707)	(291,382)	(42,675)	17.20%
Total Designated Transfers	(51,816)	254,557	(53,900)	(308,457)	-121.20%
Net Change	1	(350,553)	(541,089)	(190,536)	54.40%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Quinebaug Valley

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,635,713	3,730,103	3,497,867	(232,236)	-6.20%
Fees	1,415,278	1,482,624	1,520,980	38,356	2.60%
State Appropriations	6,829,105	6,686,673	6,508,337	(178,336)	-2.70%
Fringe Benefits Paid By State	4,753,588	4,736,703	4,964,548	227,845	4.80%
Government Grants & Contracts			-	-	NA
Private Gifts, Grants and Contracts		(1,500)	-	1,500	-100.00%
Sales of Educational Activities			-	-	NA
All Other Revenue	134,886	164,473	158,050	(6,423)	-3.90%
Total Revenue	16,768,570	16,799,076	16,649,782	(149,294)	-0.90%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	6,206,919	5,833,818	5,743,949	(89,869)	-1.50%
Continuing Part Time (6111)	316,437	386,217	319,815	(66,402)	-17.20%
Temporary Part Time (6102, B, D, G)	558,971	448,708	587,028	138,320	30.80%
Contractual PTL (6103D)	1,150,565	1,239,496	1,159,639	(79,857)	-6.40%
Contractual NCL (6103E)	168,984	213,128	226,107	12,979	6.10%
Contractual ECL (6103F)	60,000	87,030	93,128	6,098	7.00%
Student Labor (6104, H)	15,075	107,070	61,145	(45,925)	-42.90%
Overtime (6107)	69,885	85,792	80,574	(5,218)	-6.10%
All Other Personnel Services	180,605	189,650	228,256	38,606	20.40%
Subtotal Personnel Services	8,727,441	8,590,909	8,499,641	(91,268)	-1.10%
Fringe Benefits	5,151,051	5,121,110	5,396,124	275,014	5.40%
Total P.S. & Fringe Benefits	13,878,492	13,712,019	13,895,765	183,746	1.30%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	545,357	478,616	470,599	(8,017)	-1.70%
Waivers	154,519	145,852	137,583	(8,269)	-5.70%
All Other Expenses	2,001,733	1,810,166	1,982,678	172,512	9.50%
Total Other Expenses	2,701,609	2,434,634	2,590,860	156,226	6.40%
<u>Library Expenses:</u>					
Books	50,000	26,365	28,000	1,635	6.20%
Periodicals			-	-	NA
Electronic Periodicals / Subscriptions	47,000	67,161	60,000	(7,161)	-10.70%
All Other Library Equipment	17,700	19,076	20,500	1,424	7.50%
Total Non-P.S. Library Expense	114,700	112,602	108,500	(4,102)	-3.60%
Total Equipment (excludes Library)	-	22,848	-	(22,848)	-100.00%
Total Expenditures	16,694,801	16,282,103	16,595,125	313,022	1.90%
Addition to (Use of) Funds Before Designated Items	73,769	516,973	54,657	(462,316)	-89.40%
Designated Transfers Per BOT Policies					
Transfer in		82,102	19,956	(62,146)	-75.70%
Outcomes Based Funding		47,832	48,411		
Add'l Operation Support (leased satellite)		87,055		(87,055)	-100.00%
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	203,564	194,844	189,561	(5,283)	-2.70%
Early College				-	NA
Transitional Adult Education	57,768	56,035	53,791	(2,244)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(335,101)	(335,101)	(366,376)	(31,275)	9.30%
Total Designated Transfers	(73,769)	132,767	(54,657)	(187,424)	-141.20%
Net Change	-	649,740	-	(649,740)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Three Rivers

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,539,854	10,277,858	10,172,257	(105,601)	-1.00%
Fees	2,664,839	2,981,661	3,623,071	641,410	21.50%
State Appropriations	11,833,201	11,506,299	11,211,501	(294,798)	-2.60%
Fringe Benefits Paid By State	8,881,505	8,969,517	8,969,201	(316)	0.00%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities	300,721	827,600	898,440	70,840	8.60%
All Other Revenue	550,849	752,577	672,678	(79,899)	-10.60%
Total Revenue	33,770,969	35,315,512	35,547,148	231,636	0.70%
Expenditures:					
Personnel Services:					
Full Time (6101)	11,540,056	11,010,839	10,818,357	(192,482)	-1.70%
Continuing Part Time (6111)				-	NA
Temporary Part Time (6102, B, D, G)	1,144,388	1,908,508	2,133,917	225,409	11.80%
Contractual PTL (6103D)	3,663,162	3,952,965	3,952,965	-	0.00%
Contractual NCL (6103E)	200,000	270,132	270,219	87	0.00%
Contractual ECL (6103F)	343,644	433,253	433,253	-	0.00%
Student Labor (6104, H)	170,000	335,429	303,257	(32,172)	-9.60%
Overtime (6107)	13,500	11,820	15,000	3,180	26.90%
All Other Personnel Services	388,655	280,434	291,058	10,624	3.80%
Subtotal Personnel Services	17,463,405	18,203,380	18,218,026	14,646	0.10%
Fringe Benefits	10,553,767	10,693,699	10,981,102	287,403	2.70%
Total P.S. & Fringe Benefits	28,017,172	28,897,079	29,199,128	302,049	1.00%
Other Expenses:					
Inst. Financial Aid/Match	1,368,814	1,242,048	1,441,965	199,917	16.10%
Waivers	490,985	535,054	559,155	24,101	4.50%
All Other Expenses	3,500,960	2,965,549	3,358,631	393,082	13.30%
Total Other Expenses	5,360,759	4,742,651	5,359,751	617,100	13.00%
Library Expenses:					
Books	27,000	14,387	27,000	12,613	87.70%
Periodicals		24,164	-	(24,164)	-100.00%
Electronic Periodicals / Subscriptions	73,000	57,815	73,000	15,185	26.30%
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	100,000	96,366	100,000	3,634	3.80%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	33,477,931	33,736,096	34,658,879	922,783	2.70%
Addition to (Use of) Funds Before Designated Items	293,038	1,579,416	888,269	(691,147)	-43.80%
Designated Transfers Per BOT Policies					
Transfer in		284,817	-	(284,817)	-100.00%
Outcomes Based Funding		90,000	115,439	25,439	28.30%
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	500,379	478,943	465,958	(12,985)	-2.70%
Early College				-	NA
Transitional Adult Education	142,000	137,740	132,224	(5,516)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)				-	NA
Transfer out	(830,137)	(835,828)	(929,998)	(94,170)	11.30%
Total Designated Transfers	(187,758)	155,672	(216,377)	(372,049)	-239.00%
Net Change	105,280	1,735,088	671,892	(1,063,196)	-61.30%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Tunxis

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,615,460	9,334,300	9,097,123	(237,177)	-2.50%
Fees	4,120,572	4,008,116	4,319,937	311,821	7.80%
State Appropriations	11,475,960	11,168,059	10,974,359	(193,700)	-1.70%
Fringe Benefits Paid By State	9,186,244	8,987,800	9,238,699	250,899	2.80%
Government Grants & Contracts	0	-	-	-	NA
Private Gifts, Grants and Contracts	3,000.00	2,321	1,200	(1,121)	-48.30%
Sales of Educational Activities	112,000	100,248	91,000	(9,248)	-9.20%
All Other Revenue	358,645	386,697	229,800	(156,897)	-40.60%
Total Revenue	34,871,881	33,987,541	33,952,118	(35,423)	-0.10%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	11,563,883	11,536,846	10,976,462	(560,384)	-4.90%
Continuing Part Time (6111)	387,358	336,604	341,735	5,131	1.50%
Temporary Part Time (6102, B, D, G)	1,303,195	1,355,263	1,250,627	(104,636)	-7.70%
Contractual PTL (6103D)	3,530,990	3,265,395	3,176,213	(89,182)	-2.70%
Contractual NCL (6103E)	398,221	337,601	377,795	40,194	11.90%
Contractual ECL (6103F)	760,474	711,360	718,482	7,122	1.00%
Student Labor (6104, H)	147,716	212,000	237,275	25,275	11.90%
Overtime (6107)	67,672	50,665	56,905	6,240	12.30%
All Other Personnel Services	381,318	275,740	463,374	187,634	68.00%
Subtotal Personnel Services	18,540,827	18,081,474	17,598,868	(482,606)	-2.70%
Fringe Benefits	11,540,515	11,059,881	11,220,034	160,153	1.40%
Total P.S. & Fringe Benefits	30,081,342	29,141,355	28,818,902	(322,453)	-1.10%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	1,390,355	1,386,380	1,314,749	(71,631)	-5.20%
Waivers	346,430	273,183	332,130	58,947	21.60%
All Other Expenses	2,886,158	2,879,188	3,126,469	247,281	8.60%
Total Other Expenses	4,622,943	4,538,751	4,773,348	234,597	5.20%
<u>Library Expenses:</u>					
Books	15,000	18,436	10,000	(8,436)	-45.80%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	15,000	18,436	10,000	(8,436)	-45.80%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	34,719,285	33,698,542	33,602,250	(96,292)	-0.30%
Addition to (Use of) Funds Before Designated Items	152,596	288,999	349,868	60,869	21.10%
Designated Transfers Per BOT Policies					
Transfer in	-	165,942		(165,942)	-100.00%
Outcomes Based Funding		90,000	112,890		
Add'l Operation Support (leased satellite)		73,468		(73,468)	-100.00%
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	486,094	465,271	452,656	(12,615)	-2.70%
Early College				-	NA
Transitional Adult Education	137,946	133,807	128,449	(5,358)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(776,636)	(781,509)	(880,419)	(98,910)	12.70%
Total Designated Transfers	(152,596)	146,979	(186,424)	(333,403)	-226.80%
Net Change	-	435,978	163,444	(272,534)	-62.50%

CONNECTICUT STATE COLLEGES and UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

Attachment G

	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
HEADCOUNT Enrollment												
<u>Undergraduate</u>												
State Universities	21,877	5,098	26,975	21,826	5,002	26,828	(51)	-0.2%	(96)	-1.9%	(147)	-0.5%
Community Colleges	14,929	33,650	48,579	14,401	32,638	47,039	(528)	-3.5%	(1,012)	-3.0%	(1,540)	-3.2%
Charter Oak	319	1,278	1,597	315	1,258	1,573	(4)	-1.3%	(20)	-1.6%	(24)	-1.5%
Total Undergraduate	37,125	40,026	77,151	36,542	38,898	75,440	(583)	-1.6%	(1,128)	-2.8%	(1,711)	-2.2%
<u>Graduate</u>												
State Universities Graduate	1,546	3,653	5,199	1,591	3,659	5,250	46	2.9%	6	0.2%	52	1.0%
Charter Oak	8	50	58	9	55	64	1	12.5%	5	10.0%	6	10.3%
Total Graduate	1,554	3,703	5,257	1,600	3,714	5,314	47	15.4%	11	10.2%	58	11.3%
Total Undergraduate & Graduate												
State Universities	23,423	8,751	32,174	23,417	8,661	32,078	(6)	0.0%	(90)	-1.0%	(96)	-0.3%
Community Colleges	14,929	33,650	48,579	14,401	32,638	47,039	(528)	-3.5%	(1,012)	-3.0%	(1,540)	-3.2%
Charter Oak	327	1,328	1,655	324	1,313	1,637	(3)	-0.9%	(15)	-1.1%	(18)	-1.1%
Total Headcount	38,679	43,729	82,408	38,142	42,612	80,754	(537)	-1.4%	(1,117)	-2.6%	(1,654)	-2.0%

	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>FTE Enrollment</u>												
<u>Undergraduate</u>												
State Universities	21,231	2,160	23,391	21,178	2,131	23,309	(53)	-0.2%	(29)	-1.3%	(82)	-0.3%
Community Colleges	13,241	14,291	27,532	12,771	13,848	26,619	(470)	-3.5%	(443)	-3.1%	(913)	-3.3%
Charter Oak	270	478	748	267	470	737	(3)	-1.1%	(8)	-1.7%	(11)	-1.5%
Total Undergraduate	34,742	16,929	51,671	34,216	16,449	50,665	(526)	-1.5%	(480)	-2.8%	(1,006)	-1.9%
<u>Graduate</u>												
State Universities Graduate	1,402	1,419	2,821	1,420	1,427	2,847	18	1.3%	8	0.6%	26	0.9%
Charter Oak	7	22	29	9	25	34	2	28.6%	3	13.6%	5	17.2%
Total Graduate	1,409	1,441	2,850	1,429	1,452	2,881	20	29.9%	11	14.2%	31	18.2%
Total Undergraduate & Graduate												
State Universities	22,633	3,579	26,212	22,598	3,558	26,156	(35)	-0.2%	(21)	-0.6%	(56)	-0.2%
Community Colleges	13,241	14,291	27,532	12,771	13,848	26,619	(470)	-3.5%	(443)	-3.1%	(913)	-3.3%
Charter Oak	277	500	777	276	495	771	(1)	-0.4%	(5)	-1.0%	(6)	-0.8%
Total FTE	36,151	18,370	54,521	35,645	17,901	53,546	(506)	-1.4%	(469)	-2.6%	(975)	-1.8%

CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

Attachment G

HEADCOUNT - Avg Fall and Spring Semesters							Variance FY18 Budget vs FY17 Actual					
FY17 Actual			FY18 Budget			Full Time		Part Time		Total		
Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
HEADCOUNT Enrollment												
Undergraduate												
CCSU	7,225	1,997	9,221	7,301	1,997	9,298	77	1.1%	1	0.0%	77	0.8%
ECSU	4,144	852	4,996	4,103	763	4,866	(41)	-1.0%	(89)	-10.4%	(130)	-2.6%
SCSU	6,561	1,184	7,745	6,561	1,184	7,745	1	0.0%	-	0.0%	1	0.0%
WCSU	3,948	1,066	5,014	3,861	1,058	4,919	(87)	-2.2%	(8)	-0.8%	(95)	-1.9%
CSU Total Undergraduate	21,877	5,098	26,975	21,826	5,002	26,828	(51)	-0.2%	(96)	-1.9%	(147)	-0.5%
Graduate												
CCSU	553	1,648	2,201	574	1,648	2,222	21	3.8%	-	0.0%	21	1.0%
ECSU	66	118	184	90	118	208	24	36.4%	-	0.0%	24	13.0%
SCSU	851	1,424	2,275	851	1,424	2,275	-	0.0%	-	0.0%	-	0.0%
WCSU	76	463	539	76	469	545	1	0.7%	6	1.3%	7	1.2%
CSU Total Graduate	1,546	3,653	5,199	1,591	3,659	5,250	46	2.9%	6	0.2%	52	1.0%
Total												
CCSU	7,778	3,645	11,422	7,875	3,645	11,520	98	1.3%	1	0.0%	98	0.9%
ECSU	4,210	970	5,180	4,193	881	5,074	(17)	-0.4%	(89)	-9.1%	(106)	-2.0%
SCSU	7,412	2,608	10,020	7,412	2,608	10,020	1	0.0%	-	0.0%	1	0.0%
WCSU	4,024	1,529	5,553	3,937	1,527	5,464	(87)	-2.1%	(2)	-0.1%	(89)	-1.6%
CSU Total Headcount	23,423	8,751	32,174	23,417	8,661	32,078	(6)	0.0%	(90)	-1.0%	(96)	-0.3%

	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment												
<u>Undergraduate</u>												
CCSU	6,962	902	7,864	7,036	902	7,938	74	1.1%	1	0.1%	75	0.9%
ECSU	4,112	285	4,396	4,071	253	4,324	(41)	-1.0%	(32)	-11.1%	(72)	-1.6%
SCSU	6,356	508	6,864	6,356	508	6,864	-	0.0%	-	0.0%	-	0.0%
WCSU	3,802	466	4,267	3,715	468	4,183	(87)	-2.3%	3	0.5%	(84)	-2.0%
CSU Total Undergraduate	21,231	2,160	23,391	21,178	2,131	23,309	(53)	-0.2%	(29)	-1.3%	(82)	-0.3%
<u>Graduate</u>												
CCSU	485	644	1,129	482	644	1,126	(3)	-0.6%	1	0.1%	(3)	-0.2%
ECSU	58	44	102	79	44	123	21	36.2%	1	1.1%	22	21.2%
SCSU	783	545	1,328	783	545	1,328	-	0.0%	-	0.0%	-	0.0%
WCSU	76	187	263	76	194	270	-	0.0%	7	3.7%	7	2.7%
CSU Total Graduate	1,402	1,419	2,821	1,420	1,427	2,847	18	1.3%	8	0.6%	26	0.9%
<u>Total</u>												
CCSU	7,447	1,545	8,992	7,518	1,546	9,064	71	1.0%	1	0.1%	72	0.8%
ECSU	4,170	328	4,498	4,150	297	4,447	(20)	-0.5%	(31)	-9.5%	(51)	-1.1%
SCSU	7,139	1,053	8,192	7,139	1,053	8,192	-	0.0%	-	0.0%	-	0.0%
WCSU	3,878	653	4,530	3,791	662	4,453	(87)	-2.2%	10	1.5%	(77)	-1.7%
CSU Total Headcount	22,633	3,579	26,212	22,598	3,558	26,156	(35)	-0.2%	(21)	-0.6%	(56)	-0.2%

CONNECTICUT COMMUNITY COLLEGES

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

Attachment G

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Asnuntuck	595	1,207	1,802	580	1,316	1,896	(15)	-2.5%	109	9.0%	94	5.2%
Capital	634	2,591	3,225	634	2,591	3,225	-	0.0%	-	0.0%	-	0.0%
Gateway	1,962	5,031	6,993	1,843	4,727	6,570	(119)	-6.1%	(304)	-6.0%	(423)	-6.0%
Housatonic	1,630	3,375	5,005	1,597	3,307	4,904	(33)	-2.0%	(68)	-2.0%	(101)	-2.0%
Manchester	1,974	4,450	6,424	1,885	4,250	6,135	(89)	-4.5%	(200)	-4.5%	(289)	-4.5%
Middlesex	920	1,713	2,633	874	1,628	2,502	(46)	-5.0%	(85)	-5.0%	(131)	-5.0%
Naugatuck Valley	1,982	4,347	6,329	1,956	4,291	6,247	(26)	-1.3%	(56)	-1.3%	(82)	-1.3%
Northwestern	385	978	1,363	375	947	1,322	(10)	-2.6%	(31)	-3.2%	(41)	-3.0%
Norwalk	1,853	3,756	5,609	1,798	3,643	5,441	(55)	-3.0%	(113)	-3.0%	(168)	-3.0%
Quinebaug Valley	473	1,036	1,509	445	974	1,419	(28)	-5.9%	(62)	-6.0%	(90)	-6.0%
Three Rivers	1,246	2,821	4,067	1,203	2,736	3,939	(43)	-3.5%	(85)	-3.0%	(128)	-3.1%
Tunxis	1,275	2,345	3,620	1,211	2,228	3,439	(64)	-5.0%	(117)	-5.0%	(181)	-5.0%
CCC Total Headcount	14,929	33,650	48,579	14,401	32,638	47,039	(528)	-3.5%	(1,012)	-3.0%	(1,540)	-3.2%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Asnuntuck	562	464	1,026	550	509	1,059	(12)	-2.1%	45	9.7%	33	3.2%
Capital	546	1,143	1,689	546	1,143	1,689	-	0.0%	-	0.0%	-	0.0%
Gateway	1,722	2,175	3,897	1,607	2,030	3,637	(115)	-6.7%	(145)	-6.7%	(260)	-6.7%
Housatonic	1,432	1,420	2,852	1,403	1,392	2,795	(29)	-2.0%	(28)	-2.0%	(57)	-2.0%
Manchester	1,743	1,886	3,629	1,665	1,801	3,466	(78)	-4.5%	(85)	-4.5%	(163)	-4.5%
Middlesex	814	713	1,527	774	677	1,451	(40)	-4.9%	(36)	-5.0%	(76)	-5.0%
Naugatuck Valley	1,759	1,876	3,635	1,736	1,851	3,587	(23)	-1.3%	(25)	-1.3%	(48)	-1.3%
Northwestern	353	377	730	348	369	717	(5)	-1.4%	(8)	-2.1%	(13)	-1.8%
Norwalk	1,661	1,651	3,312	1,612	1,602	3,214	(49)	-3.0%	(49)	-3.0%	(98)	-3.0%
Quinebaug Valley	423	417	840	398	392	790	(25)	-5.9%	(25)	-6.0%	(50)	-6.0%
Three Rivers	1,125	1,196	2,321	1,086	1,157	2,243	(39)	-3.5%	(39)	-3.3%	(78)	-3.4%
Tunxis	1,101	973	2,074	1,046	925	1,971	(55)	-5.0%	(48)	-4.9%	(103)	-5.0%
CCC Total FTE	13,241	14,291	27,532	12,771	13,848	26,619	(470)	-3.5%	(443)	-3.1%	(913)	-3.3%

CHARTER OAK STATE COLLEGE

Attachment G

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

HEADCOUNT Enrollment							Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>College</u>												
<u>Undergraduate</u>												
Charter Oak	319	1,278	1,597	315	1,258	1,573	(4)	-1.3%	(20)	-1.6%	(24)	-1.5%
<u>Graduate</u>												
Charter Oak	8	50	58	9	55	64	1	12.5%	5	10.0%	6	10.3%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>College</u>												
<u>Undergraduate</u>												
Charter Oak	270	478	748	267	470	737	(3)	-1.1%	(8)	-1.7%	(11)	-1.5%
<u>Graduate</u>												
Charter Oak	7	22	29	9	25	34	2	28.6%	3	13.6%	5	17.2%

CONNECTICUT STATE COLLEGES and UNIVERSITIES**Financial Aid****FY17 Budget and Estimate, FY18 Budget**

	FY 17 Budget					FY 17 Estimate					FY 18 Budget				
	Total Financial Aid	Federal Financial Aid	State Financial Aid	Private Financial Aid	Institutional Aid	Total Financial Aid	Federal Financial Aid	State Financial Aid	Private Financial Aid	Institutional Financial Aid	Total Financial Aid	Federal Financial Aid	State Financial Aid	Private Financial Aid	Institutional Aid
Central	35,968,296	15,481,000	3,000,000	2,328,500	15,158,796	36,277,444	15,007,206	3,539,830	2,400,000	15,330,408	37,358,017	15,481,000	3,327,000	2,500,000	16,050,017
Eastern	19,587,479	6,571,519	295,778	2,841,325	9,878,857	20,128,596	6,634,909	667,802	2,922,868	9,903,017	22,684,997	6,579,309	918,346	2,760,044	12,427,298
Southern	37,377,800	13,715,325	4,134,083	7,588,653	11,939,739	38,757,101	13,787,410	3,076,874	8,859,387	13,033,430	39,572,514	13,807,443	3,076,874	8,859,387	13,828,810
Western	20,513,783	8,251,863	1,200,000	4,452,600	6,609,320	18,646,698	7,720,187	1,662,045	2,773,273	6,491,193	18,929,056	8,085,707	1,250,000	3,253,000	6,340,349
	\$ 113,447,358	\$ 44,019,707	\$ 8,629,861	\$ 17,211,078	\$ 43,586,712	\$ 113,809,839	\$ 43,149,712	\$ 8,946,551	\$ 16,955,528	\$ 44,758,048	\$ 118,544,584	\$ 43,953,459	\$ 8,572,220	\$ 17,372,431	\$ 48,646,474
Manchester	13,340,000	9,434,020	800,525	188,864	2,916,591	12,539,510	8,433,226	1,250,756	-	2,855,528	13,149,427	9,427,143	875,525	-	2,846,759
Northwestern	2,760,628	1,783,462	167,905	-	809,261	2,763,417	1,737,895	301,318	48,561	675,643	2,596,585	1,558,238	250,000	20,000	768,347
Norwalk	12,266,272	8,127,901	660,637	615,000	2,862,734	12,129,005	7,821,186	1,097,340	743,931	2,466,548	11,849,686	7,779,603	585,000	730,000	2,755,083
Housatonic	12,339,100	9,067,375	563,000	87,200	2,621,525	12,817,774	9,035,550	1,116,816	197,000	2,468,408	12,951,153	9,040,000	1,200,000	197,000	2,514,153
Middlesex	5,720,287	3,792,278	363,849	-	1,564,161	5,165,615	3,389,758	631,428	-	1,144,429	5,408,760	3,389,758	581,428	-	1,437,574
Capital	8,803,962	7,053,879	-	-	1,750,083	10,199,471	7,307,363	924,096	-	1,968,012	9,969,096	7,350,000	924,096	-	1,695,000
Naugatuck	14,022,385	10,031,416	818,334	86,500	3,086,135	13,859,857	9,509,639	1,490,480	149,636	2,710,102	13,885,385	9,505,018	1,349,696	83,000	2,947,671
Gateway	18,106,557	13,620,000	833,000	55,000	3,598,557	16,240,400	11,195,777	1,670,971	120,000	3,253,652	15,751,185	11,104,318	1,440,000	110,000	3,096,867
Tunxis	7,685,524	5,451,644	460,050	10,000	1,763,830	7,488,157	4,939,875	820,719	68,000	1,659,563	7,454,232	4,911,353	821,000	75,000	1,646,879
Three Rivers	9,116,538	6,495,239	545,000	216,500	1,859,799	9,063,868	6,057,520	943,409	285,837	1,777,102	9,338,360	6,207,240	940,000	190,000	2,001,120
Quinebaug	3,679,604	2,589,653	250,000	125,000	714,951	3,661,242	2,464,119	530,355	42,300	624,468	3,135,512	2,278,919	248,411	-	608,182
Asnuntuck	3,314,479	2,234,763	175,213	70,000	834,503	4,453,297	3,000,720	319,242	293,378	839,957	3,971,551	2,780,428	204,000	87,919	899,204
	\$ 111,155,336	\$ 79,681,630	\$ 5,637,513	\$ 1,454,064	\$ 24,382,130	\$ 110,381,613	\$ 74,892,628	\$ 11,096,930	\$ 1,948,643	\$ 22,443,412	\$ 109,460,932	\$ 75,332,018	\$ 9,419,156	\$ 1,492,919	\$ 23,216,839
Charter Oak	\$ 2,650,942	\$ 1,962,412	\$ 181,726	\$ 365,000	\$ 141,804	\$ 2,185,598	\$ 1,735,360	\$ 213,451	\$ 55,859	\$ 180,928	\$ 1,820,119	\$ 1,546,475	\$ 100,000	\$ 16,000	\$ 157,644
Total	\$ 227,253,636	\$ 125,663,749	\$ 14,449,100	\$ 19,030,142	\$ 68,110,646	\$ 226,377,050	\$ 119,777,700	\$ 20,256,932	\$ 18,960,030	\$ 67,382,388	\$ 229,825,635	\$ 120,831,952	\$ 18,091,376	\$ 18,881,350	\$ 72,020,957

ITEM

New Haven's 21st Century Strong Magnet School & SCSU Lab (Land Lease Agreement to the City of New Haven at SCSU)

BACKGROUND

Efforts of Southern's School of Education include an ongoing educational partnership with the City of New Haven's Strong 21st Century Communications Magnet and SCSU Lab School. The partnership provides higher education students and staff with learning, mentoring, teaching and fieldwork opportunities that traditional classroom work cannot provide. The development of this program includes an opportunity to host a new facility for the magnet school at Southern's campus.

ANALYSIS

Southern's School of Education has promoted long-term goals for integration of portions of their academic program with a Magnet School. This type of integration benefits Southern's students and staff in addition to the local community. This goal is recognized within the campus land and space planning study, Southern's Facilities Master Plan, with a site designated for a kindergarten through fourth grade school (K-4). Southern's ongoing relationship with New Haven's Strong 21st Century Communications Magnet and SCSU Lab School, currently located at Orchard St. in New Haven has nurtured that opportunity. The mission of this pre K-4 school is STEM infused with a project based learning approach that prepares young students to utilize digital media, global technologies, and other languages to communicate effectively in an evolving world. Since 2013, Southern's partnership with the Strong Magnet and SCSU Lab School enhance the university learning and education experience through higher education's support of young students as part of a dynamic learning environment.

The City of New Haven and Southern have collaborated to better develop the Strong Magnet and SCSU Lab School program that includes expanding Southern's Magnet School involvement. Proposed expansion efforts are both physical and academic in nature. Academic expansion is outlined in an MOU between Southern and the New Haven Board of Education. Final approval of the MOU is pending Academic and Student Affairs Committee approval. Major academic components in the MOU include:

- The placement of higher ed. students for fieldwork, student teaching, internships, mentoring and volunteer work.
- Collaborative professional development.
- Collaborative research and grants.
- Collaborative implementation of best practices.
- Planned collaborative use of facilities and equipment.

For long-term academic continuity and partnership preservation, a Strong Magnet and SCSU Lab School oversight committee of 12 members will be established. Southern will occupy five of the twelve committee appointments.

Master Plan development of Southern's West Campus is strongly linked to the School of Education. West Campus projected physical enhancements includes a 110,000 gross square foot new School of Education/Classroom Building (not currently funded), a future Early Childhood Education Center for childcare (not currently funded) and a K-4 school. Both the Childhood Education Center and K-4 school would have an education curriculum linked to the School of Education. The current pre K-4 proposed Magnet School would be constructed on the southwest campus end of Farnham Avenue. The proposed building site is nonessential parking lot P-9 at the outskirts of the campus that was replaced by Southern's

STAFF REPORT**FINANCE AND INFRASTRUCTURE COMMITTEE**

new centrally located 1,200 vehicle parking garage. The 3.6-acre school site will be separated from the campus with an ornamental fence. The school bus drop off/pickup zone will be designed to not impede on Southern's operations. Magnet School parking will be dedicated to .7 acres and 52 parking spaces in parking lot P-8 at the southeast end of Farnham Avenue. As part of a 20-year \$1.00 per year lease agreement, the City of New Haven will be allowed to occupy, develop and operate the school facility at the proposed P-8 and P-9 sites. The on-campus location will allow ease in proximity for Southern's ongoing involvement, establish Southern's academic stake by hosting an on-campus public school and embrace education with the local community. All operating expenses and maintenance of the magnet school will be funded by the City of New Haven. All school security will be the responsibility of the City of New Haven. First responders for emergencies and general police assistance will be the New Haven Police.

The City of New Haven has proceeded to set the groundwork for this program. They have applied for and received State Board of Education grant fund approval for the design and construction of the proposed school. The planned facility of approximately 70,000 square feet has a total project budget of \$45,000,000. Southern's academic staff have been integrated in the design phase to assure collaboration starts from the planning stage as well as Southern's Facility Department oversight to assure the design remains sensitive to Southern's campus.

Requested of the Finance Committee is approval for the CSCU to execute a land lease that allows the City of New Haven to develop, construct and operate at their expense the New Haven Strong 21st Century Communications Magnet and SCSU Lab School. This approval is contingent on the Academic and Student Affairs Committee MOU approval and the Office of the State Attorney General land lease agreement approval.

RECOMMENDATION

Approve executing a 20-year land lease at \$1.00 per year with the City of New Haven that allows New Haven to develop, construct and operate the Strong 21st Century Communications Magnet and SCSU Lab School on Southern's campus at no cost to the CSCU. Finance Committee approval is contingent on approvals listed above.

9/06/17 Finance and Infrastructure Committee
9/19/17 Board of Regents

BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

A LAND LEASE TO THE CITY OF NEW HAVEN

at

SOUTHERN CONNECTICUT STATE UNIVERSITY

September 19, 2017

- WHEREAS, Southern and their School of Education have promoted long-term goals for integrating portions of their academic program into an elementary school; and
- WHEREAS, Southern has an ongoing relationship with New Haven's Strong 21st Century Communications Magnet and SCSU Lab School; and
- WHEREAS, The City of New Haven has applied for and received grant funding from the State Board of Education for the design and construction of a new Strong 21st Century Communications Magnet and SCSU Lab School; and
- WHEREAS, The new Strong 21st Century Communications Magnet and SCSU Lab School will be located on Southern's campus under a 20-year lease agreement for \$1.00 per year; and
- WHEREAS, Development, construction and operating expenses for the new Strong 21st Century Communications Magnet and SCSU Lab School will be at no cost to the CSCU; and
- WHEREAS, Southern's involvement with the Strong 21st Century Communications Magnet School will provide placement of higher ed. students for field work, student teaching, internships, mentoring and volunteer work; collaborate for professional development; collaborate on research and grants and implement best practices.
- RESOLVED, The BOR will allow a 20-year land lease agreement at Southern to the City of New Haven for the new Strong 21st Century Communications Magnet and SCSU Lab School, pending Academic and Student Affairs approval, with BOR affirmation, of the MOU between Southern and the New Haven Board of Education.

A True Copy:

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

The Strong 21st Century Communications Magnet and SCSU Lab School **Memorandum of Understanding**

This Articulation Agreement (this "Agreement") is entered into this ____ day of _____ 2016 (the "Effective Date") by and between the City of New Haven Board of Education, a municipal corporation organized and existing under the laws of the State of Connecticut with a mailing address at 54 Meadow Street, New Haven, Connecticut 06519 (the "BOE") and Southern Connecticut State University ("SCSU"), a Public University organized and existing under the laws of the State of Connecticut with a mailing address at 501 Crescent Street, New Haven Connecticut 06515 (the "University" or "SCSU").

Section 1: Interests of the Parties

- 1.1** **Whereas** the BOE has been approved by the City of New Haven and the State of Connecticut to construct the Strong 21st Century Communications Magnet and SCSU Lab School (hereon "Strong University Lab School") on land owned by SCSU; and
- 1.2** **Whereas** the University is a public institution of higher education located in New Haven, CT offering programs in educator preparation and related services fields; and,
- 1.3** **Whereas**, the Strong University Lab School is a New Haven Public School serving children in grades K through 4; and
- 1.4** **Whereas**, the construction of the Strong University Lab School is being undertaken as part of the New Haven Board of Education School Construction Program and such construction shall follow the applicable protocols and regulations as outlined by the State of Connecticut, City of New Haven and New Haven Board of Education; and
- 1.5** **Whereas** the Strong University Lab School seeks opportunities for its students to be mentored and tutored by University students and faculty and to have access to shared resources and facilities on the SCSU campus; and
- 1.6** **Whereas** the Strong University Lab School seeks advice from the University on its curriculum; and

- 1.7 Whereas** both parties seek a mechanism through which faculty from both institutions and SCSU students may interact and collaborate on research projects of mutual interest, and
- 1.8 Whereas** students enrolled in undergraduate and graduate programs at the University who are interested in becoming teachers or related services personnel may have opportunities to intern with faculty at the School of Global Communications; and
- 1.9 Whereas** the University seeks a mechanism through which specified personnel may use the Strong University Lab School's facilities once the new building is constructed and in use; and
- 1.10 Whereas** both parties seek a formal relationship that promotes further sharing of resources and information among the faculty from both institutions;
- 1.11 Then be it resolved** that the parties enter into an agreement (this "Agreement") for collaboration and resource sharing and administration, as set forth in this document. The Agreement is to be administered through the Strong University Lab School *Partnership Program* ("Program"), the scope of which includes:
- Planned collaborative use of facilities and equipment,
 - Collaborative research and grants,
 - The placement of students for field work, student teaching, internships and volunteers,
 - Collaborative professional development, and
 - Collaborative implementation of best practices.

Section 2: Strong University Lab School Partnership Program Oversight Board

The parties agree that the Board of Education and SCSU retain ultimate control and authority over their respective buildings, programs and staffs. The parties further agree that a local Oversight Board (hereon the "OB") that is delegated with day to day planning and oversight of the Strong University Lab School and SCSU and the collaboration among the respective parties is desirable and beneficial. The

administrative point contact on all matters regarding the OB of the Strong University Lab School at SCSU will be the Dean of the School of Education reporting to the Provost and President of SCSU. The administrative point contact on all matters regarding the OB of the Strong University Lab School at NHPS will be the School Principal reporting to the Director of Instruction, the Superintendent of School and the New Haven Board of Education respectively. Based on such shared institutional oversight, such leadership will maintain the local governance of the Strong University Lab School Partnership through the Strong University Lab School Partnership Program Oversight Board.

2.1 Oversight Board Duties: The Oversight Board members shall share the responsibilities associated with participation on the original School Based Building Advisory Committee (“SBBAC”) to assist in the design recommendations of the Strong University Lab School, and subsequently the implementation and continuation of the Strong University Lab School Partnership Program and to assure open ongoing collaboration and communication with personnel at both SCSU and NHPS. The OB will develop metrics to assess the program, evaluate the success of the program, discuss concerns, and consider new ideas for potential improvements to the program. The OB shall also prepare an annual summary of activity that shall be presented to the President of SCSU and the Superintendent of New Haven Public Schools.

2.2 Oversight Board Members: (i) The Strong University Lab School Partnership Partnership Program Oversight Board, co-chaired by the SCSU Dean of the School of Education and the Strong University Lab School Partnership Principal, will consist of the following representatives from both institutions:

- a) The Dean of the School of Education at SCSU (Co-chair);
- b) The Principal of the Strong University Lab School (Co-Chair);
- c) One Magnet Resource Teacher appointed by the Strong University Lab School Principal;

- d) Two senior faculty members from SCSU appointed annually by the Provost of SCSU;
- e) Two Senior Faculty Members from the Strong University Lab School, appointed annually by the Strong University Lab School Principal
- f) One member of the BOE Executive Staff from the Superintendent of Schools
- g) One Parent appointed by the Superintendent of Schools
- h) One member of the SCSU Facilities management
- i) One member of the NHPS Facilities management
- j) One member of the New Haven Board of Education appointed by the Board President
- k) One member appointed by the President of SCSU

Section 3: Sharing of Facilities and Equipment

- 3.1** SCSU faculty and administrators may reserve the facilities at the Strong University Lab School building for University functions, for teaching evening, weekend and summer classes, and for other purposes agreed upon by the Oversight Board subject to administrative procedures maintained by each institution. Such reservations shall be made through the existing permitting process maintained by the BOE.
- 3.2** The Strong University Lab School faculty may reserve and utilize certain SCSU facilities for school related functions. Such reservations shall be made through a permitting process maintained by SCSU.

Section 4: Development of Joint Grant Proposals

- 4.1** The faculty of the Strong University Lab School Partnership Program and the faculty at SCSU will work together to develop grant proposals of interest to both institutions. Such projects will bring together university students, the Strong University Lab School faculty, and SCSU faculty in cooperative learning experiences.

- 4.2** The applications for grants will be submitted through the University's Office of Sponsored Programs and Research or through the BOE depending on the terms and conditions of the specific grant.

Section 5: Teaching Internships and Research at the Strong University Lab School

- 5.1** The Strong University Lab School will provide opportunities for those SCSU students interested in pursuing a career in teaching and/or related services to work with the School of Global Communications faculty and students for required field work, including student teaching. In addition, the Strong University Lab School faculty will provide volunteer opportunities for SCSU students to work with them and their students in diverse capacities (e.g., field assistance, classroom assistance, project design & development, etc.). All placements must be approved through the Office of Educational Services in the School of Education and the appropriate BOE office and its applicable volunteer protocols.
- 5.2** The Strong University Lab School will also provide internship opportunities per year for SCSU students in education or related services, beginning no earlier than the 2018-19 academic year. All such interns must be approved through the BOE Human Resources Department per applicable protocols. Such positions may be volunteer, credit bearing or paid, funding permitting.
- 5.3** The final decision about whether to place an SCSU student at the Strong University Lab School will rest with a) the Director of the Office of Educational Services in the School of Education at SCSU and b) the Strong University Lab School Principal (or NHPS Designee), both of whom must agree to the placement for it to occur. Similarly, decisions regarding placement of volunteers rests with the Strong University Lab School Principal and the Director of the Office of Educational Services in the School of Education at SCSU.
- 5.4** Faculty members from SCSU shall have the opportunity to conduct pedagogical research at the Strong University Lab School facility with members of the Strong University Lab School community. Any pedagogical research must be vetted in

advance through and approved by the Superintendent of Schools, the Strong University Lab School Principal, and parents of the Strong University Lab School students. Any pedagogical research conducted at the Strong University Lab School shall follow the SCSU Institutional Research Board (IRB) protocol and the protocols established by the BOE with strict compliance to governing privacy and legal obligations and requirements including but not limited to FERPA (Family Educational Rights and Privacy Act) and HIPPA (Health Insurance Portability and Accountability Act). Such programs shall be focused to the benefit of students and the School programs.

Section 6: SCSU On-Site Presence at the Strong University Lab School

- 6.1 SCSU and the Strong University Lab School will continue to develop opportunities for shared usage of facilities and equipment at both institutions. In all such circumstances, each party shall be responsible for clearly marking its equipment as the property of such owner, and the owner of the facility shall be responsible for reasonable security policies and procedures as well as following all applicable permit application protocols.
- 6.2 The parties understand that the construction of the School building is governed by state standards with respect to square footage and reimbursements. In order to work within the governing construction regulations and budgets the parties commit to planning and design in order to incorporate shared, multi-purpose and other space in order to establish a physical presence for SCSU at the Strong University Lab School by providing, where possible and appropriate, space for SCSU use and functions to include, but not limited to, faculty office space and conference room use for SCSU faculty and teacher candidates who are working with students and teachers at the Strong University Lab School. This space(s) will be used collaboratively for, but not limited to, tutoring, meetings, curriculum development, and a professional development program.

- 6.3 SCSU will offer opportunities for the Strong University Lab School faculty and staff to attend appropriate seminars and similar offerings on the SCSU campus as if the Strong University Lab School faculty and staff were SCSU faculty and staff.
- 6.4 SCSU staff will coordinate and collaborate with the Strong University Lab School staff in order to offer and promote professional development in areas to be mutually determined.

Section 7: Communication

- 7.1 The Strong University Lab School Principal and the SCSU Dean of Education (or designee) will meet on a bi-weekly basis, or such other schedule as mutually determined to discuss any matters of mutual interest pertaining to the two institutions. Such matters include, but are not limited to, the development of grant applications, student projects and placements, equipment usage, facilities usage, and progress reports. Such communication will organize the agenda of the Oversight Board that will meet on a regular basis. Such communication may not serve to alter terms and conditions of this agreement without the approval of SCSU and the Board of Education.

Section 8: Term and Program Review

- 8.1 The term of this Agreement shall commence upon execution of this Agreement by all representatives of the parties indicated below, and shall continue until December 2027. The parties may then renew this Agreement for subsequent academic years, unless it is terminated sooner as provided in Section 10.3.
- 8.2 The Strong University Lab School Principal and the SCSU Dean of Education, in consultation with the Oversight Board, will monitor the activities under this Agreement on an annual basis prior to its expiration or renewal. The Oversight Board may recommend modifications to this Agreement as they deem necessary or desirable. Any such changes agreed to by the parties shall be set forth in writing and signed by the authorized representation(s) of each party.

8.3 (a) This Agreement may be terminated: (i) by either party following written notification to the other party which termination shall be effective no sooner than one (1) month after such notification is received, and/or (ii) by mutual consent.

(b) If this Agreement is terminated while any joint grant activities are in progress, the parties' rights and obligations in respect of such projects shall be governed by the terms of the grant funding such project.

Section 9: Employees

9.1 Employees of the Strong University Lab School

All employees of the Strong University Lab School shall be employees of the BOE, governed by all labor policies of the BOE and entitled to all of the benefits thereof. All contractors and consultants of the BOE performing functions within or on behalf of the Strong University Lab School shall do so consistent with the terms and conditions of applicable contracts. However, the Dean of the School of Education (or his/her designee) shall be invited to be part of the hiring committee/process for all leadership positions of the Strong University Lab School.

9.2 Employees of SCSU

All employees of SCSU shall be governed by all labor policies of the SCSU and entitled to all of the benefits thereof. However, the Principal of the Strong University Lab School or his/her designee be invited to be part of the hiring committee for the SCSU Dean of Education and any Faculty Coordinator position as deemed necessary by the SCSU Provost.

Section 10: Miscellaneous Provisions

INSURANCE:

The Contractor agrees that while performing services specified in this agreement he/she shall carry sufficient insurance (liability and/or other self-insurance) as applicable according to the nature of the service to be performed so as to “save harmless” the State of Connecticut from any insurable cause whatsoever.

10.1 APPLICABLE LAW:

This Agreement shall be governed by the laws of the State of Connecticut, without regard to its principles of conflicts of laws. The Contractor shall at all times comply with and observe all federal and state laws, local laws, ordinances, and regulations which are in effect during the period of this contract and which in any manner affect the work or its conduct.

10.2 CONTRACT ASSIGNMENT:

No right or duty, in whole or in part, of the Contractor under this Agreement may be assigned or delegated without the prior written consent of the Connecticut State University System and the BOE

10.3 SEVERABILITY:

If any provision of this agreement shall be held invalid by any court of competent jurisdiction, such holding shall not invalidate any other provision hereof.

10.4 CLAIMS AGAINST THE STATE:

The Contractor agrees that the sole and exclusive means for the presentation of any claim against the State of Connecticut arising from this agreement shall be in accordance with Chapter 53 of the Connecticut General Statutes (Claims Against the State) and the Contractor further agrees not to initiate legal proceedings in

any state or federal court in addition to, or in lieu of, said Chapter 53 proceedings.

10.5 NON DISCRIMINATION

(a) For purposes of this Section, the following terms are defined as follows:

- i. "Commission" means the Commission on Human Rights and Opportunities;
- ii. "Contract" and "contract" include any extension or modification of the Contract or contract;
- iii. "Contractor" and "contractor" include any successors or assigns of the Contractor or contractor;
- iv. "Gender identity or expression" means a person's gender-related identity, appearance or behavior, whether or not that gender-related identity, appearance or behavior is different from that traditionally associated with the person's physiology or assigned sex at birth, which gender-related identity can be shown by providing evidence including, but not limited to, medical history, care or treatment of the gender-related identity, consistent and uniform assertion of the gender-related identity or any other evidence that the gender-related identity is sincerely held, part of a person's core identity or not being asserted for an improper purpose.
- v. "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations;
- vi. "good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with

statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements;

- vii. "marital status" means being single, married as recognized by the State of Connecticut, widowed, separated or divorced;
- viii. "mental disability" means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association's "Diagnostic and Statistical Manual of Mental Disorders", or a record of or regarding a person as having one or more such disorders;
- ix. "minority business enterprise" means any small contractor or supplier of materials fifty-one percent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise, and (3) who are members of a minority, as such term is defined in subsection (a) of Connecticut General Statutes § 32-9n; and
- x. "public works contract" means any agreement between any individual, firm or corporation and the State or any political subdivision of the State other than a municipality for construction, rehabilitation, conversion, extension, demolition or repair of a public building, highway or other changes or improvements in real property, or which is financed in whole or in part by the

State, including, but not limited to, matching expenditures, grants, loans, insurance or guarantees.

For purposes of this Section, the terms "Contract" and "contract" do not include a contract where each contractor is (1) a political subdivision of the state, including, but not limited to, a municipality, (2) a quasi-public agency, as defined in Conn. Gen. Stat. Section 1-120, (3) any other state, including but not limited to any federally recognized Indian tribal governments, as defined in Conn. Gen. Stat. Section 1-267, (4) the federal government, (5) a foreign government, or (6) an agency of a subdivision, agency, state or government described in the immediately preceding enumerated items (1), (2), (3), (4) or (5).

(b) (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, mental retardation, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the State of Connecticut; and the Contractor further agrees to take affirmative action to insure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, mental retardation, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by the Contractor that such disability prevents performance of the work involved; (2) the Contractor agrees, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, to state that it is an "affirmative action-equal opportunity employer" in accordance with

regulations adopted by the Commission; (3) the Contractor agrees to provide each labor union or representative of workers with which the Contractor has a collective bargaining Agreement or other contract or understanding and each vendor with which the Contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or workers' representative of the Contractor's commitments under this section and to post copies of the notice in conspicuous places available to employees and applicants for employment; (4) the Contractor agrees to comply with each provision of this Section and Connecticut General Statutes §§ 46a-68e and 46a-68f and with each regulation or relevant order issued by said Commission pursuant to Connecticut General Statutes §§ 46a-56, 46a-68e and 46a-68f; and (5) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor as relate to the provisions of this Section and Connecticut General Statutes § 46a-56. If the contract is a public works contract, the Contractor agrees and warrants that he will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works projects.

(c) Determination of the Contractor's good faith efforts shall include, but shall not be limited to, the following factors: The Contractor's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.

(d) The Contractor shall develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts.

(e) The Contractor shall include the provisions of subsection (b) of this Section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with Connecticut General Statutes §46a-56; provided if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

(f) The Contractor agrees to comply with the regulations referred to in this Section as they exist on the date of this Contract and as they may be adopted or amended from time to time during the term of this Contract and any amendments thereto.

(g) (1) The Contractor agrees and warrants that in the performance of the Contract such Contractor will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation; (2) the Contractor agrees to provide each labor union or representative of workers with which such Contractor has a collective bargaining

Agreement or other contract or understanding and each vendor with which such Contractor has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the Contractor's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment; (3) the Contractor agrees to comply with each provision of this section and with each regulation or relevant order issued by said Commission pursuant to Connecticut General Statutes § 46a-56; and (4) the Contractor agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the Contractor which relate to the provisions of this Section and Connecticut General Statutes § 46a-56.

(h) The Contractor shall include the provisions of the foregoing paragraph in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The Contractor shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with Connecticut General Statutes § 46a-56; provided, if such Contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission, the Contractor may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

10.6 EXECUTIVE ORDERS the Strong University Lab School. 3, 17, 16, and 7C:

This Contract is subject to the provisions of Executive Order No. 7C of Governor M. Jodi Rell, promulgated July 13, 2006, concerning contracting reforms, Executive Order No. Sixteen of Governor John G. Rowland promulgated August 4, 1999, concerning violence in the workplace, Executive Order No. Seventeen of Governor Thomas J. Meskill, promulgated February 15, 1973, concerning the listing of employment openings and Executive Order No. Three of Governor Thomas J. Meskill, promulgated June 16, 1971, concerning labor employment practices, all of which are incorporated into and are made a part of the Contract as if they had been fully set forth in it. At the Contractor's request, CCSU shall provide a copy of these orders to the Contractor.

10.7 AMENDMENT

The parties may agree to amend or add provision of this Agreement only by written Amendment signed by the parties and approved by the Office of the Attorney General.

10.8 ENTIRE AGREEMENT

This Agreement constitutes the entire agreement of the parties and supersedes all prior communications, understandings and agreements relating to the subject matter hereof, whether oral or written. No specific level of activity or dollar amount is committed or assigned to the Contractor through this contract. CSUS reserves the right to solicit bids for any project and there is no special privilege or right of first refusal conveyed by the execution of this Agreement.

10.9 CAMPAIGN CONTRIBUTION RESTRICTIONS

On February 8, 2007, Governor Rell signed into law Public Act 07-1, An Act Concerning the State Contractor Contribution Ban and Gifts to State and Quasi-Public Agencies. For all State contracts as defined in P.A. 07-1 having a value in a calendar year of \$50,000.00 or more, or a combination or series of such

agreements or contracts having a value of \$100,000.00 or more, the authorized signatory to this agreement expressly acknowledges receipt of the State Elections Enforcement Commission's notice advising state contractors of state campaign contribution and solicitation prohibitions, which is set forth below, and will inform its principals of the contents of the notice. See SEEC Form 11 (reproduced and inserted below).

10.10 STATUTORY AUTHORITY

The Statutory authority for SCSU to enter into this agreement is Connecticut General Statute §10a-151b.

10.11 EXCUSABLE DELAY

Neither party will be liable to the other for any delay or failure in performance arising directly out of war, sabotage, insurrection, riot, and any other act of civil disobedience, act of public enemy, fire, explosion, flood, storm, or other act of God or nature, or similar cause beyond its reasonable control (but not including shortage or unavailability of labor or materials), provided that the party suffering such event give the other party notice immediately upon becoming aware of its occurrence (or as soon thereafter as feasible). The other party may terminate this Agreement if performance is not resumed within thirty (30) days of the initial failure or delay.

10.12 WAIVER

The failure of either party at any time or times to enforce or require performance of any provision in this Agreement will in no way operate as a waiver or affect the right of such party at a later time to enforce such provision.

10.13 SAVINGS CLAUSE

Each provision of this Agreement will be treated as a separate and independent clause, and the unenforceability of any one clause will in no way impair the

enforceability of any of the other clauses of this Agreement. If any provision in this Agreement is for any reason held to be excessively broad as to scope, activity, or subject, or otherwise unenforceable, such provision will be construed by the appropriate judicial body by limiting or reducing it so as to be enforceable to the maximum extent compatible with the applicable law.

10.14 CONSTRUCTION

The headings of particular sections of this Agreement are inserted for convenience of reference only and will in no way define, limit, expand, or otherwise affect the construction or interpretation of any provision of this Agreement. The language of all parts of this Agreement will in all cases be construed as a whole according to its fair meaning and not strictly for or against either of the parties.

10.15 EXPENSES

Unless expressly indicated otherwise in this Agreement, each party shall be responsible for its own expenses to perform its obligations under this Agreement.

10.16 NO ASSIGNMENT

Neither party may assign this Agreement or any of its obligations hereunder to any other person or entity. Any attempted assignment shall be void.



Notice to Executive Branch State Contractors and Prospective State Contractors of Campaign Contribution and Solicitation Limitations

This notice is provided under the authority of Connecticut General Statutes §9-612(g)(2), as amended by P.A. 10-1, and is for the purpose of informing state contractors and prospective state contractors of the following law (italicized words are defined on the reverse side of this page).

CAMPAIGN CONTRIBUTION AND SOLICITATION LIMITATIONS

No *state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor*, with regard to a *state contract or state contract solicitation* with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee (which includes town committees). In addition, no holder or principal of a holder of a valid prequalification certificate, shall make a contribution to (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of State senator or State representative, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee. On and after January 1, 2011, no state contractor, prospective state contractor, principal of a state contractor or principal of a prospective state contractor, with regard to a state contract or state contract solicitation with or from a state agency in the executive branch or a quasi-public agency or a holder, or principal of a holder of a valid prequalification certificate, shall **knowingly solicit** contributions from the state contractor's or prospective state contractor's employees or from a *subcontractor or principals of the subcontractor* on behalf of (i) an exploratory committee or candidate committee established by a candidate for nomination or election to the office of Governor, Lieutenant Governor, Attorney General, State Comptroller, Secretary of the State or State Treasurer, (ii) a political committee authorized to make contributions or expenditures to or for the benefit of such candidates, or (iii) a party committee.

DUTY TO INFORM

State contractors and prospective state contractors are required to inform their principals of the above prohibitions, as applicable, and the possible penalties and other consequences of any violation thereof.

PENALTIES FOR VIOLATIONS

Contributions or solicitations of contributions made in violation of the above prohibitions may result in the following civil and criminal penalties: **Civil penalties**—Up to \$2,000 or twice the amount of the prohibited contribution, whichever is greater, against a principal or a contractor. Any state contractor or prospective state contractor which fails to make reasonable efforts to comply with the provisions requiring notice to its principals of these prohibitions and the possible consequences of their violations may also be subject to civil penalties of up to \$2,000 or twice the amount of the prohibited contributions made by their principals. **Criminal penalties**—Any knowing and willful violation of the prohibition is a Class D felony, which may subject the violator to imprisonment of not more than 5 years, or not more than \$5,000 in fines, or both.

CONTRACT CONSEQUENCES

In the case of a state contractor, contributions made or solicited in violation of the above prohibitions may result in the contract being voided. In the case of a prospective state contractor, contributions made or solicited in violation of the above prohibitions shall result in the contract described in the state contract solicitation not being awarded to the prospective state contractor, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation. The State shall not award any other state contract to anyone found in violation of the above prohibitions for a period of one year after the election for which such contribution is made or solicited, unless the State Elections Enforcement Commission determines that mitigating circumstances exist concerning such violation. Additional information may be found on the website of the State Elections Enforcement Commission, www.ct.gov/seec. Click on the link to "Lobbyist/Contractor Limitations."



DEFINITIONS

"State contractor" means a person, business entity or nonprofit organization that enters into a state contract. Such person, business entity or nonprofit organization shall be deemed to be a state contractor until December thirty-first of the year in which such contract terminates. "State contractor" does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Prospective state contractor" means a person, business entity or nonprofit organization that (i) submits a response to a state contract solicitation by the state, a state agency or a quasi-public agency, or a proposal in response to a request for proposals by the state, a state agency or a quasi-public agency, until the contract has been entered into, or (ii) holds a valid prequalification certificate issued by the Commissioner of Administrative Services under section 4a-100. "Prospective state contractor" does not include a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Principal of a state contractor or prospective state contractor" means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a state contractor or prospective state contractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a state contractor or prospective state contractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a state contractor or prospective state contractor, which is not a business entity, or if a state contractor or prospective state contractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any state contractor or prospective state contractor who has *managerial or discretionary responsibilities with respect to a state contract*, (v) the spouse or a *dependent child* who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the state contractor or prospective state contractor.

"State contract" means an agreement or contract with the state or any state agency or any quasi-public agency, let through a procurement process or otherwise, having a value of fifty thousand dollars or more, or a combination or series of such agreements or contracts having a value of one hundred thousand dollars or more in a calendar year, for (i) the rendition of services, (ii) the furnishing of any goods, material, supplies, equipment or any items of any kind, (iii) the construction, alteration or repair of any public building or public work, (iv) the acquisition, sale or lease of any land or building, (v) a licensing arrangement, or (vi) a grant, loan or loan guarantee. "State contract" does not include any agreement or contract with the state, any state agency or any quasi-public agency that is exclusively federally funded, an education loan, a loan to an individual for other than commercial purposes or any agreement or contract between the state or any state agency and the United States Department of the Navy or the United States Department of Defense.

"State contract solicitation" means a request by a state agency or quasi-public agency, in whatever form issued, including, but not limited to, an invitation to bid, request for proposals, request for information or request for quotes, inviting bids, quotes or other types of submittals, through a competitive procurement process or another process authorized by law waiving competitive procurement.

"Managerial or discretionary responsibilities with respect to a state contract" means having direct, extensive and substantive responsibilities with respect to the negotiation of the state contract and not peripheral, clerical or ministerial responsibilities.

"Dependent child" means a child residing in an individual's household who may legally be claimed as a dependent on the federal income tax of such individual.

"Solicit" means (A) requesting that a contribution be made, (B) participating in any fund-raising activities for a candidate committee, exploratory committee, political committee or party committee, including, but not limited to, forwarding tickets to potential contributors, receiving contributions for transmission to any such committee or bundling contributions, (C) serving as chairperson, treasurer or deputy treasurer of any such committee, or (D) establishing a political committee for the sole purpose of soliciting or receiving contributions for any committee. Solicit does not include: (i) making a contribution that is otherwise permitted by Chapter 155 of the Connecticut General Statutes; (ii) informing any person of a position taken by a candidate for public office or a public official, (iii) notifying the person of any activities of, or contact information for, any candidate for public office; or (iv) serving as a member in any party committee or as an officer of such committee that is not otherwise prohibited in this section.

"Subcontractor" means any person, business entity or nonprofit organization that contracts to perform part or all of the obligations of a state contractor's state contract. Such person, business entity or nonprofit organization shall be deemed to be a subcontractor until December thirty first of the year in which the subcontract terminates. "Subcontractor" does not include (i) a municipality or any other political subdivision of the state, including any entities or associations duly created by the municipality or political subdivision exclusively amongst themselves to further any purpose authorized by statute or charter, or (ii) an employee in the executive or legislative branch of state government or a quasi-public agency, whether in the classified or unclassified service and full or part-time, and only in such person's capacity as a state or quasi-public agency employee.

"Principal of a subcontractor" means (i) any individual who is a member of the board of directors of, or has an ownership interest of five per cent or more in, a subcontractor, which is a business entity, except for an individual who is a member of the board of directors of a nonprofit organization, (ii) an individual who is employed by a subcontractor, which is a business entity, as president, treasurer or executive vice president, (iii) an individual who is the chief executive officer of a subcontractor, which is not a business entity, or if a subcontractor has no such officer, then the officer who duly possesses comparable powers and duties, (iv) an officer or an employee of any subcontractor who has managerial or discretionary responsibilities with respect to a subcontract with a state contractor, (v) the spouse or a dependent child who is eighteen years of age or older of an individual described in this subparagraph, or (vi) a political committee established or controlled by an individual described in this subparagraph or the business entity or nonprofit organization that is the subcontractor.

10.17 NOTICES

All notices, consents, and other communications required or permitted in this Agreement must be in writing and must be delivered: personally; by certified mail, return receipt requested, postage prepaid; by nationally recognized express courier; or by telefax or e-mail, with a confirmation copy sent within twenty-four (24) hours by one of the foregoing means; to the parties at the addresses set forth below, or to such other address as either party may designate by notice to the other pursuant to this Section.

If to the City of New Haven Board of Education:

City of New Haven Board of Education
54 Meadow Street Street
New Haven, Connecticut 06519
Attn: _____

If to SCSU:

Southern Connecticut State University
501 Crescent Street
New Haven, CT 06516
Attn: Mr. Mark Rozewski
Executive Vice President for Finance and Administration

The following authorized representatives of the parties have executed this Agreement on behalf of the parties:

For the Strong University Lab School

For Southern Connecticut State University:

Dr. Reginald Mayo
Interim Superintendent
New Haven Public Schools
Date: _____

Dr. Joseph Bertolino
President
Southern Connecticut State University
Date: _____

DRAFT

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2.A.

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
Central	Code Compliance/Infrastructure Improvements	\$26,312,636	\$16,418,636	\$5,894,000	\$4,000,000	\$1,000,000	\$23,312,636	\$22,022,504	\$21,986,375	\$1,500,000			Multi-phased program.
	<u>Project Listing</u>												
	- Replace Maloney Hall Elevator		\$51,953	\$0	\$0	\$0	\$51,953	\$47,612	\$47,612	\$0	Jun-10	May-12	Complete
	- Window Replacements in Four Buildings		\$569,690	\$0	\$0	\$0	\$569,690	\$569,690	\$569,690	\$0	Apr-09	Apr-11	Complete
	- Burritt Library HVAC Code Compliance Improvements		\$1,989,000	\$0	\$0	\$0	\$1,989,000	\$1,808,007	\$1,808,007	\$0	Jan-15	Feb-16	Complete
	- Founder's Hall HVAC Installation		\$697,492	\$0	\$0	\$0	\$697,492	\$696,521	\$696,521	\$0	Mar-09	Aug-13	Complete
	- Davidson Hall Window & Door Replacements (phase 1 & 2)		\$1,961,987	\$0	\$0	\$0	\$1,961,987	\$1,961,987	\$1,961,987	\$0	Dec-09	Aug-13	Complete
	- Security Improvements to General Fund Buildings		\$805,542	\$0	\$0	\$0	\$805,542	\$805,542	\$805,542	\$0	Jun-11	Nov-13	Complete
	- Burritt Library Exterior Repairs		\$86,921	\$0	\$0	\$0	\$86,921	\$86,921	\$86,921	\$0	Jun-09	Jul-10	Complete
	~ Burritt Library Renovation (Construction)			\$216,000		\$0	\$216,000	\$216,000	\$216,000	\$0	Oct-16	Mar-17	Complete
	- Kaiser Hall Gym and Lobby HVAC Improvements		\$82,500	\$0	\$0	\$0	\$82,500	\$82,016	\$82,016	\$0	Jul-09	Mar-12	Complete
	- Campus Wide Signage Program (phase 1)		\$534,370	\$0	\$0	\$0	\$534,370	\$533,631	\$533,631	\$0	May-10	Sep-13	Complete
	- Marcus White Fire Code Improvements		\$1,086,000	\$0	\$0	\$0	\$1,086,000	\$890,018	\$890,018	\$0	Sep-09	Dec-12	Complete
	- Replace Barnard Hall Roof/Entry Improvements		\$1,943,949	\$0	\$0	\$0	\$1,943,949	\$1,943,949	\$1,943,949	\$0	Feb-11	Jan-13	Complete
	- HVAC Improvements in General Fund Buildings (Phase 1, 2 & 3)		\$5,227,000	\$0	\$0	\$0	\$5,227,000	\$5,227,000	\$5,227,000	\$0	Sep-09	Oct-11	Complete
	- Remove Old Telecom Equipment from Buildings		\$0	\$327,000	\$0	\$0	\$327,000	\$326,024	\$326,024	\$0	Mar-14	Dec-16	Complete
	- Maloney Hall HVAC Improvements		\$0	\$1,004,000	\$0	\$0	\$1,004,000	\$532,162	\$532,162	\$0	Jun-13	Mar-15	Complete
	- Arute Field Stadium Turf Replacement		\$0	\$912,000	\$0	\$0	\$912,000	\$768,283	\$768,283	\$0	May-14	Aug-14	Complete
	~ Improvements to ITBD Building			\$200,000		\$0	\$200,000	\$0	\$0	\$0	T.B.D.	T.B.D.	Project on Hold

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	- Minor Capital Improvements Program		\$987,500	\$3,235,000	\$0	\$0	\$4,222,500	\$4,222,500	\$4,222,500	\$0	May-17	May-17	Complete
	- Future Projects to be Determined		\$394,732	\$0	\$4,000,000	\$1,000,000	\$1,394,732	\$1,304,642	\$1,268,513	\$1,500,000	Jul-09	Jun-14	Mutiple Phased Program
	Renovate/Expand Willard and DiLoreto Halls	\$61,085,000	\$0	\$5,892,000	\$55,193,000	\$55,193,000	\$61,085,000	\$10,335,642	\$1,228,706	\$9,106,936	Jun-15	Oct-18	In Construction

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
Eastern	New Classroom Office Building	\$29,478,000	\$29,478,000	\$0	\$0	\$0	\$29,478,000	\$29,478,000	\$29,478,000	\$0	Mar-11	Aug-13	Complete
	East Campus Infrastructure Development (construction only)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Funds Reallocated
	Burritt Library Design & Expansion/Renovations	\$16,500,000	\$0	\$0	\$16,500,000	\$5,161,000	\$5,161,000	\$0	\$0	\$0	T.B.D.	T.B.D.	Project scope being assessed
	Kaiser Hall/Bubble Renovations	\$25,385,809	\$6,491,809	\$210,000	\$18,684,000	\$18,684,000	\$25,385,809	\$1,880,174	\$1,456,698	\$8,000,000	Apr-17	Feb-19	Construction Bid Mid 2017
	Engineering Classroom Building	\$62,700,000	\$9,900,000	\$0	\$52,800,000	\$0	\$9,900,000	\$9,900,000	\$995,320	\$8,904,680	Dec-16	Jun-20	In Design; Construction start date September 2018
	Barnard Hall Renovations	\$22,000,000	\$3,680,000		\$18,320,000	\$0	\$3,680,000	\$1,876,705	\$504,318	\$4,000,000	Dec-16	Oct-19	In Design; Construction start dated February 2018
	New Maintenance/Salt Shed Facility	\$2,503,000	\$2,503,000	\$0	\$0	\$0	\$2,503,000	\$2,010,431	\$2,010,431	\$0	Oct-10	May-12	Complete
	Code Compliance/Infrastructure Improvements	\$17,080,113	\$8,255,113	\$4,825,000	\$4,000,000	\$1,000,000	\$14,080,113	\$13,141,124	\$13,017,487	\$1,800,500			Multi-phased program.
	<u>Project Listing</u> - Campus Wide Brick Repointing Program		\$1,654,773	\$500,000	\$0	\$0	\$2,154,773	\$1,254,924	\$1,254,924	\$800,500	Jan-10	On Going	Phased project.
	- Planetarium Window Replacement		\$115,766	\$0	\$0	\$0	\$115,766	\$115,766	\$115,766	\$0	Mar-09	Dec-09	Complete
	- Develop Major Campus Entrances		\$480,582	\$0	\$0	\$0	\$480,582	\$480,582	\$480,529	\$0	Dec-09	Apr-12	Complete
	- South Electrical Loop		\$221,291	\$0	\$0	\$0	\$221,291	\$221,189	\$221,189	\$0	Mar-09	Aug-09	Complete
	- High Temperature Hot Water Line Repairs		\$1,217,268	\$0	\$0	\$0	\$1,217,268	\$1,217,256	\$1,217,256	\$0	Aug-09	Dec-11	Complete
	- South Campus Heat Plant Foundation Repairs		\$399,513	\$0	\$0	\$0	\$399,513	\$399,508	\$399,508	\$0	Mar-11	Mar-11	Complete
	- Damper and Air Handler Controls in Webb Hall		\$37,250	\$0	\$0	\$0	\$37,250	\$37,250	\$37,250	\$0	Mar-09	Aug-09	Complete

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- Soccer Field Drainage Upgrade		\$338,282	\$0	\$0	\$0	\$338,282	\$299,437	\$299,437	\$0	Oct-10	Dec-10	Complete
- Renovate 333 Prospect Street (Phase 1 & 2)		\$1,264,555	\$0	\$0	\$0	\$1,264,555	\$1,264,380	\$1,264,380	\$0	Jul-11	Jul-13	Complete
- Arboretum Sewer Main Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Project Postponed
- Minor Capital Projects Program		\$2,341,965	\$4,325,000	\$0	\$0	\$6,666,965	\$6,666,965	\$6,666,965	\$0	Jul-09	Jun-14	Complete
- Sports Center Lobby Upgrades		\$183,868		\$0	\$0	\$183,868	\$183,868	\$183,868	\$0	Jan-14	Aug-14	Complete
- Future Projects to Be Determined		\$0	\$0	\$4,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$876,416	\$1,000,000	Jul-15	Jun-19	Multi-phased program.

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
Southern	Fine Arts Instructional Center	\$87,671,000	\$12,000,000	\$71,556,000	\$4,115,000	\$4,115,000	\$87,671,000	\$87,668,997	\$87,023,098	\$645,898	Mar-13	Jan-16	In close-out
	Goddard Hall /Communications Building Renovation	\$31,382,000	\$0	\$2,551,000	\$28,831,000	\$28,831,000	\$31,382,000	\$2,551,000	\$67,039	\$23,000,000	Apr-15	Dec-18	In Design
	Sports Center Addition and Renovation (design only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funds Reallocated to Communications Building
	Outdoor Track – Phase II	\$1,816,000	\$1,816,000	\$0	\$0	\$0	\$1,816,000	\$1,613,114	\$1,613,114	\$0	Mar-10	Dec-10	Complete
	Athletic Support Building	\$1,921,000	\$1,921,000	\$0	\$0	\$0	\$1,921,000	\$1,777,153	\$1,777,153	\$0	Dec-11	Dec-13	Complete
	New Warehouse	\$2,269,000	\$2,269,000	\$0	\$0	\$0	\$2,269,000	\$1,886,660	\$1,886,660	\$0	Jan-12	Sep-13	Complete
	Code Compliance/Infrastructure Improvements	\$25,021,406	\$16,335,683	\$2,329,000	\$6,356,723	\$3,356,723	\$22,021,406	\$22,673,258	\$22,525,347	\$2,304,789			Multi-phased program.
	<u>Project Listing</u>												
	- Install Elevator/Entrance to Former Student Center		\$1,777,645	\$0	\$0	\$0	\$1,777,645	\$1,777,645	\$1,777,645	\$0	Aug-09	Jun-12	Complete
	- Shuttle System infrastructure		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funding Reallocated to Buley Library
	- Repairs to Pool in Moore Field House (Phases 1 & 2)		\$839,415	\$0	\$0	\$0	\$839,415	\$821,800	\$821,800	\$0	Mar-10	Sep-12	Complete
	- Moore Field House Mechanical and Electrical Improv. (Phase 1)		\$233,000	\$0	\$0	\$0	\$233,000	\$233,000	\$233,000	\$0	Sep-11	Aug-12	Complete

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- Earl Hall Mechanical/Electrical Upgrade	\$4,184,111	\$0	\$0	\$0	\$4,184,111	\$4,184,112	\$4,184,112	\$0	Sep-10	Aug-15	Complete
- Jennings Hall Mechanical/Electrical Upgrade	\$4,495,163	\$0	\$0	\$0	\$4,495,163	\$4,495,198	\$4,495,198	\$0	Sep-10	Aug-15	Complete
- Lyman Auditorium Mechanical/Electrical Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funding Reallocated to Buley Library
- Admissions House Roof and Exterior Repairs	\$221,000	\$0	\$0	\$0	\$221,000	\$217,957	\$217,678	\$0	Aug-10	Mar-12	Complete
- Jess Dow Field Turf Replacement	\$743,262	\$0	\$0	\$0	\$743,262	\$725,071	\$725,071	\$0	Mar-11	Feb-12	Complete
- Wintergreen Building Water Infiltration	\$370,760	\$0	\$0	\$0	\$370,760	\$366,468	\$366,468	\$0	Oct-11	Oct-13	Complete
- Moore Field House Locker Room Renovations: Phase II & III	\$929,500	\$0	\$1,057,682	\$1,057,682	\$1,987,182	\$1,057,682	\$1,057,682	\$0	Jan-11	Jun-15	Complete
- Moore Field House Roof Replacment - Phase II	\$0	\$0	\$772,264	\$772,264	\$772,264	\$772,264	\$772,264	\$0	Sep-14	Sep-15	Complete
- Old Student Center North Wing Concept Design	\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	-	-	Project Cancelled

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
	- Earl Hall Communications Dept. Entrance/Security Corridor		\$47,687	\$0	\$0	\$0	\$47,687	\$0	\$0	\$0		-	Project on Cancelled
	- Improvements to the Academic Mall		\$0	\$30,000	\$0	\$0	\$30,000	\$28,879	\$28,879	\$0	Jun-14	Mar-15	Complete
	- Wintergreen Building Renovations		\$0	\$0	\$1,972,815	\$1,972,815	\$1,972,815	\$1,965,301	\$1,965,301	\$0	Aug-15	Aug-16	Complete
	- Minor Capital Projects Program		\$2,432,845	\$2,299,000	\$0	\$0	\$4,731,845	\$4,731,845	\$4,727,056	\$4,789	Jul-09	Ongoing	Multi-phased program.
	- Future Projects to Be Determined		\$41,295	\$0	\$2,553,962	\$2,553,962	\$2,595,257	\$1,296,036	\$1,153,194	\$2,300,000	Jul-15	Ongoing	Multi-phased program.
	New Academic Laboratory Building	\$72,115,000	\$8,944,000	\$57,698,000	\$5,473,000	\$5,473,000	\$72,115,000	\$71,012,091	\$67,030,863	\$3,981,228	Jan-13	Sep-15	Complete
	Health and Human Services Building (Phase 1 and Phase 2)	\$76,507,344	\$0	\$0	\$76,507,344	\$6,657,270	\$6,657,270	\$6,844,969	\$103,198	\$750,000	Feb-18	Jun-20	In Design Program Phase
	Fine Arts Instructional Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Funds reallocated to Phase 2 of Health & Human Services Building
	Buley Library - Phase 2	\$17,436,817	\$17,006,817	\$430,000	\$0	\$0	\$17,436,817	\$16,386,585	\$16,386,585	\$0	Jan-13	Apr-15	Complete
	School of Business	\$52,476,933			\$52,476,933	\$3,770,007	\$3,770,007	\$3,766,237		\$3,766,237	Oct-17	Mar-21	A/E & C.A. Selected, Awaiting DCS's CMR Selection

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Western	Code Compliance/Infrastructure Improvements	\$16,269,378	\$7,658,330	\$2,654,048	\$5,957,000	\$2,957,000	\$13,269,378	\$11,652,341	\$10,499,433	\$3,105,800			Multi-phased program.
	<u>Project Listing</u>				\$0	\$0	\$0						
	- Feldman Arena Improvements		\$819,636	\$0	\$0	\$0	\$819,636	\$493,655	\$493,655	\$0	Sep-09	Jun-11	Complete
	- Midtown Perimeter Site Improvements		\$463,019	\$0	\$0	\$0	\$463,019	\$463,020	\$463,020	\$0	Apr-10	Jul-11	Complete
	- Campus Wide Utilities/Site Improvements		\$1,682,694	\$0	\$0	\$0	\$1,682,694	\$1,671,967	\$1,624,858	\$0	Jul-09	Mar-14	Complete
	- Higgins Annex HVAC Improvements		\$136,541	\$0	\$0	\$0	\$136,541	\$136,541	\$136,541	\$0	Sep-10	Jul-12	Complete
	- Higgins Hall and Annex: Roof Repairs/Replacements (Phase 1 & 2)		\$510,500	\$0	\$0	\$0	\$510,500	\$508,211	\$508,211	\$0	Jul-10	Oct-11	Complete
	- Higgins Annex Learning Emporium		\$174,531	\$0	\$0	\$0	\$174,531	\$173,216	\$173,216	\$0	May-13	Sep-13	Complete
	- Renovate Restrooms in Founders Hall: Waterbury Campus		\$186,213	\$0	\$0	\$0	\$186,213	\$186,213	\$186,213	\$0	Jun-09	Dec-10	Complete
	- Elevator Upgrades in Berkshire Hall		\$40,571	\$0	\$0	\$0	\$40,571	\$40,571	\$40,571	\$0	Oct-09	Feb-10	Complete
	- Install HVAC for MDF/IDF and Server Rooms		\$350,000	\$0	\$0	\$0	\$350,000	\$397,735	\$397,735	\$0	Mar-10	Oct-11	Complete
	- Replace Portions of University Boulevard		\$297,723	\$0	\$0	\$0	\$297,723	\$297,723	\$297,723	\$0	Sep-09	Dec-10	Complete

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
	- Minor Capital Projects Program		\$2,498,217	\$2,654,048	\$0	\$0	\$5,152,265	\$4,981,829	\$3,876,029	\$1,105,800	Jul-12	Ongoing	Multi-phased projects.
	- Renovate Former Holy Trinity Church		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Project funding reallocated
	- Higgins Annex Classroom Renovations for Lecture Halls		\$498,686	\$0	\$0	\$0	\$498,686	\$498,686	\$498,686	\$0	Mar-11	Jan-12	Complete
	- Future Projects to Be Determined		\$0	\$0	\$5,957,000	\$2,957,000	\$2,957,000	\$1,802,976	\$1,802,976	\$2,000,000	Jul-15	Ongoing	Multi-phased program.
	White Hall Renovation	\$6,415,952		\$76,952	\$6,339,000	\$6,339,000	\$6,415,952	\$579,660	\$0	\$2,500,000	Aug-17	Dec-18	In Design
	Fine Arts Instructional Center	\$84,321,000	\$0	\$84,321,000	\$0	\$0	\$84,321,000	\$84,226,596	\$84,226,596	\$0	May-11	Aug-14	Complete
	Higgins Hall Renovations	\$34,576,000	\$0	\$2,982,000	\$31,594,000	\$31,594,000	\$34,576,000	\$2,982,000	\$944,955	\$5,000,000	Sep-17	Aug-19	In Design

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System Wide	Berkshire Hall Renovations (design only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	T.B.D.	T.B.D.	
	University Police Department Building	\$6,445,000	\$0	\$4,745,000	\$1,700,000	\$1,700,000	\$6,445,000	\$6,445,000	\$3,037,036	\$3,407,965	Aug-15	Nov-17	In Construction
	Midtown Campus Mini-Chiller Plant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	T.B.D.	T.B.D.	Project Cancelled
							\$0						
							\$0						
	New and Replacement Equipment	\$103,239,000	\$18,000,000	\$18,395,000	\$66,844,000	\$49,860,000	\$86,255,000	\$81,810,000	\$81,194,422	\$5,000,000	Ongoing	Ongoing	Multi-phased program.
	Alterations/Improvements: Auxiliary Service Facilities	\$53,672,422	\$13,672,422	\$15,000,000	\$25,000,000	\$15,000,000	\$43,672,422	\$28,576,806	\$23,455,847	\$9,120,959	Jul-09	Ongoing	Multi-Phased Program
	CCSU: Barrows Hall Basement Renovations		\$0	\$236,663	\$0	\$0	\$236,663	\$236,663	\$236,663	\$0	Jun-13	Aug-13	Complete
	CCSU: HVAC Improvements In Res. Halls (Phase I, II & III)		\$1,937,000	\$0	\$0	\$0	\$1,937,000	\$1,716,853	\$1,716,853	\$0	Ongoing	Ongoing	Complete
	CCSU: Vance Hall Basement Renovations		\$0	\$134,800	\$0	\$0	\$134,800	\$134,800	\$134,800	\$0	Jun-13	Dec-13	Complete

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
	ECSU: Fire Alarm - Burnap,Crandall and Noble Halls		\$655,465	\$0	\$0	\$0	\$655,465	\$655,465	\$655,465	\$0	Mar-12	Sep-12	Complete
	ECSU: High Rise Elevator Upgrades		\$625,441	\$0	\$0	\$0	\$625,441	\$625,441	\$625,441	\$0	Jan-12	Sep-13	Complete
	ECSU: Academic Quad Landscape		\$0	\$316,900	\$0	\$0	\$316,900	\$316,900	\$316,900	\$0			Complete

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ECSU: Aux. Service Minor Capital Program			\$0	\$341,286	\$3,000,000	\$2,000,000	\$2,341,286	\$1,612,342	\$182,723	\$1,429,619	Jul-09	Ongoing	Multiple Phased Program
ECSU: HTHW Lines Repairs Five Residential Halls				\$276,726	\$0	\$0	\$276,726	\$276,726	\$276,726	\$0	Dec-16	Dec-16	Complete
ECSU: Hurley Hall Addition & Renovation Study			\$0	\$70,000	\$0	\$0	\$70,000	\$70,000	\$70,000	\$0	Apr-15	N.A.	Feasibility Study
ECSU: Landscape at Mead, Neidjalik & Hurley			\$0	\$9,500	\$0	\$0	\$9,500	\$9,500	\$9,500	\$0	Jun-14	Sep-14	Complete
ECSU: Low Rise Apartments Roof Replacements			\$456,759	\$0	\$0	\$0	\$456,759	\$456,760	\$456,760	\$0	Apr-11	Jul-12	Complete
ECSU: Low Rise Apartments Structural Study (phase 1)			\$17,500	\$0	\$0	\$0	\$17,500	\$17,500	\$17,500	\$0	Oct-10	Jan-11	Study Complete
ECSU: Low Rise Apartments Walkway and Stair Replacement (Phase 1)			\$258,611	\$0	\$0	\$0	\$258,611	\$258,570	\$258,570	\$0	Apr-11	Dec-11	Complete
ECSU: Low Rise Apartments Walkway and Stair Replacement (Phase2)			\$170,949	\$0	\$0	\$0	\$170,949	\$170,949	\$170,949	\$0	Apr-11	Sep-12	Complete
ECSU: Masonry Repointing Study & Repairs			\$0	\$76,000	\$0	\$0	\$76,000	\$46,680	\$46,680	\$0	Nov-13	Aug-15	Complete
ECSU: Nobel Hall Cooling Tower			\$0	\$154,900	\$0	\$0	\$154,900	\$154,900	\$154,900	\$0	Jun-13	Dec-13	Complete
ECSU: Occum Hall Building Automation			\$0	\$265,561	\$0	\$0	\$265,561	\$265,561	\$265,561	\$0	May-15	Aug-15	Complete
ECSU: Student Center Lighting Control System			\$0	\$388,713	\$0	\$0	\$388,713	\$388,713	\$388,713	\$0	Jan-13	Aug-13	Complete
ECSU: Windham St. Sidewalk Expansion			\$0	\$300,414	\$0	\$0	\$300,414	\$270,414	\$270,414	\$0	Jan-14	Aug-14	Complete
SCSU: Repair/Resurface North Campus Parking Lot			\$1,126,265	\$0	\$0	\$0	\$1,126,265	\$1,055,895	\$1,055,895	\$0	Mar-12	Aug-12	Complete
SCSU: Brownell Hall Mechanical & Electrical Improvements (Design)				\$332,345	\$0	\$0	\$332,345	\$308,738	\$308,738	\$0	Jul-15	Aug-15	Complete
SCSU: Aux. Service Minor Capital Program			\$0	\$320,010	\$3,970,000	\$2,470,000	\$2,790,010	\$2,685,773	\$2,484,390	\$201,384	Jul-09	Ongoing	Multiple Phased Program
SCSU: CT Hall Renovations			\$0	\$1,468,254	\$0	\$0	\$1,468,254	\$1,464,232	\$1,464,232	\$0	Mar-13	Aug-13	Complete
SCSU: Farnham Hall Renovations			\$5,190,671	\$0	\$0	\$0	\$5,190,671	\$4,977,238	\$4,977,238	\$0	Jun-09	Feb-12	Complete
SCSU: North Campus Water Infiltration Study			\$0	\$30,000	\$0	\$0	\$30,000	\$30,000	\$30,000	\$0	Jul-14	Sep-14	Complete
SCSU: 190 Pine Rock Existing Conditions Review				\$35,600	\$0	\$0	\$35,600	\$35,600	\$35,600	\$0	Jan-14	Mar-14	Complete

		Estimated	*Phase I	Phase II	Phase III	Phase III	Total	Amount	Amount	Projected	Scheduled	Scheduled	
		Total	Fiscal Years	Fiscal Years	Fiscal Years	Available as of	Available as of	Committed	Expended	Fiscal Year	Design	Construction	
University	Project or Program	Project Cost	2009 - 2011	2012 - 2014	2015-2019	Fiscal Year 2017	Fiscal Year 2017	5/31/2017	as of 05/31/17	2018	Completion	Completion	Status/Comments

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	SCSU: Recreation Center Study		\$0	\$30,000	\$0	\$0	\$30,000	\$29,960	\$29,960	\$0	Jan-14	Mar-14	Complete
	SCSU: Schwartz Hall Chiller/Cooling Tower		\$0	\$983,791	\$0	\$0	\$983,791	\$977,753	\$977,753	\$0	Apr-15	Aug-15	Complete
	SCSU: West Camps Residence Hall Masonry Evaluation				\$30,000	\$30,000	\$30,000	\$30,000	\$23,610	\$6,390	Sep-16	Nov-16	Complete
	WCSU Residence Hall Repairs		\$1,081,000	\$0	\$0	\$0	\$1,081,000	\$938,165	\$417,151	\$521,013	Jul-10	Ongoing	Multiple phased projects
	WCSU: Midtown Student Center Roof		\$985,000		\$0	\$0	\$985,000	\$938,165	\$890,218	\$47,946	Jul-15	Feb-17	
	WCSU: Aux. Service Minor Capital Program			\$1,215,000	\$3,000,000	\$2,000,000	\$3,215,000	\$2,810,000	\$1,164,378	\$1,645,622	Jul-12	Ongoing	Multiple Project
	- Future Projects to Be Determined		\$1,167,760	\$5,185,000	\$10,000,000	\$6,000,000	\$12,352,760	\$0	\$0	\$4,000,000	Jul-09	Ongoing	Multi-Phase Program
	Telecommunications Infrastructure Upgrade	\$18,415,000	\$10,000,000	\$2,841,000	\$5,574,000	\$2,574,000	\$15,415,000	\$15,110,736	\$14,268,455	\$1,000,000	Ongoing	Ongoing	Multi-phased program. Per Public Act 10-44, effective July 1, 2010 phase I funding
	<u>Project Listing</u>						\$0						
	- CCSU: Upgrade Telecom Infrastructure in ITBD Building		\$832,297	\$0	\$0	\$0	\$0	\$832,297	\$832,297	\$0	May-10	Jan-13	Complete
	- ECSU: Complete Network Backbone Loop: Admin. to Facilities		\$480,439	\$0	\$0	\$0	\$0	\$480,439	\$480,439	\$0	Oct-09	Mar-11	Complete
	- SCSU: Addit. Fiber and Conduit on North Side of Campus		\$85,000	\$0	\$0	\$0	\$0	\$85,000	\$85,000	\$0	Jan-10	Oct-11	Complete
	- WCSU: Redundant Dark Fiber to Westside Campus		\$298,000	\$0	\$0	\$0	\$0	\$298,000	\$298,000	\$0	Mar-10	Jul-11	Complete
	- System-Wide Infrastructure Upgrades		\$8,304,264	\$2,841,000	\$5,574,000	\$2,574,000	\$13,719,264	\$13,415,000	\$12,572,719	\$0	Jul-09	Ongoing	Multi-Phase Program
	Land and Property Acquisition	\$10,250,190	\$3,650,190	\$2,600,000	\$4,000,000	\$2,000,000	\$8,250,190	\$6,250,190	\$4,085,310	\$2,164,880	Jul-09	Ongoing	Multi-phased program. Per Public Act 10-44, effective July 1, 2010 phase I funding
	Deferred Maintenance/Code Compliance Infrastructure Improvement	\$39,735,000			\$39,735,000	\$39,735,000	\$39,735,000	\$37,650,575	\$27,416,992	\$10,233,583	Jul-15	Ongoing	Multi-phased program.
	Statagic Master Plans of Academic Programs	\$3,000,000			\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$2,755,089	\$244,911	Jan-15	Jan-17	Multi-phased program.
	Consolidation & Upgrade of System Student Financial Information Technology System	\$20,000,000			\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$0	Oct-15	Dec-16	Complete
	Advanced Manufacturing at Asnuntuck Community College	\$25,500,000			\$25,500,000	\$25,500,000	\$25,500,000	\$23,125,767	\$17,052,352	\$6,073,415	Feb-16	Aug-17	In Construction
	Totals	\$1,053,500,000	\$190,000,000	\$285,000,000	\$578,500,000	\$333,500,000	\$808,500,000	\$628,234,317	\$558,026,882	\$115,611,782			

ITEM – INFORMATION ONLY

Lease/License/MOU space update

BACKGROUND

The CSCU System-Office coordinates all space leases, license agreements, MOU's and property acquisitions for colleges and universities. Several modifications to existing space agreements and continuation of current agreements occurred subsequent to the June 7, 2017, Finance and Infrastructure Committee meeting. For informational purposes, a summary of recent lease activity is being provided to the BOR.

ANALYSIS

Required by legislation, the CSCU System-Office for the BOR coordinates with the Department of Administrative Services who solicits, negotiates and contracts for leasing non-office space off our college and university campuses. Lease agreements at our campuses are executed directly by the CSCU. Several modifications to existing space agreements and continuation of current agreements occurred subsequent to the June 7, 2017, Finance and Infrastructure Committee meeting. A summary of recent lease activity is provided below.

Capital Community College – Morgan St. Garage

Capital Community College leases parking spaces for students and staff from the DAS in the State owned Morgan St. Parking Garage. Previously, 850 garage parking spaces at any one-time and up to 25 adjacent surface parking lot spaces were provided to Capital at a cost of \$357,000 annual, (\$35/vehicle/month). Additional garaged vehicles validated by Capital required a \$5.00 charge per vehicle. The lease expired in 2015 and was extended for two 1-year terms. The new lease allows Capital no more than 850 parking spaces and up to 25 additional visitor garage parking spaces. Surface parking is not available. The new lease rate is \$392,700 annual (\$38.50/vehicle/month). Other than potential operating expense increases every 24-months, the lease will remain valid through June 30, 2025.

Gateway Community College – space lease at the North Haven Campus

In 2013, a 10-month license agreement renewable for three consecutive 10-month terms was executed between the BOR and the New Haven Board of Education for use of approximately 53% of Gateway's 160,000 s.f. North Haven campus for the Hyde School. The license expense was \$1 per year plus 53% of utility costs in addition to miscellaneous operating expenses that totaled \$253,931. The license is being extended for one additional 10-month term renewable for up to three consecutive 10-month terms at the same rate of \$1.00 per term. New Haven's share of utilities and miscellaneous operating expense will be \$309,009 for the first term of the agreement with a 3% increase for each additional term of the agreement.

Middlesex Community College – Meriden Center relocation to Platt High School

The license agreement for Middlesex Community College to lease space at Platt High School in Meriden that allows the relocation of Middlesex's Meriden Center was completed. The 15,000 s.f. Meriden Center lease at 49-55 West Main St. for \$246,043 annual plus operating expenses was terminated. Terms and

conditions of the new agreement at Platt High School are \$1.00 per year for 3:00 p.m. – 8:30 p.m. use of 12-classrooms and the media center, cost of non-operational hour custodial expenses and providing five seats for each course offered at the high school to qualified Platt and Maloney High School students and staff.

Quinebaug Valley Community College – Willimantic Campus relocation to Windham Tech

The MOU agreement for Quinebaug Valley Community College to use space at Windham Technical High School, Willimantic that allowed a relocation of Quinebaug's Willimantic Center Campus was completed. The 12,091 s.f. Willimantic Center lease of \$145,092 annual plus operating expenses was cancelled. The MOU at Windham Tech allows for the use of six classrooms and the library, Monday-Thursday from 2:30 p.m. – 10:00 p.m. Quinebaug Valley will incur a \$1,500 per semester fee for utilities and custodial expenses. Quinebaug will also be required to reimburse Windham Tech for any security and cleaning requirement above current operations.

This report is submitted for informational purposes only.

9/06/17 Finance and Infrastructure Committee

9/19/17 Board of Regents