

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

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, June 21, 2018

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

1. **Call to Order, Roll Call and Declaration of Quorum**
2. **Adoption of Agenda**
3. **Opportunity to Address the Board ***
4. **Board of Regents Chair Matt Fleury**
5. **CSCU President Mark E. Ojakian**
6. **Approval of May 10, 2018 Meeting Minutes**
7. **Consent Agenda**
 - a) **Discontinuations**
 - i. Optical Business Management – Concentration Only – BS – COSC 1
 - ii. Fire Service Administration – Concentration Only – BS – COSC 3
 - iii. Interior Design Management – Concentration Only – BS – COSC 5
 - iv. Environmental Science – AS – Northwestern CCC 7
 - v. Technology Studies: Electrical Option (COT Degree) – AS – Three Rivers CC 9
 - vi. Technology Studies: Engineering Technology Option (COT Degree) – AS – Three Rivers CC ... 11
 - vii. Technology Studies: Lean Manufacturing and Supply Chain Mgmt. Option (COT Degree)
– AS – Three Rivers CC 13
 - viii. Geology – Concentration – BA/BS – COSC 15
 - ix. Geography – Concentration – BA/BS – COSC 17
 - x. Philosophy – Concentration – BA/BS – COSC 19
 - xi. Physics – Concentration – BA/BS – COSC 21
 - xii. Religious Studies – Concentration – BA/BS – COSC 23
 - xiii. Computer Systems Technology – Computer Servicing Technician – Certificate –
Northwestern CCC 25
 - xiv. Computer Systems Technology – Computer Help Desk – Certificate – Northwestern CCC 27
 - xv. Criminal Justice: Computer Crime Deterrence – Option and Certificate – Naugatuck
Valley CC 29
 - xvi. Fire Science and EMS – AS, Option, Certificate – Capital CC 31
 - b) **Modifications**
 - i. Environmental Sciences: Natural Resources Option – AS – Northwestern CCC [name change] .. 33
 - ii. Digital Printing and Graphics Technology – BS – CCSU [Name change] 35
 - iii. Visual Arts – Concentration – BA - ECSU [Consolidation of three concentrations into one] 37
 - iv. Visual Arts – BA – ECSU [Name change] 39

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

7. Consent Agenda (continued)**c) New Programs**

- i. Liberal Studies – Earth Science Concentration – BA – ECSU 41
- ii. Cybersecurity – BS – CCSU 43
- iii. Nursing – RN/ADN to BSN – COSC 45
- iv. Social Services Family and Child Studies – Option – AS - Capital CC 47
- v. Business Management – Certificate – Northwestern CCC 49
- vi. Health Science – BHSc – SCSU 51
- vii. Healthcare Studies – BS – SCSU 53

d) Suspensions

- i. English – MA – WCSU 55

e) Accreditation of Licensed Programs

- i. Respiratory Therapy – BSRT – SCSU 57

f) Extension of Lease Term with Verizon Wireless – SCSU 59**g) Revision to lease agreement w/Ethnic Heritage Center – SCSU 62****8. Endorsement of Revised Students First Plan 65****9. Academic & Student Affairs Committee – Merle Harris, Chair** *No Exhibit***10. Audit Committee – Elise Wright, Chair** *No Exhibit***11. Finance & Infrastructure Committee – Richard J. Balducci, Chair**

- a) MOU for Advanced Manufacturing Program space – Three Rivers CC 76
- b) MOU for space at Eli Whitney Technical HS – Gateway CC 80
- c) Purchase of 347 Prospect Street, Willimantic – ECSU 83
- d) Fiscal Year 2019 Budget/Spending Plan and Fiscal Year 2018 Projections – CSCU 86
- e) *Information Item - Update on Administrative Cost Savings Plan* 137

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

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

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Optical Business Management at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Optical Business Management at Charter Oak State College

BACKGROUNDSummary

This program was established in 2006-07 at the request of an administrator at Middlesex Community College which has degree programs in the field of ophthalmology. However, only one student has graduated with that concentration.

Rationale

There are no students enrolled in the program. A bachelor's degree is not needed to open a business or practice as an optician. Students with such an interest have opted to complete a degree in business or health care administration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Fire Service Administration at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Fire Service Administration at Charter Oak State College

BACKGROUNDSummary

This program was established in 2008 at the request of several community colleges. However, there have been no graduates with this concentration.

Rationale

There are no students enrolled in the program. Students with an interest in this area opt for Public Safety Administration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Interior Design Management at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Interior Design Management at Charter Oak State College

BACKGROUNDSummary

This program was established in 2008 in partnership with west coast community colleges. However, that partnership has ended.

Rationale

There are no students enrolled in the program.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Environmental Science leading to an Associates of Science degree at Northwestern Connecticut Community College, with a phase-out period ending Spring Semester 2019.

A True Copy:

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

ITEM

Discontinuation of a program in Environmental Science leading to an Associates of Science degree at Northwestern Connecticut Community College with a phase-out period ending Spring Semester 2019

BACKGROUNDSummary

Following a review of the degree program covering a five-year period, the institution has decided upon its discontinuation and to establish a related program that has greater student interests. More students have chosen to enter the Natural Resources Option of the referenced program in comparison to Environmental Science at a 4 to 1 ratio. Thus, Northwestern is establishing a Natural Resources degree program.

Rationale

The broader title Natural Resources encapsulates a number of fields to a much greater degree than Environmental Science; thus, facilitating little-to-no transfer issues. It is anticipated that the new program will be much easier to market, advisement will be clearer and student identification with the program will be greater.

Phase-Out/Teach-Out Strategy

New students will no longer be enrolled in the Environmental Science program. Currently enrolled students will be able to take required courses for the Environmental Science degree which will be continued under Natural Resources. They also have the option of transferring to Natural Resources.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Technology Studies leading to an Associate in Science degree with an Electrical Option at Three Rivers Community College, with a phase-out period ending Spring Semester 2020.

A True Copy:

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

ITEM

Discontinuation of a program in Technology Studies leading to an Associate in Science degree with an Electrical Option at Three Rivers Community College with a phase-out period ending Spring Semester 2020.

BACKGROUNDSummary

The offering of another program with a similar name and curriculum has created confusion among students and advisors as to which programs students should pursue.

Rationale

There has been low enrollment and low completion in this program for several years.

Phase-Out/Teach-Out Strategy

A two-year phase-out period is planned wherein students will be advised to develop and execute a plan of study toward completion or transfer to the other Electrical degree program.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Technology Studies leading to an Associate in Science degree with an Engineering Technology Option at Three Rivers Community College, with a phase-out period ending Spring Semester 2020.

A True Copy:

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

ITEM

Discontinuation of a program in Technology Studies leading to an Associate in Science degree with an Engineering Technology Option at Three Rivers Community College with a phase-out period ending Spring Semester 2020.

BACKGROUNDSummary

The offering of another program with a similar name and curriculum has created confusion among students and advisors as to which programs students should pursue.

Rationale

There has been low enrollment and low completion in this program for several years.

Phase-Out/Teach-Out Strategy

A two-year phase-out period is planned wherein students will be advised to develop and implement a plan of study toward completion or transfer to the Engineering Science degree program.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Technology Studies leading to an Associate in Science degree with a Lean Manufacturing and Supply Chain Management Option at Three Rivers Community College, with a phase-out period ending Spring Semester 2020.

A True Copy:

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

ITEM

Discontinuation of a program in Technology Studies leading to an Associate in Science degree with a Lean Manufacturing and Supply Chain Management Option at Three Rivers Community College with a phase-out period ending Spring Semester 2020.

BACKGROUNDRationale

There has been low enrollment and low completion in this program for several years.

Phase-Out/Teach-Out Strategy

A two-year phase-out period is planned wherein students will be informed of the program's Discontinuation and advised to develop and implement a plan of study toward completion within that timeframe.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Geology at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Geology at Charter Oak State College

BACKGROUNDSummary

This program was established in in 1996 when the College was expanding its offering to parallel those of a traditional college; and to communicate to potential students how their previous credits in Geology could fit into a General Studies degree program at Charter Oak

Rationale

There are no students enrolled in the program. Additionally, the College does not offer the courses required for this concentration. Students who transfer in with Geology credits will still be able to earn a general studies degree through the liberal studies concentration or the individualized studies concentration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Geography at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Geography at Charter Oak State College

BACKGROUNDSummary

This program was established in in 1979 when the College was expanding its offering to parallel those of a traditional college; and to communicate to potential students how their previous credits in Geography could fit into a General Studies degree program at Charter Oak.

Rationale

There are no students enrolled in the program. Additionally, the College does not offer the courses required for this concentration. Students who transfer in with Geography credits will still be able to earn a general studies degree through the liberal studies concentration or the individualized studies concentration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Philosophy at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Philosophy at Charter Oak State College

BACKGROUNDSummary

This program was established in in 1979 when the College was expanding its offering to parallel those of a traditional college; and to communicate to potential students how their previous credits in Philosophy could fit into a General Studies degree program at Charter Oak.

Rationale

There are no students enrolled in the program. Additionally, the College does not offer the courses required for this concentration. Students who transfer in with Philosophy credits will still be able to earn a general studies degree through the liberal studies concentration or the individualized studies concentration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Physics at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Physics at Charter Oak State College

BACKGROUNDSummary

This program was established in in 1979 when the College was expanding its offering to parallel those of a traditional college; and to communicate to potential students how their previous credits in Physics could fit into a General Studies degree program at Charter Oak.

Rationale

There are no students enrolled in the program. Additionally, the College does not offer the courses required for this concentration. Students who transfer in with Physics credits will still be able to earn a general studies degree through the liberal studies concentration or the individualized studies concentration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Religious Studies at Charter Oak State College.

A True Copy:

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

ITEM

Discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Religious Studies at Charter Oak State College

BACKGROUNDSummary

This program was established in in 1979 when the College was expanding its offering to parallel those of a traditional college; and to communicate to potential students how their previous credits in Religious Studies could fit into a General Studies degree program at Charter Oak.

Rationale

There are no students enrolled in the program. Additionally, the College does not offer the courses required for this concentration. Students who transfer in with Religious Studies credits will still be able to earn a general studies degree through the liberal studies concentration or the individualized studies concentration.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Computer Systems Technology leading to a Certificate in Computer Servicing Technician at Northwestern Connecticut Community College.

A True Copy:

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

ITEM

Discontinuation of a program in Computer Systems Technology leading to a Certificate in Computer Servicing Technician at Northwestern Connecticut Community College

BACKGROUNDSummary

The academic program review process reveals that there has not been any enrollment in this program for several years. The institution's Computer Science Advisory Board recommends that the program be terminated.

Rationale

The courses required for this certificate program have not been offered for several years.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a phase-out / teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Computer Systems Technology leading to a Certificate in Computer Help Desk at Northwestern Connecticut Community College.

A True Copy:

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

ITEM

Discontinuation of a program in Computer Systems Technology leading to a Certificate in Computer Help Desk at Northwestern Connecticut Community College

BACKGROUNDSummary

The academic program review process reveals that there has not been any enrollment in this program for several years. The institution's Computer Science Advisory Board recommends that the program be terminated.

Rationale

The courses required for this certificate program have not been offered for several years.

Phase-Out/Teach-Out Strategy

Since there are no students enrolled, there is no need for a phase-out / teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Criminal Justice/Public Safety leading to an Associate of Science degree with a Computer Crime Deterrence Option or Certificate at Naugatuck Valley Community College, with a two-year phase-out period ending Spring Semester 2020.

A True Copy:

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

ITEM

Discontinuation of a program in Criminal Justice/Public Safety leading to an Associate of Science degree with a Computer Crime Deterrence Option or Certificate at Naugatuck Valley Community College with a two-year phase-out period ending Spring Semester 2020

BACKGROUNDSummary

The institution's new associate degree program in Cybersecurity replaces the Computer Crime Deterrence Option and accompanying Certificate.

Rationale

The referenced program is now obsolete and would be redundant. The program's courses are among those of the new degree program.

Phase-Out/Teach-Out Strategy

Students currently enrolled in the degree program are being advised and afforded the opportunity to complete the option. No new students have been admitted during the current academic year. It is anticipated that current students will complete the referenced degree option by the end of the two-year phase-out period. No students are enrolled in the certificate program.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Fire Science and EMS leading to an Associate of Science degree with an Option or Certificate at Capital Community College, with a two-year phase-out period ending Spring Semester 2020.

A True Copy:

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

ITEM

Discontinuation of a program in Fire Science and EMS leading to an Associate of Science degree with an Option or Certificate at Capital Community College, with a two-year phase-out period ending Spring Semester 2020

BACKGROUNDSummary

The reference program has had increasingly low enrollment over the past few years. Despite efforts to re-invigorate admissions, each entering class has had less than five students.

Rationale

Given this chronic low enrollment and the college's economic realities, the program could no longer be supported.

Phase-Out/Teach-Out Strategy

Current students will be notified of the program's closing and advised as to how they might complete those courses required for their graduation, through the Spring Semester of 2020.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree option – Environmental Science: Natural Resources Option leading to an Associate of Science degree and its name change to Natural Resources at Northwestern Community College.

A True Copy:

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

ITEM

Modification of a program in Environmental Science: Natural Resources Option leading to an Associate of Science degree and its name change to Natural Resources at Northwestern Community College

BACKGROUNDSummary

This application accompanies the institution's application for the discontinuation of its Environmental Science degree program. Both applications resulted from the academic program review of the Environmental Science degree program.

Rationale

More students currently pursue the Natural Resources degree option than the parent degree at a 4 to 1 ratio. The broader title Natural Resources encapsulates a number of fields to a much greater degree than Environmental Science; thus, facilitating little-to-no transfer issues. It is anticipated that the new program will be much easier to market, advisement will be clearer and student identification with the program will be greater. New course options will afford students the opportunity to take more physical science courses. The new program's electives are now open within a specific field or discipline, facilitating to a greater degree transfer options for those students desiring to do so.

Resources

No additional resources are required for modification of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program – Digital Printing & Graphics Technology, specially a name change to Graphics Technology at Central Connecticut State University.

A True Copy:

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

ITEM

Modification/Name Change of a degree program – from Digital Printing & Graphics Technology to Graphics Technology at Central Connecticut State University

BACKGROUND

Summary

The proposed name change is one of the recommendations among the findings of a study funded by a CSU-AAUP Faculty Research grant. The study focused on employers' expectations of graduates' technical and managerial competencies in Digital Graphics & Print Media. The study was endorsed/supported by several regional industry organizations. The referenced program is the only one in New England that prepares graduates for productive careers in printing and associated industries.

Resources

There are no financial impacts anticipated due to the proposed name change.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

May 29, 2018

RESOLVED: That the Board of Regents for Higher Education approve consolidation of three concentrations in the B.A. in Visual Arts at Eastern Connecticut State University into one Studio Art concentration.

A True Copy:

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

STAFF REPORT

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

ITEM

Consolidation of three art concentrations (Painting & Drawing, Printmaking, and Sculpture) into a Studio Art Concentration

BACKGROUND

Summary

The Department of Art & Art History proposes to consolidate 3 studio art concentrations into a single Studio Art Concentration, eliminating three separate concentrations, (1) Painting & Drawing, (2) Printmaking, and (3) Sculpture. This will result in the department offering 4 concentrations: Art History, Digital Art & Design, Illustration, and Studio Art.

Need for the Program

The Studio Art Concentration will provide benefit to both the students and the department by

- Including more common required courses that enables the department to streamline course scheduling in a way that eliminates the necessity of offering more courses that are low-enrolled in favor of offering fewer courses with stronger enrollments
- Establishing a broader studio art program while providing students with focused electives in a single area
- Creating a program that better targets art world careers - today's artists typically work in a variety of mediums, crossing boundaries between painting, printmaking and sculpture. Students need a variety of hands-on skills to translate their undergraduate experiences into real world applications and to develop competitive portfolios for graduate school. Students who pursue art education need a variety of hands-on skills for developing creative projects with strong educational value for their students.

Curriculum

Students will complete 26 credits in foundational courses, another 18 credits in required courses that provide skills in a broad range of studio art skills, and four courses from their chosen concentration to develop in-depth skills. All students will complete a Senior Seminar in Studio Arts as their capstone course.

Students

By consolidating these concentrations, we will build a stronger sense of community among our studio art concentrators, allowing them to work more closely together and to share creative ideas and inspire one another. The revised program also creates increased opportunities for students to work with a wider range of faculty.

Faculty

This program continues to draw on the expertise of our talented studio art faculty, providing students with the opportunity to be exposed to a wider range of faculty and work in collaboration with other students and faculty.

Learning Resources

No changes are required; current resources will meet our needs.

Facilities

Our new Fine Arts Instructional Center (FAIC) will continue to meet our needs for this program.

Fiscal Note

We are streamlining course offerings and providing fewer courses with stronger enrollment.

Review of Documents:

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

Accreditation: N.A.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

May 29, 2018

RESOLVED: That the Board of Regents for Higher Education approve the modification of the title of the B.A. in Visual Arts at Eastern Connecticut State University to the B.A. in Art.

A True Copy:

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

ITEM

Change the name of the Art and Art History department's B.A. in Visual Art to a B.A. in Art

BACKGROUNDSummary

The Department of Art and Art History changed to its current name from its former, the Department of Visual Art, in 2013. At the time, our degree name was not changed. Having a degree name that is different from our department name has caused confusion. Therefore, we wish to change the name of our degree from BA in Visual Art to BA in Art. The new degree name will make it easier for students to access information about our program and will make our degree name consistent with the other CSUs.

Need for the Program

See above.

Curriculum

Curriculum will not change.

Students

By making this change, we will make it easier for students to access information about the program. Further, it will make the degree name consistent with the other CSUs.

Faculty

Faculty will not change/

Learning Resources

No changes are required; current resources will meet our needs.

Facilities

Facilities will not be impacted.

Fiscal Note

This is just a name change and will not impact the budget.

Review of Documents:

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

Accreditation: N.A.

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Concentration in Earth Science within the Liberal Studies program leading to a Bachelor of Arts degree at Eastern Connecticut State University.

A True Copy:

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

ITEM

Licensure and accreditation of a new Concentration in Earth Science within the Liberal Studies program leading to a Bachelor of Arts degree at Eastern Connecticut State University

BACKGROUNDSummary

The Liberal Studies program prepares students for teacher certification. The proposed concentration would become the program's fifth option for students, allowing them to build in-depth knowledge in a single science; thus, simplifying the process of earning cross-endorsement as secondary teachers.

Rationale

The proposed concentration combines the benefits of the existing Liberal Studies program with the strengths of the Environmental Earth Science department; and complements students' coursework in Eastern's Early Childhood and Elementary Education programs.

Resources

No additional resources would be needed to implement the proposed concentration. Projected revenue for the program significantly exceeds projected expenditures in each year for the first three years of the program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Cybersecurity program leading to a Bachelor of Science degree at Central Connecticut State University.

A True Copy:

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

ITEM

Licensure and accreditation of a new program leading to a Bachelor of Science degree in Cybersecurity at Central Connecticut State University

BACKGROUNDSummary

With the increasing focus on information security across all sectors, the demand for graduates with cybersecurity skills and knowledge is projected to be one of the fastest growing occupational fields in both the state and the nation. The State Department of Labor projects a 16.3% increase in openings for Information Security Analysts.

Rationale

CCSU is accredited by ABET for both its Computer Science and Computer Engineering programs. With a Criminal Justice program, as well, Central is uniquely suited to leverage existing strong programs and faculty to deliver a deeply technical interdisciplinary degree in cybersecurity. Existing and new courses across four departments will form the proposed programs, reflecting current trends in the industry. Existing classrooms and laboratories have been recently equipped with state-of-the-art technology. The System's College of Technology provides seamless career pathways between the community colleges and Central. Once the proposed program is approved, Central will work with the community colleges to include it within enhanced transfer agreements.

Resources

Student interest in the proposed program is expected to be high, it is anticipated that enrollment will be over 100 students by 2023. Projected revenue significantly exceeds projected expenditures in each year for the first three years of the program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

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

A True Copy:

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

ITEM

Licensure and accreditation of a new program leading to a Baccalaureate of Science in Nursing degree at Charter Oak State College

BACKGROUNDSummary

The proposed fully online program is for adults who have already earned an associate degree in nursing and a Registered Nurse license; expanding the number of the institution's offerings in the health arena and the number of workforce programs. Additionally, nursing students at the community colleges could take online courses concurrently at Charter Oak.

Rationale

A number of forces in medicine are advancing an ideal that registered nurses possess a minimum of a baccalaureate in nursing. An overwhelming majority of graduates of the community colleges' nursing programs have indicated on surveys that they intend to pursue a baccalaureate through an online program. The CSCU System's nursing programs are deficient in this feature. The proposed program has been developed in alignment with the concept-based curriculum adopted by the community colleges. Charter Oak plans to formalize a seamless non-redundant transfer articulation pathway agreement with the community colleges' six nursing programs.

Resources

The cost of course development for the new program will be covered by a grant. Charter Oak will set aside funds for the program's startup costs. Projected revenue will significantly exceed projected expenditures in Year Three of the program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Family and Child Studies option within the Social Services program leading to an Associate of Science degree at Capital Community College.

A True Copy:

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

ITEM

Licensure and accreditation of a new option - a Family and Child Studies within the Social Services program leading to an Associate of Science degree at Capital Community College

BACKGROUNDSummary

Community social service agencies and colleagues from four-year institutions have expressed an urgent need for the proposed options within Capital's Social Service degree program, which currently offers a general degree and three options. The city of Hartford and its surrounding area needs highly-skills practitioners in Family and Child Studies. Those stakeholders have assisted in the development of the new program's curriculum. The agencies have also expressed an eager readiness to provide field placements for enrolled students and possibly part time and/or full time employment. The average annual growth rates are high for occupations for which the proposed program would prepare students.

Rationale

Capital is uniquely situated to expand its Social Services degree program as an urban, ethnically and racially diverse institution to prepare students to enter community and social service occupations; in response the area's needs. Social service students with an associate degree and a robust internship experience will be eligible for entry-level employment. Graduating students would also be prepared to transfer to a number of social service programs at the baccalaureate level.

Resources

Little expenditures would be need for the program's proposed expansion and projected revenue exceed \$100K each year for the first three years of the program.

RECOMMENDATION

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

06/08/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Business Management program leading to a Certificate at Northwestern Connecticut Community College.

A True Copy:

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

ITEM

Licensure and accreditation of a new a Business Management program leading to a Certificate at Northwestern Connecticut Community College

BACKGROUNDSummary

In recent years, many students have expressed interest in short-term business training for a variety of reasons. Several students also indicated that they wanted to minor in business while seeking a degree in another major. In order to meet the needs of these students and others, a certificate program focusing on fundamental business knowledge and skills is proposed.

Rationale

This certificate program was developed by business program faculty and its advisory board to serve the needs of current students and the business community at large, by facilitating the short-term acquisition of formal business skills in order to prepare for entry-level positions in business organizations; to becoming entrepreneurs; or to take their existing small businesses to the next level. It may be particularly beneficial to those interested in job advancement or a career change. It was also developed to prepare students with little or no business knowledge for pursue of advanced study.

Resources

No additional costs will be incurred to offer the proposed certificate.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Health Science program leading to a Bachelor of Health Science degree at Southern Connecticut State University.

A True Copy:

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

ITEM

Licensure of a new a Health Science program leading to a Bachelor of Health Science degree at Southern Connecticut State University

BACKGROUNDSummary

The institution experiences high attrition among students who were initially admitted as pre-nursing students. The proposed program, another health-related degree program, will likely increase retention and graduation rates of pre-nursing for it will favorably position students for employment in an expanding health and healthcare services market and for graduate studies in health science disciplines. Healthcare is the single largest growth sector among all occupation areas.

Rationale

The proposed Bachelor of Health Science (BHSc) degree program will be the only one in New England; potentially attracting new students to SCSU who otherwise would not attend. The BHSc offers a specific curriculum that prepares students for admission to graduate programs and provides bachelor's degree completion opportunities for associate degree credentialed health professionals. There are formal collaborative exchanges with several community college and TAP pathways transfer will be initiated with all of the community colleges.

The proposed program will capitalize on resources and curriculum already in place. The BHSc program will provide students with a degree program that includes a broad range of health science content (Biology, Chemistry, Physics, Psychology, and Exercise Science) with most of the pre-requisite courses for health profession graduate programs (Physical Therapy, Occupational Therapy, Physician's Assistant, Accelerated Nursing programs) built directly into the major degree course requirements. SCSU students currently utilize other pathways, within specific majors, to prepare for health profession graduate programs. The highly regarded School of Health and Human Services is among the strengths of SCSU and provides high quality instruction, clinical supervision, and accessible alumni employment networks throughout the state due to their high leadership visibility in professional organizations throughout the state.

Resources

(See comments under the proposed tandem program – Healthcare Studies.)

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program; contingent upon changes in the proposal application advised by the Council. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Healthcare Studies program leading to a Bachelor of Science degree at Southern Connecticut State University.

A True Copy:

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

ITEM

Licensure of a new a Healthcare Studies program leading to a Bachelor of Science degree at Southern Connecticut State University

BACKGROUNDSummary

Significant healthcare employment opportunities exist in the Greater New Haven region as the healthcare industry is a dominant contributor to the local economy. Employers are seeking professionals attuned to the dynamics of an evolving healthcare system. They have expressed a growing demand for bachelor-level trained employees in critical non-clinical positions. Employers are seeking employees who possess a skill set that includes knowledge of overall health, health informatics, health systems, and healthcare management. Currently SCSU lacks a degree program to address the development of these skills, specific to the healthcare industry. This program will help employers meet these needs.

Rationale

The proposed program will provide a much needed option for students who initially indicate interest in the nursing degree program or a premed track. As they progress through their studies, some students lose interest in this clinical track or are not successful with science-based pre-requisite courses. Additionally, due to SCSU's limited program capacity, some students are not accepted into the nursing program. These re-directed students need degree alternatives in their area of interest and for many students, this interest is a career in health or the healthcare sector. This program is also positioned to attract new freshmen and transfer students who are looking for a career in the healthcare sector. As students begin to refine their interest in a career path, Healthcare Studies will provide an innovative choice with a clear career trajectory in the healthcare industry. TAP pathways transfer will be initiated with all of the community colleges, enhancing the existing collaborative exchanges.

Resources

Both proposed new programs - Health Science and the Healthcare Studies – entail existing course credits from a range of related disciplines. Projected revenue from the tandem programs will exceed projected expenditures in Year two, and the gap will expand thereafter.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program; contingent upon changes in the proposal application advised by the Council. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

06/11/2018 – BOR Academic & Student Affairs Committee
06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Suspension

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education approve the suspension of a program in English leading to a Master of Arts degree at Western Connecticut State University, until Spring Semester 2020.

A True Copy:

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

ITEM

Suspension of a program in English leading to a Master of Arts degree at Western Connecticut State University, until Spring Semester 2020

BACKGROUNDSummary

The program has experienced extremely low enrollments since Fall 2015, and it is not anticipated that the situation will change in the near future.

Rationale

During the two-year suspension of the program, the English Department will review programmatic elements and attempt to develop strategies to improve enrollment. By the end of the suspension period, a decision will be made as to whether the program will be modified or discontinued.

Phase-Out/Teach-Out Strategy

There are currently four students enrolled part/time in the program. One graduate course will be offered each semester during the suspension. Additionally, students will have the opportunity to avail themselves of Student Independent Study as a measure to ensure students currently enrolled will be able to complete their studies.

Resources

No resources are required for the suspension of this program.

RECOMMENDATION

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

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Accreditation

June 21, 2018

RESOLVED: That the Board of Regents for Higher Education grant accreditation of the licensed Respiratory Therapy program leading to a Bachelor of Science in Respiratory Therapy degree at Southern Connecticut State University.

A True Copy:

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

ITEM

Accreditation of a licensed Respiratory Therapy program leading to a Bachelor of Science in Respiratory Therapy degree at Southern Connecticut State University

BACKGROUNDSummary

The Bachelor of Science in Respiratory Therapy program is an innovative approach for the Exercise Science department, in providing a highly needed educational opportunity for registered, respiratory therapists who hold Associate Degrees, and who desire to advance their education in a baccalaureate program.

Rationale

It is expected that the awarding of the first credentials from this program will occur in Spring 2018; thus, the necessity that the program be granted accreditation.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program; contingent upon changes in the proposal application advised by the Council. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

06/11/2018 – BOR Academic & Student Affairs Committee

06/21/2018 – Board of Regents

RESOLUTION

concerning

LEASE RENEWAL OF ROOFTOP SPACE AT SOUTHERN CONNECTICUT STATE UNIVERSITY
FOR
A COMMUNICATION ANTENNA

June 21, 2018

- WHEREAS, On June 18, 1997 the former CSU Board of Trustees approved negotiating and executing a lease agreement with the former NYMEX Mobile (Verizon Wireless) for use of approximately 240 square feet on the rooftop of Jennings Hall at Southern Connecticut State University; and
- WHEREAS, The Board resolution included term limitations of one 5-year term and three 5-year extensions; and
- WHEREAS, Verizon Wireless has requested approval for an additional 5-year term lease with three 5-year extensions; and
- WHEREAS, The lease will compensate Southern \$25,550.70 for the first term, with a 15% increase for each extension period; and
- WHEREAS, The lease will terminate if an extension is not exercised but no later than the end of the third extension period in 2037; now therefore be it
- RESOLVED THAT, Southern Connecticut State University is authorized to continue leasing Jennings Hall roof space to Verizon Wireless for one 5-year term and up to three 5-year extensions.

A True Copy:

Erin A. Fitzgerald, Secretary
Board of Regents

ITEM

Southern Connecticut State University – Extension of Lease Term with Verizon Wireless for Antenna

BACKGROUND

Section 4b-38 of the Connecticut General Statutes provides that the Board of Regents for the Connecticut State Colleges and Universities “may lease land or buildings, or both, and facilities under the control and supervision of such Board when such land, buildings or facilities are otherwise not used or needed for use by the constituent unit and such action seems desirable to produce income or is otherwise in the public interest, provided the treasurer has determined that such action will not affect the status of any tax-exempt obligations issued or to be issued by the State of Connecticut.” The State of Connecticut Attorney General’s Office approvals are also required for lease agreements approved by the Board of Regents.

ANALYSIS

On June 18, 1997 the former CSU Board of Trustees approved management to negotiate and execute a lease agreement with the former NYMEX Mobile (Verizon Wireless) for use of approximately 240 square feet on top of Jennings Hall at Southern Connecticut State University (SCSU). A cellular communications roof antenna was placed on the rooftop as well as miscellaneous electronic equipment housed in the rooftop mechanical penthouse. The Board’s approval was for one 5-year term with three additional 5-year extensions, which was to be approved term by term by both SCSU and Verizon Wireless. The annual rent was \$14,600 for the first 5-year term, escalating for each subsequent 5-year renewal, with the most recent rent at \$22,218. Although the Board resolution included term limitations, the executed contract did not place term limitations on the number of 5-year extensions available. The current contract remains in force contingent upon the Board of Regents approval of a resolution allowing additional contract extensions.

Verizon Wireless has requested approval for an additional 5-year term lease with three 5-year extensions, parallel to the original contract. Except for the lease amount, all terms and conditions of the current contract will remain unchanged. The new annual lease amounts will be:

Term	Rent – increased by 15% each extension period
First five-year term	\$25,550.70
First five-year extension	\$29,383.31
Second five-year extension	\$33,790.80
Third five-year extension	\$38,859.42

With this approval the original lease will be amended to expire no later than the end of the third extension term in 2037.

RECOMMENDATION

Approve Southern Connecticut State University to continue leasing space on the rooftop of Jennings Hall for a cellular communications antenna and equipment for one 5-year term and three 5-year extension terms.

6/6/18 Finance & Infrastructure Committee
6/21/18 Board of Regents

RESOLUTION

concerning

A LEASE AGREEMENT WITH THE ETHNIC HERITAGE CENTER
AT
SOUTHERN CONNECTICUT STATE UNIVERSITY
June 21, 2018

- WHEREAS, In 1991, Southern Connecticut State University was authorized by the former CSU Board of Trustees to lease space in Buley Library to the Ethnic Heritage Center; and
- WHEREAS, The Ethnic Heritage Center, currently made up of five historical societies, is a not-for-profit, multi-cultural educational center dedicated to celebrating human diversity of the State of Connecticut; and
- WHEREAS, These historical societies consist of the Connecticut Afro-American Society, Irish-American Historical Society, Italian-American Historical Society, Jewish Historical Society of New Haven and the Ukrainian-American Historical Society; and
- WHEREAS, The Ethnic Heritage Center remains open to expanding their archives with other cultural archives as opportunities arise; and
- WHEREAS, The Ethnic Heritage Center focuses on the preservation of cultural history by educating the public through exhibits, lectures, author appearances, workshops and hosting group visits by local schools; and
- WHEREAS, The Center will also be active with the University's Multi-Cultural Center, and university staff and students will have access to the Center's archives for study and research; now therefore be it
- RESOLVED THAT, Southern Connecticut State University will enter into a \$1.00 annual lease agreement with the Ethnic Heritage Center for the use of space at the old Student Center, or at a future campus location as determined by Southern Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary
Board of Regents

ITEM

Southern Connecticut State University – Revision to lease agreement with the Ethnic Heritage Center

BACKGROUND

The Ethnic Heritage Center located at Southern Connecticut State University (SCSU), is a not-for-profit multi-cultural educational center dedicated to celebrating human diversity of the State of Connecticut through the preservation of cultural history and by educating the public through exhibits, lectures, author appearances, workshops and hosting group visits by local schools. The Center was approved to occupy space in Buley Library in 1991. This request is to amend the location of the previous resolution.

ANALYSIS

In December, 1991, the former CSU Board of Trustees passed a resolution allowing SCSU to reinforce its commitment to multi-cultural education by providing leased space to the Ethnic Heritage Center in the Buley Library.

The Ethnic Heritage Center is a not-for-profit ethnic heritage archive, museum, and research center, arising out of the two-decade-long association of five New Haven based ethnic historical societies. These historical societies include the Connecticut Afro-American Society, Irish-American Historical Society, Italian-American Historical Society, Jewish Historical Society of New Haven and the Ukrainian-American Historical Society. These diverse groups work toward a common goal of creating a collection of documents and other memorabilia that commemorate the contributions made to the American Society by their forbears as well as by themselves. In the past other local cultural groups have expressed interest in contributing to the multi-cultural archives. The Heritage Center remains open to these opportunities.

Maintaining the collection at SCSU has created a center of artifacts and information that will be preserved for future generations as well as for use in research. In addition to accumulating an array of historical facts, the Center helps organizations manage and preserve their historical collections to prevent deterioration. They also provide a facility to display, exhibit and teach about the contents of the collection. The Center's governance structure includes a three-member board with two alternates and one liaison selected by SCSU's President.

For SCSU's convenience, the Ethnic Heritage Center has been located at various campus locations. In 1997, the Center was relocated from Buley Library to the Wintergreen Building and in 2011 to the warehouses on the campuses south end of Fitch Street. SCSU currently plans to demolish the warehouses so that a more prominent campus entrance can be developed. Therefore, the Center will be relocated to approximately 5,000 square feet in the

vacant first floor of the old Student Center. As with other moves, the Center will fund all moving and build-out expenses. Consistent with prior lease terms, due to the value of this resource located at the campus, SCSU will charge a nominal \$1.00 annual rent and fund minor miscellaneous utility expenses that are incidental for SCSU. Also, maintaining its status as a unit of the campus, the Center will have access, when available, to general University facilities such as meeting rooms, exhibit areas, parking, and the library collection. The Center will also be active with the University's Multi-Cultural Center. On the University's side, staff and students will be able to access the Center's archives for research.

RECOMMENDATION

Approve SCSU's continued leasing of space to the Ethnic Heritage Center which will be relocated to the old Student Center and/or other future campus locations as determined by SCSU.

6/6/18 Finance & Infrastructure Committee
6/21/18 Board of Regents

CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Endorsement of Revised Students First Plan

June 21, 2018

WHEREAS, the Board of Regents believes the proposed organizational structure for a singly accredited college with three regions and 12 local campuses best serves students and the state;

WHEREAS, the Board's Human Resources and Administration Committee has discussed and provided initial input into job descriptions and hiring processes for new leadership; and

WHEREAS, the Board's Finance and Infrastructure Committee has reviewed updated savings targets for the Students First plan; and

WHEREAS, the Board's Academic and Student Affairs Committee has reviewed revised timelines for alignment of academic programs across the 12 campuses, reviewed timelines for student success efforts, and identified areas for the development of specific metrics for measuring success; therefore, be it

RESOLVED, that based on the above-referenced deliberations, the Board of Regents for Higher Education endorses the attached Students First revised plan to prepare for a singly accredited community college by:

- maintaining the accreditations of the 12 community colleges until fall 2023 when all integrated academic, student support services are in place, and CSCU has worked with NEASC on a process to achieve a single accreditation;
- reorganizing our college system regionally with new leadership structure;
- aligning college curricula statewide, while addressing local and regional distinctiveness, to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum;
- implementing initiatives such as guided pathways to improve and increase student enrollment, retention, and completion;
- integrating administrative functions into centralized shared services; and
- sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.

A True Copy:

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

ACTION ITEM**REVISED STUDENTS FIRST PLAN****BACKGROUND**

After the CIHE-NEASC response to the Students First proposal in April, CSCU President Ojakian and his leadership team and Board of Regents members have taken several steps to determine our path forward. A meeting was held with Dr. Barbara Brittingham from NEASC to review the Commission's response. Additionally, the CSCU leadership team connected with leaders from Vermont and Maine and other systems (such as Lone Star College in Texas) to identify alternative strategies for addressing our student success and financial challenges. CSCU college faculty, staff, and the Faculty Advisory Committee (FAC) also offered suggestions for reaching the goals laid out in the Students First plan.

At Dr. Brittingham's suggestion, Board leadership, President Ojakian and his leadership team and a number of college presidents met with Dennis Jones and Sally Johnstone from National Center for Higher Education Management Systems (NCHEMS) to review the Students First submission to NEASC. NCHEMS provided input on ways to lay the foundation for a single college in the future by consolidating administrative functions and aligning curriculum through a more gradually paced academic planning and transition process. They also helped to identify ways to progress towards a more efficient organization in the near-term while adhering to the BOR's objectives of sustainable, quality, accessible public higher education, consistent with NEASC standards throughout the process. Based on this information, President Ojakian presents to the Board of Regents a revised Students First plan that advances the vision stated below as well as the benefits of this college reorganization for students, the CSCU system and the state.

VISION

Provide a dynamic community college that leverages talents and capabilities to help students attain their individual educational goals within available resources and responds to community and state needs.

BENEFITS OF CONSOLIDATION

A single CIHE-NEASC accredited community college with 12 campuses significantly improves CSCU's ability to serve students by removing barriers to student success, prioritizing student-facing services amid fiscal constraints, mitigating upward pressure on tuition, scaling best practices, streamlining administrative tasks, and aligning common procedures. The realization of these benefits will require new or updated Board policies.

Key attributes include:

- Maintaining the uniqueness, identity, and community connections of each campus.
- Establishing a common General Education curriculum that is more efficient to navigate for students.

- Aligning program curricula to provide a common and consistent high quality higher education, enabling students to take courses on different campuses without concerns about course transfer or conflicting program requirements.
- Implementing Guided Pathways strategies for student success to improve student enrollment, retention, and completion.
- Instituting clear enrollment management practices – including strategic use of limited institutional aid, targeted recruitment, and metrics-driven policies – to improve student enrollment, retention, and completion.
- Providing a consistent experience for students through fully integrated information technology systems, a single admissions application, a single financial aid process, a single billing process, a single student ID number, and a common course catalog.
- Creating consistent websites across the 12 campuses to provide information on courses, transfer opportunities, wrap around services, industry partnerships, etc.
- Ensuring colleges meet the needs of students as well as local and regional employers.
- Ensuring a financially stable and sustainable future for the state’s community colleges that minimizes tuition increases in the face of declining state funding.

REVISED STUDENTS FIRST PLAN

CSCU will prepare for a singly accredited community college while respecting the importance of the 12 campuses for the delivery of instruction and for meeting state, local and regional needs by:

- Maintaining the accreditations of the 12 colleges until fall 2023 when all integrated academic, student support services are in place, and CSCU has worked with NEASC on a process to achieve a single accreditation.
- Regionalizing our community colleges and creating a new leadership structure.
- Aligning college curricula statewide through faculty workgroups to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum.
- Implementing initiatives such as Guided Pathways to improve and increase student enrollment, retention, and completion.
- Integrating administrative functions into centralized shared services.
- Sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.
- Hiring a number of positions to raise additional income for the system including a VP of Enrollment Management and a CSCU Development Officer to support student success and programmatic initiatives for the colleges

New Community College Leadership and Regional Structure

CSCU will implement a regional structure, while maintaining the 12 accreditations of the colleges until fall 2023, our target date for transition to a singly accredited college. Three Regional Presidents will be hired in spring 2019, while maintaining the 12 college-based chief executive, chief financial and chief academic officers per NEASC standards. (See attached organizational chart – Attachment A)

Three regions are proposed based on an analysis of the towns that serve as primary feeders to campuses, employer partnerships, and student enrollment trends. Originally, the regions were established to distribute equitably campus populations and resources statewide. However, given geographic and programmatic considerations, as well as feedback from Middlesex Community College faculty and staff, we propose a change in their original placement. Proposed Regions (with informal working titles):

Capitol-East (Region 1): Capital, Manchester, Middlesex, Quinebaug Valley and Three Rivers Community Colleges

North-West (Region 2): Asnuntuck, Naugatuck Valley, Northwestern, and Tunxis Community Colleges

Shoreline-West (Region 3): Gateway, Housatonic and Norwalk Community Colleges

Align College Curricula Statewide

CSCU will continue to align curricula statewide to ensure seamless student transfer between colleges and to the universities. The Students First Academic and Student Affairs Consolidation Committee has begun developing a common general education curriculum. Faculty workgroups will be engaged in making all curricular decisions in consultation with campus senates, curriculum committees, and academic administrators. Those programs with specialized accreditation will remain at their current locations.

The Students First Academic and Student Affairs Consolidation Committee has updated its timeline for program curriculum revision into three rounds, with the first beginning September 2018 and the third concluding in May 2021. There are additional steps planned to get all registration, student data systems, and financial aid considerations addressed by August 2023, the single college launch date. (See attached Gantt chart for more information – Attachment B)

Based on feedback from many sources, including FAC and NEASC, CSCU also revised the proposed academic leadership plan to maintain the current department chair structure, which will minimize disruption and facilitate the academic alignment process.

Student Enrollment and Completion Initiatives

Guided Pathways will serve as the cornerstone of our plan to improve student enrollment, retention, and completion. Guided Pathways helps students efficiently complete credentials, seamlessly transfer, and attain jobs with value in the labor market. Working with the CSCU Student Success Center, faculty and staff are collaborating to design new and aligned practices for the single institution including extensive work this summer. These groups are generating recommendations to improve student experiences with enrollment in the colleges for fall 2019, including a single application to the community colleges, consistent websites at both the system and the colleges to support enrollment, transfer and transparency, and greater use of technology to enroll and support students through advising.

The Connecticut legislature appropriated over one million dollars to support student completion efforts. Distribution of these funds to the CSCU community colleges will now be based on improvement in Key

Performance Indicators, which measure first-year momentum and success, as designed by the CSCU Student Success Center.

To reverse enrollment declines, improve retention, promote timely completion, and generate revenue, CSCU will hire a Vice President of Enrollment Management in 2019 to serve the colleges and implement new strategies across the regions to support enrollment.

Shared Services

The revised plan integrates and centralizes key administrative areas including institutional research, marketing, facilities, human resources and information technology functions over the next few years. Leadership will be provided centrally to the various functional teams at the campuses.

President Ojakian has also dedicated resources for the hiring of a CSCU Development Officer to locate new funding streams to support student success and programmatic initiatives for the colleges. In addition, the Regional Presidents and Campus CEOs will support the efforts of the college foundations to raise much needed resources for the individual colleges while sharing best practices and costs where appropriate.

Shared Resources across Campuses

Regional Presidents will achieve savings and economies of scale by sharing resources across colleges, including in the areas of administration and academic programming. This has been achieved through partnerships between Gateway and Housatonic and between Asnuntuck and Tunxis Community Colleges. These efforts save resources, allow colleges to reinvest in teaching and student supports, and make better use of the talents of the system.

BOR COMMITTEE REVIEW OF REVISED PLAN

In May and June of 2018, Committees of the BOR met to review aspects of the revised Students First plan. ***The Human Resources and Administration Committee*** provided initial input into qualities essential for community college leadership endorsing those identified by Aspen Institute for exceptional leaders:

- Committed to student success
- Takes strategic risks
- Builds strong teams
- Establishes urgency
- Plans lasting internal change
- Results-oriented
- Communicates effectively
- Financial and operational ability
- Entrepreneurial fundraiser
- Develops effective external partnerships

The Committee determined that the same skills are required of the Regional Presidents and Campus CEOs as well as the eventual College President. However, the responsibilities and deliverables for each

position demand different levels of skills. For instance, all must be committed to student success, but their fundraising roles might differ. Committee members stated that key skill sets in leadership, administration, and academic/student affairs were critical for ensuring success. They acknowledged that experience in a community college setting would be desirable. In addition, the HR Committee reviewed proposed hiring processes for the Regional Presidents and Campus CEOs ensuring that the composition of search committees represent a diverse cross section of appropriate stakeholders at both the campus and system level. Decisions regarding job descriptions, CSCU leadership in consultation with the HR Committee will finalize salary ranges and searches as the plan moves forward. Additionally, the Committee has recommended to President Ojakian that the system engage in a change management process to make sure reorganization efforts are successful.

The Finance Committee met to review updated targeted savings for the revised plan. Given the Commission's response, President Ojakian and his leadership team re-evaluated what can be implemented in the near term and established a new Phase 1 target for the revised plan.

To maintain accreditation at the 12 community colleges, each must have a chief executive officer, a chief academic officer, and a chief financial officer. Each officer must maintain an appropriate structure so that the institution may “fulfill its purposes and objectives and establishes the means to assess the effectiveness of the institution.” The organizational structure proposed will comply with the standards for institutional accreditation. CSCU will seek to consolidate support activities and share services to optimize efficiencies and provide a pathway for the full single college consolidation when appropriate.

New estimates indicate \$17 million can be saved in the near term through the regionalization of the college structure and administrative consolidations in key areas such as information technology, facilities, institutional research and human resources versus \$23 million in the original plan. The \$6 million difference, attributed largely to the finance operation that cannot be consolidated at this time, can be achieved as savings as the single college structure is implemented in 2023.

<u>SUMMARY</u>	Original Consolidation Plan	Phase 1 Revised Plan	Delta
Dollar Savings	23,301,255	17,297,869	(6,003,386)
Headcount Savings	163	117	(46)
Implementation Costs	2,161,348	1,560,848	(600,500)

The Academic and Student Affairs Committee met to review the revised plan particularly related to the academic planning timeline, student success efforts and the establishment of metrics to measure progress in these areas. Based on the revised timeline, the colleges could be prepared for a single accreditation for the fall 2023 semester.

As recommended by the ASA committee, CSU will develop specific metrics for Board review beginning Fall 2018 to document the results of regional reorganization, administrative integration, and academic and student affairs planning, as well as to identify areas for continued improvement, including:

- Increased enrollment
- Increased first-year momentum
- Increased retention
- Increased completion and completion in timely manner
- Reduced gaps in attainment for underrepresented populations in support of equity goals
- Increased use of different teaching delivery methods, including hybrid, online, and synchronized

Additional metrics were identified that speak to the fiscal effectiveness of the regional structure and administrative integration of functions:

- Savings due to administrative integration
- Savings due to regional consolidation Redirected savings to student supports
- Increased responsiveness to regional economic development and workforce needs embraced by stakeholders across sectors

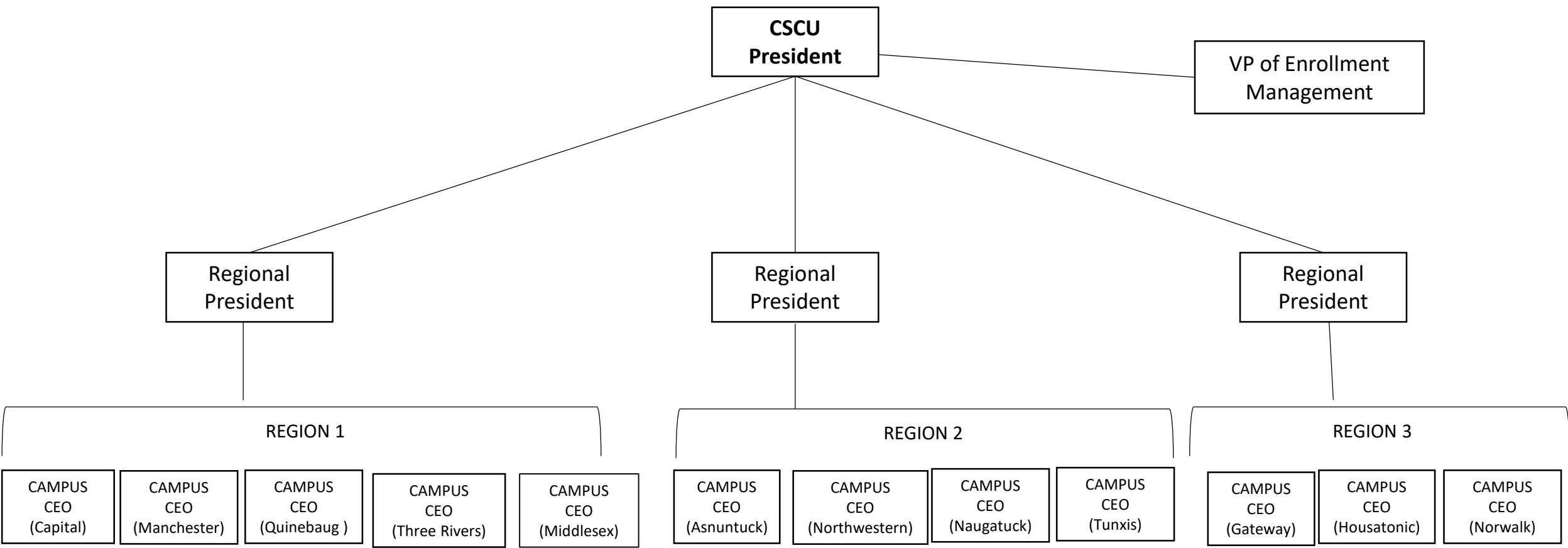
NEXT STEPS

President Ojakian seeks Board endorsement of the revised plan with direction to begin the regionalization of the college structure, selection for the new leadership positions, integration of administrative functions, implementation of student success efforts, alignment of statewide curricula, and engagement in change management activities.

President Ojakian will keep NEASC staff apprised of CSU's efforts and invite them to attend future BOR Academic and Student Affairs committee meetings to discuss our progress and prepare for the process of accreditation.

President Ojakian will provide regular reports at BOR Committee and full Board meetings to keep members, CSU faculty, staff and students and the public apprised of progress, challenges related to implementation and new opportunities for the system (see attached community letter dated June 18, 2018 – Attachment C hereto).

Proposed Leadership Structure



Note: Each campus will have a CEO, CFO and CAO per NEASC standards

CSCU Students First Timeline
6/13/18

ID	Task Name	Start	Finish													2019		2020		2021		2022		2023			
				18 M	Half 2, 2018 J S N	Half 1, 2019 J M M	Half 2, 2019 J S N	Half 1, 2020 J M M	Half 2, 2020 J S N	Half 1, 2021 J M M	Half 2, 2021 J S N	Half 1, 2022 J M M	Half 2, 2022 J S N	Half 1, 2023 J M M	Half 2, 2023 J S												
1	Academic Affairs: Building the Curriculum																										
2	General Education Work Group completes common Gen Ed proposal	Tue 5/1/18	Tue 4/30/19																								
3	Program/course consolidation round one	Thu 11/1/18	Fri 5/31/19																								
4	Round one governance/approval	Sun 9/1/19	Tue 12/31/19																								
5	Program/course consolidation round two	Fri 2/1/19	Tue 12/31/19																								
6	Round two governance/approval	Wed 1/1/20	Sun 5/31/20																								
7	Program/course consolidation round three	Sun 9/1/19	Sun 5/31/20																								
8	Round three governance/approval	Tue 9/1/20	Thu 12/31/20																								
9	U.S. Department of Education Program Approval (for programs not at chosen consolidation college)	Wed 1/1/20	Mon 5/31/21																								
10	Business Information Systems Build (Banner, myCommNet, Degree Works, etc.	Wed 1/1/20	Tue 5/31/22																								
11	Single Application Available for Student Use	Sat 10/1/22	Wed 8/30/23																								
12	Course catalog open and single college registration	Sat 4/1/23	Fri 9/15/23																								
13	Could mark first day of new college	Wed 8/30/23	Wed 8/30/23																								
14	Student Success Initiatives																										
15	Establishment of Student Success Key Performance Indicators (KPIs)	Sat 9/1/18	Tue 10/30/18																								
16	VP of Enrollment Management Hiring	Sat 9/1/18	Mon 12/31/18																								
17	Guided Pathways development of single student application and associated paperwork	Sat 9/1/18	Tue 12/31/19																								
18	Guided Pathways policy recommendations to inform consolidation	Sat 9/1/18	Mon 5/31/21																								
19	Guided Pathways rolled out at 12 colleges	Sat 9/1/18	Mon 1/30/23																								
20	Continue call center services for colleges with opportunity for expansion to universities and Charter Oak	Sat 9/1/18	Wed 8/30/23																								
21	Create a student communications plan across all campuses including modernization of contact formats	Tue 1/1/19	Fri 5/31/19																								
22	Reorganize campus structure and delivery of strategic enrollment management	Tue 1/1/19	Fri 5/31/19																								
23	New College Leadership/Regional Reorganization																										
24	Hire College Marketing Director	Sat 9/1/18	Mon 12/31/18																								
25	Conduct national search for and hire three Regional Presidents	Sat 9/1/18	Fri 5/31/19																								
26	Develop plan for regional organization of workforce development	Sat 9/1/18	Fri 5/31/19																								
27	Hire CSCU Development Officer	Sat 9/1/18	Fri 5/31/19																								
28	Replace Campus CEOs as needed	Sat 9/1/18	Wed 8/30/23																								
29	Hire three budget officers	Tue 1/1/19	Fri 5/31/19																								
30	Administrative Integration																										
31	Reorganize college staff in Institutional Research into one team dedicated collectively to the needs of the colleges at both the campus and system level	Sat 9/1/18	Mon 12/31/18																								
32	Establish administrative savings metrics	Sat 9/1/18	Mon 12/31/18																								
33	Create new Strategic Human Resources Management structure for delivery of services to the colleges and Charter Oak	Tue 1/1/19	Fri 5/31/19																								
34	Create IR teams engaging all 17 campuses in areas including data analytics, federal and state reporting, etc.	Tue 1/1/19	Fri 5/31/19																								
35	Hire new facilities manager at system office	Tue 1/1/19	Fri 5/31/19																								
36	Establish Centers of HR Expertise that engage all 17 campuses in areas including labor relations, Title IX and affirmative action, searches and hiring, benefits and retirement counseling	Sat 6/1/19	Tue 12/31/19																								



June 18, 2018

Dear CSCU Community,

This week the Board of Regents will convene to discuss among other things, our proposed revisions to our Students First consolidation plan. In keeping with the promise to keep you informed, I am sharing our recommendation to the Board in advance of the meeting. I encourage all of you to review [the Staff Report](#) that will be discussed in detail during the Board meeting on Thursday.

After the NEASC response to our Students First proposal in April, members of the Board and my leadership staff have taken a number of steps to determine our path forward. First, we met with Dr. Barbara Brittingham from NEASC to review the Commission's response. At Dr. Brittingham's suggestion, we also met with the National Center for Higher Education Management Systems (NCHEMS) who assisted NEASC in reviewing our original proposal. They helped to identify ways to progress towards a more efficient organization while adhering to the BOR's objectives of sustainable, quality, accessible public higher education, consistent with NEASC standards. CSCU college faculty, staff, and the Faculty Advisory Committee (FAC) also offered suggestions for reaching the goals of removing barriers to student success, scaling best practices, streamlining administrative tasks, and aligning common procedures.

As a result, we are revising our Students First plan in three significant ways: extend our timeline for the single accredited community college to 2023 thereby keeping the 12 accreditations of the colleges, develop a more gradually paced academic planning and transition process, and maintain the current department chair structure. The revised plan is estimated to save \$17M when fully implemented versus the \$23M as originally proposed. Our revised plan also includes:

- Regionalizing our community colleges and creating a new leadership structure. We will hire three Regional Presidents in spring 2019, while maintaining the 12 college-based CEO, CFO, and CAO positions per NEASC standards.
- Aligning college curricula statewide to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum.
- Implementing initiatives such as guided pathways to improve and increase student enrollment, retention, and completion.
- Integrating administrative functions into centralized shared services.
- Sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.
- Hiring a number of positions to raise additional income for the system including a VP of Enrollment Management and a CSCU Development Officer.

Our goal remains the same, to create a dynamic community college focused on helping students attain their individual educational goals, and responds to community and state needs. We also recognize that more time is needed to get the foundation in place for a change as large as this.

Beginning this fall, as directed by the Board, we will implement the immediate next steps of regionalizing the college structure, selecting new leadership, integrating and centralizing administrative functions, implementing Guided Pathways and aligning curriculum statewide. CSCU will establish metrics to document the results of regional reorganization, administrative integration, and academic and student affairs planning, to help identify areas for continued improvement. We will keep NEASC staff apprised of our efforts and invite them to attend future BOR Academic and Student Affairs committee meetings so that we may discuss our progress and prepare for the single accreditation process.

I want to thank everyone for their engagement in this important work, particularly those who are planning this summer for the Guided Pathways initiative. I will continue to provide updates on the progress and challenges related to implementation and new opportunities for our students and our colleges.

Sincerely,

Mark

Mark Ojakian, President
Connecticut State Colleges & Universities

RESOLUTION

concerning

MOU FOR ADVANCED MANUFACTURING SPACE

BETWEEN THREE RIVERS COMMUNITY COLLEGE (TRCC)

and

ELLA GRASSO STATE TECHNICAL HIGH SCHOOL (ELLA GRASSO)

June 21, 2018

WHEREAS, The Connecticut State Colleges & Universities (CSCU) continues to meet the needs of a growing Advanced Manufacturing requirements in Connecticut and to develop programs to support the expanding need for skilled workers in the state's manufacturing industry; and

WHEREAS, In cooperation with the Eastern Connecticut Workforce Investment Board and Electric Boat Division of General Dynamics (EB), CSCU desires to significantly increase the number of students trained in order to support the anticipated regional growth; and

WHEREAS, EB has specifically requested that TRCC develop programs and establish facilities to train for both the growth of their business and to replace an aging workforce; and

WHEREAS, Modifying space at Ella Grasso is expeditious, cost-effective, fiscally accretive, and physically desirable and will meet the needs of EB; therefore, be it

RESOLVED THAT, TRCC may execute an MOU with Ella Grasso in order to put the educational programs in place and make modifications as necessary to the facilities, and to purchase equipment required for instruction.

A Certified True Copy:

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

ITEM

Three Rivers Community College – MOU for Advanced Manufacturing Program space at Ella Grasso Technical High School

BACKGROUND

The Connecticut State Colleges and Universities is seeking to expand its partnership with the Connecticut Technical Education and Career Services (CTECS) department to help meet the need for highly skilled advanced manufacturing workers in the Eastern region of the state.

The Electric Boat (EB) division of General Dynamics has been and is expected to continue to expand operations in effort to design, build and maintain the next generation submarine. EB has been encouraged through grants and loans provided by the state to build operations up in Connecticut versus their other two sites in Rhode Island and Virginia. Among other incentives is a package including an \$8 million grant which EB is required to allocate to workforce training efforts at the state's technical high schools and community colleges. This will in particular benefit Three Rivers Community College (TRCC) in providing educational support to EB and its manufacturing suppliers, as part of a manufacturing pipeline program launched 2 years ago by the Eastern Connecticut Workforce Investment Board (Eastern WIB).

For its part in the initiative, TRCC is planning to launch a pipeline training program in the new Ella Grasso Technical High School, expected to open for classes in September 2019.

As part of the expanded partnership between TRCC and the CTECS, this facility will train Ella Grasso High School (Ella Grasso) students, EB's incumbent workforce, and the region's under- and unemployed citizens seeking to enter the advanced manufacturing workforce by providing non-degree credentials that are based on curriculum designed by EB and TRCC, and approved by CSCU. Further, CTECS has arranged to make space available for TRCC to train prospective workers in both day and evening classes on a Monday through Saturday schedule at Grasso Technical High School.

ANALYSIS

TRCC seeks approval to execute an MOU with Ella Grasso in order to put the educational programs in place and make modifications as necessary to the facilities, and to purchase equipment required for instruction.

As noted, the space available at Ella Grasso will be used to educate incumbent and new workers needed both to support the growth at EB and to replace their aging workforce. EB has directly approached CSCU to assist the company in preparing for thousands of manufacturing jobs it will need to fill over the next 12-14 years.

Among CSCU, EB and the Eastern WIB, different solutions were explored to increase TRCC's educational capacity. Inasmuch as TRCC already utilizes space at the current Ella Grasso site for training programs and faculty and students are comfortable in that arrangement, and because the facilities are new and targeted for technical programs, it was determined that expansion of teaching capability at Ella Grasso would be the easiest and most cost-effective solution to meeting the industry needs. The following is a cost/benefit analysis of this arrangement:

<u>Revenue</u>	Instruction Time	Classes per Year	Cohort Size	Tuition/Fees per Student	FY20 Training for Electric Boat only
Welding	10 Week	4	20	5,000	400,000
Outside Machinists (OSM)	5 Week	8	16	4,000	512,000
Introduction to Manufacturing (ITM)	5 Week	8	16	3,000	384,000
Design Engineer	5 Week	8	18	1,800	259,200
					<u>\$1,555,200</u>
<u>Direct Costs</u>					
Instructional Costs (60%)					933,120
Equipment replacement (1%)					15,552
Facility Usage					7,500
					<u>\$956,172</u>
Estimated Gross Surplus/(Deficit)					<u>\$599,028</u>
<u>Support Services</u>					
Director (CCP19)					120,384
Coordinator (CCP16)					94,598
Educational Assistant (17 Hours/week)					34,887
					<u>\$249,869</u>
Estimated Net Surplus/(Deficit)					<u>\$349,159</u>
<u>One-time Costs</u>					
Initial Equipment purchases	\$800,000			From Capital Equipment Bond funds held by the System Office	
Initial Construction Costs	<u>\$350,000</u>			From resources set aside for TRCC Manufacturing project (\$2M)	
	<u>\$1,150,000</u>				

This analysis is based only on the training needs for EB. There has been interest expressed by additional groups including the Incumbent Worker Program, area high schools, supply-chain employers, and the EB Apprenticeship Program which have not been included above. At full capacity the TRCC facility could generate an additional \$388K in gross revenues.

As indicated above, the construction and equipment costs are intended to come from two separate sources which are already identified, and the revenues are expected to be in excess of costs of the program in the first year of operation (FY20).

Other attributes that make utilizing space at Ella Grasso desirable include:

- The pipeline training program can be fully operational for Fall 2019 (FY20), which is EB's latest desired date for its workforce training needs.
- It is a cost-effective option that requires a lower CSCU capital investment than any of the other options considered. Construction to modify the facilities at Ella Grasso is currently estimated to be \$350,000, as compared to the least expensive option available of building at the TRCC campus, estimated at \$2,000,000.
- Programs can be maintained in one location for welding, pipefitting, sheet metal fabrication, drafting, carpentry and electrical, as well as for hands-on submarine construction utilizing a partial submarine hull located at Ella Grasso.
- Contiguous classroom lab and support space will be available for TRCC use.
- Reasonable program growth can be accommodated at this location.
- Ella Grasso Technical High School students will be provided opportunities to learn and also be trained in the spaces, providing seamless and continuous education opportunities from high school through employment, as well as for ongoing incumbent worker training.
- The state's recently-announced investment in EB requires that some of the funds provided be spent in training of students enrolled in Connecticut technical high schools and public colleges; this will support the enrollment projections.
- Locating at Ella Grasso affords their students with the opportunity to take college classes as available, without the concerns of transportation; this would increase potential revenue for TRCC.

The Department of Administrative Services (DAS), on behalf of TRCC, will enter into a lease for space and operate the pipeline program out of approximately 6,700 square feet of contiguous classroom, lab and support areas on the ground level of Ella Grasso, at no rental cost to CSCU. There may be nominal incremental costs for security (not included above) if TRCC utilizes the space during non-high school hours.

RECOMMENDATION

Provide TRCC with approval to execute an MOU with Ella Grasso in order to put the educational programs in place and make modifications as necessary to the facilities, and to purchase equipment required for instruction.

RESOLUTION

concerning

MOU for SPACE USE

by

GATEWAY COMMUNITY COLLEGE

and

ELI WHITNEY TECHNICAL HIGH SCHOOL

June 21, 2018

WHEREAS, Gateway Community College (GCC) desires to expand their Allied Health & Nursing Division to include a new Surgical Technology Program as a satellite to the Housatonic Community College Surgical Technology Program; and

WHEREAS, This program is scheduled to commence in the fall 2018 semester and is expected to accommodate cohorts up to 20 first- and 20 second-year students; and

WHEREAS, GCC will provide instruction of the Surgical Technology Program in previously constructed space at Eli Whitney Technical High School in Hamden located about 3.7 miles from the main campus, with minimal upfront costs; and

WHEREAS, In lieu of rent and operating expenses, GCC will provide \$2,000 annual tuition waivers to two Eli Whitney graduating high school seniors to pursue an education in any health care field at Gateway; and

WHEREAS, GCC will also admit and fund the balance, after Federal Student Aid, for one qualified Eli Whitney High School graduating senior student into the Surgical Technology Program; and

WHEREAS, Student tuition and fees of the Surgical Technology Program will fully fund the Surgical Technology Program; now therefore be it

RESOLVED THAT, An MOU may be signed allowing for GCC to occupy space at Eli Whitney Technical High School.

A True Copy:

Erin A. Fitzgerald, Secretary
Board of Regents

ITEM

Gateway Community College – MOU for space at Eli Whitney Technical High School, Hamden

BACKGROUND

Gateway Community College is requesting approval to establish space for a new Surgical Technology Program as part of their Allied Health & Nursing Department. Gateway proposes to utilize existing, unused, and built-out space at Eli Whitney Technical High School to house this program. Minimal upfront costs will be required for Gateway to develop this program. Several tuition waivers to Eli Whitney graduates will be offered in lieu of rent and operating cost reimbursements to the High School.

ANALYSIS

Gateway Community College has an opportunity to expand their Allied Health & Nursing Department to include a new Surgical Technology Program. This program is currently offered at Housatonic Community College and the same curricula will migrate to Gateway Community College.

Currently, Gateway does not have the appropriate facilities to offer this new course of study. Gateway has worked with Eli Whitney Technical High School in Hamden who has unused space properly equipped for this program. Use of the Eli Whitney Technical High School space would allow Gateway to develop this program with minimal upfront costs. The high school is located approximately 3.7 miles from the Gateway Community College campus and on a regular bus line. However, it is expected that all technical coursework will be offered to students at the high school location, and most probably general education would be taken on different days. Either way, both the main campus and the high school location are easily accessible to students.

For use of the Eli Whitney Surgical Technology lab space and equipment, Gateway will provide \$2,000 annual tuition waivers to two Eli Whitney graduating high school seniors who are pursuing an education in any health science field at Gateway, in lieu of rent and operating expenses. The two \$2,000 tuition waivers will continue to be offered to two new students each year the agreement remains in effect. Each year the Agreement is in effect, Gateway will also admit one Eli Whitney High School graduating senior student into the Surgical Technology Program provided that the student meets program eligibility/admissions requirements. Gateway will fund the remaining balance owed by this student beyond what is funded through Federal Student Aid. In consideration of the aforementioned compensation, all fees for use of the Eli Whitney Technical High School Surgical Technology lab space and equipment will be waived.

This new program is scheduled to commence in the fall 2018 semester. When fully developed the program will consist of up to 20 first- and 20 second-year students with never more than 20 students at Eli Whitney Technical High School at any one time. It is expected that the first-year cohort and second-year cohort will attend classes on alternating days. Students will report two days a week for classes held at Eli Whitney Technical High School and two days a week to area hospitals where they will complete their clinical work. Gateway is requesting approval to develop an MOU and enter into an agreement with the State Technical High School System for use of space at Eli Whitney Technical High School.

The following table illustrates the expected fiscal benefits of the program:

		<u>Revenue</u>	<u>Direct Cost</u>	<u>Indirect Costs</u>	<u>Net Benefit</u>	<u>Comments</u>
Year 1	Fall	-	-	3,785	(3,785)	No Costs - Gen Ed coursework at main campus
	Spring	45,200	19,586	4,260	21,354	10 Credits Surgical Tech
Year 2	Fall	52,260	23,013	4,613	24,634	12 Credits Surgical Tech
	Spring	52,260	23,013	4,613	24,634	12 Credits Surgical Tech

Revenue assumes 20 students per cohort, standard tuition and fees, and clinical lab fees

Direct Costs are for 3 lecturers each semester including fringe benefits

Indirect Costs include 2 students at \$1,000 per semester plus one waived tuition/fee student

As shown above, this program is expected to be accretive to the finance of the college.

RECOMMENDATION

Approve the development and signing of an MOU with the State Technical High School System for use of space at Eli Whitney Technical High School.

6/6/18 Finance & Infrastructure Committee

6/21/18 Board of Regents

RESOLUTION

concerning

THE PURCHASE OF REAL ESTATE
for
EASTERN CONNECTICUT STATE UNIVERSITY

June 21, 2018

- WHEREAS, Residential property adjacent to Eastern Connecticut State University has been offered for sale to the Board of Regents for the Connecticut State Colleges and Universities; and
- WHEREAS, The residential property is located at 347 Prospect Street, Willimantic, CT; and
- WHEREAS, The acquisition of property on Prospect Street is part of a planned long-term university effort to obtain real estate parcels that are adjacent to campus to increase buildable land area, enhance aesthetics and better promote the university street frontage; and
- WHEREAS, The acquisition of 347 Prospect Street is consistent with Eastern Connecticut State University's long-term property acquisition goals; and
- WHEREAS, The purchase of 347 Prospect Street totals \$65,000; and
- WHEREAS, This purchase will be funded from the FY2013 allocation of the CSCU 2020 Program Land and Property Acquisition Program; and
- WHEREAS, The Board of Regents property purchase is contingent on the approvals of the Department of Administrative Services, State Properties Review Board, and Attorney General; now therefore be it
- RESOLVED THAT, The Board of Regents for the Connecticut State Colleges and Universities approves the purchase of 347 Prospect Street for the consideration of \$65,000 on behalf of Eastern Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary
Board of Regents

ITEM

Eastern Connecticut State University – Purchase of 347 Prospect Street, Willimantic

BACKGROUND

The CSCU 2020 Land and Property Acquisition Program provides an available funding source for the acquisition of properties that are strategic to meet current and future academic and support needs of the four universities. Land and buildings considered for purchase are typically located adjacent to, or nearby the universities and may include residential, open land, and industrial zoned properties. The desire is to purchase strategic properties as soon they become available for acquisition in order to avoid sale to private parties.

ANALYSIS

Eastern Connecticut State University (ECSU) has an established long-term goal of obtaining residential properties on Prospect Street, High Street and Windham Street Extension that are adjacent to the university. This long-term goal for incorporating land parcels as part of the campus has enabled the university to establish a street presence and expand the campus footprint slightly as opportunities allow. The owner of 347 Prospect Street expressed an interest in selling their residential property to the State for ECSU's use. The single-family 3,434 s.f. Victorian style building was constructed in 1894 with a garage added in 1924, and sits on a 0.31-acre lot. This site is located on the corner of Prospect Street and Windham Street Extension. To date CSCU has acquired all residential properties located at the Windham Street Extension with exception of this property. The Extension is a major pedestrian and vehicle connector between the main campus and ECSU's south campus facilities. ECSU would like to secure this property in order to maintain campus aesthetics and security since it flanks a major ECSU entry point.

Due to potential environmental concerns related to the age of this facility, we retained a consultant to identify materials currently considered hazardous and to identify the cost of abating those items. The study identified a number of locations at this site that contain levels of lead, mercury, asbestos, petroleum and VOC's (volatile organic compounds) that are considered hazardous and will require some type of abatement. The total projected abatement cost is estimated between \$40,000 to \$50,000. Remediation and funding of this work will occur and be funded under future renovation projects.

A single-family deed restriction in the town of Willimantic land records exists on the property. However, the town does not want this property to be a single- or multi-family residential use when sold to the State. ECSU's long-term plans for the site include renovating the facility, when funds are available, to a non-residential use. The town is working with the current building owner to change the deed restriction prior to the property sale.

The Department of Administrative Services conducted a property appraisal and negotiated terms and conditions for the purchase of 347 Prospect Street. The negotiated purchase cost for this property is \$65,000. This is the estimated average fair market value of the property.

This purchase will be funded from the FY2013 allocation of the CSCU 2020 Land and Property Acquisition Program.

RECOMMENDATION

Approve the purchase of 347 Prospect Street for Eastern Connecticut State University, pending final approvals of the Department of Administrative Services, State Properties Review Board and Attorney General.

6/6/18 Finance & Infrastructure Committee
6/21/18 Board of Regents

RESOLUTION

concerning

FY2019 BUDGET/SPENDING PLAN
FOR
THE CONNECTICUT STATE COLLEGES & UNIVERSITIES
June 21, 2018

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets..."; and
- WHEREAS, Each college, university and the System Office has submitted a budget for FY 2019 to the Board of Regents summarized in Attachment A; and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds; and
- WHEREAS, Each institution commits to adhere to the approved budget, maintaining expenditure control within the spending caps established; and
- WHEREAS, The FY2019 Budget/Spending has been developed based on the approved state budget and state appropriations to CSCU dated May 10, 2018; and
- WHEREAS, The institutional budgets have incorporated information provided by the Governor's office/OPM, the Office of the State Comptroller, legislative pronouncements, and agreements (including provisions of SEBAC); and
- WHEREAS, The institutions have reduced spending wherever practicable over the past several years as state support has been reduced and wages/fringe benefits have increases; and
- WHEREAS, Nonetheless the FY2019 Budget presents a loss position for each of the three constituent units; and

WHEREAS, Management recognizes that this is not a long-term sustainable position and therefore requires strategic action plans to incorporate system-wide administrative cost savings which have been and continue to be developed; and

WHEREAS, The Board of Regents has reviewed and discussed the budget proposal and finds the FY2019 Budget/Spending Plan appropriate under CSCU's present fiscal circumstances; therefore, be it

RESOLVED THAT, The Board of Regents approves the FY2019 Budget/Spending Plan as summarized in Attachment A.

A True Copy:

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

Connecticut State Colleges & Universities
CONSOLIDATED
Fiscal Year 2019 Budget Summary

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

ITEM**Connecticut State Colleges & Universities (CSCU) – Fiscal Year 2019 Budget/Spending Plan and Fiscal Year 2018 Projections****BACKGROUND**

At the April 25, 2018 meeting of the Finance and Infrastructure Committee meeting, management provided the members with information concerning SEBAC provisions and fringe benefit rate increases which were expected to impact the fiscal year 2019 budgets. In summary:

- All full time employees covered by bargaining unit agreements will be paid a one-time \$2,000 in FY2019; part-time represented employees will be prorated.
- Fringe benefit rates are expected to increase for all employees, but especially for those in the State Employees Retirement System (SERS); the projected fringe rate for SERS increases by 16.9%, or eleven percentage points, to 76.05%. Including the increase in average cost of medical insurance, SERS employees are estimated at a 92.29% fringe benefit rate.

These factors were used to project the FY2019 impact at over \$45M additional cost to the system. For purposes of this projection, the FY2018 Mid-Year Projections and the Governor's recommended appropriations were used, and no attrition was assumed.

Since then, the state has issued a final FY2019 budget, and the institutions have updated their projections for FY2018. Both have been favorable to the system:

- The most recent FY2018 projections as calculated by the institutions and provided herein are significantly improved:

<u>CSCU Consolidated</u>	
(12,596,753)	February Projections
(6,410,425)	May Projections
<u>6,186,328</u>	Improved Projections

- The following table shows the state appropriations for FY2018 and the February proposed and May final FY2019 appropriations.
 - We have also included the appropriations for the Roberta Willis Scholarship program as changes in this state line item can impact CSCU enrollments. The amounts appropriated herein is for all Connecticut eligible institutions.

<u>Account</u>	<u>FY18 After Holdbacks 12/11/2017</u>	<u>FY19 Gov Recomm 2/5/2018</u>	<u>FY19 FINAL 5/10/2018</u>	<u>FY19 FINAL vs FY18 After Holdback</u>	<u>FY19 FINAL vs FY19 Gov Recomm</u>
Workers' Comp Claims	3,289,276	3,289,276	3,289,276	-	-
Charter Oak State College	2,185,756	2,200,543	2,950,543	764,787	750,000
Comm Tech College System	143,839,173	140,293,547	134,043,547	(9,795,626)	(6,250,000)
Connecticut State University	134,159,220	138,303,242	138,303,424	4,144,204	182
Board of Regents	362,240	366,875	366,875	4,635	-
Developmental Services	8,912,702	8,912,702	8,912,702	-	-
Outcomes Based Funding	1,202,027	1,202,027	1,202,027	-	-
IMRP	300,000		450,000	150,000	450,000
Total Excluding Workers Comp	290,961,118	291,278,936	286,229,118	(4,732,000)	(5,049,818)
Total Including Workers Comp	294,250,394	294,568,212	289,518,394	(4,732,000)	(5,049,818)
OSC FB Support for Colleges			16,200,000	16,200,000	16,200,000
Roberta Willis	35,345,804	33,388,637	33,388,637	(1,957,167)	-

- Charter Oak State College
 - The increased appropriation above recognizes a fiscal cliff that was projected for COSC.
 - Losses originally projected that COSC would use up reserves completely in FY2019. OPM and legislators responded to managements' concerns, greatly helping the FY2019 budget situation for the college.
 - As discussed further herein, there were additional structural changes undertaken to secure COSC's financial position and the college's management team continues to evaluate strategies to improve enrollment and revenues.
- Community Colleges
 - The \$16.2M above has been provided to the Community Colleges to offset the impact of the significant increase in fringe benefit rates on the results, and the inability of the colleges to raise tuition and fees enough to cover the large operating fund impact.
 - However, the general fund appropriation for the Community Colleges has been decreased by \$6.2M.
 - Overall, and including the fringe benefit impact of the general fund reduction, the Community Colleges are approximately \$1.4M worse off than prior year and approximately \$5M better off than the Governor's Recommendation as shown below (\$ millions):

	<u>vs FY18 Final</u>	<u>vs FY19 Gov Rec</u>
Delta (above)	<u>(9.8)</u>	<u>(6.3)</u>
Delta w/ Fringe	(17.6)	(11.3)
FB Support	<u>16.2</u>	<u>16.2</u>
Net Inc/(Dec)	<u>(1.4)</u>	<u>5.0</u>

- State Universities
 - Funding has improved by \$4.1M from prior year and remains relatively flat with the Governor's February recommendations.

With the improved outlook for FY2018 as reported by the institutions, and with the additional state funding provided in the final state budget, the FY2019 budget – while still unfavorable in many respects – is much improved from the projections provided to the Finance Committee in April.

ANALYSIS FY2018 PROJECTIONS

The most current FY2018 projections, while significantly improved from the February projections, continue to indicate a loss for the year for the Community Colleges and for Charter Oak (\$ millions):

FISCAL YEAR 2018 MAY PROJECTIONS

	Revenue	Wages/ Salaries	Fringe Benefits	Other Expenses	Total Expenses	Debt Service	Net Set-Asides /Transfers	Net Results
State Universities	708.4	309.0	185.0	174.1	668.1	(34.5)	(5.6)	0.2
Community Colleges	454.0	241.6	146.6	73.0	461.2		1.3	(6.0)
Charter Oak State College	16.5	9.2	5.3	2.6	17.1			(0.6)
Board of Regents	0.6	0.4	0.3		0.6			0.0
Total CSCU	1,179.5	560.1	337.2	249.7	1,147.1	(34.5)	(4.3)	(6.4)

- The State Universities are projecting a break-even for the year. This is significantly improved from the earlier projections, generated by personnel cost savings. Vacancies were not filled in order to preserve budget at all of the four universities, but primarily at CCSU and SCSU.
- The Community Colleges' May projection is relatively close to the one submitted in February. The colleges in aggregate also held vacancies open in the most recent projection resulting in about \$1M in reduced spending, but still projected at a \$6M loss for the year.
- Charter Oak's current projections are the same as provided in February.
- The Net Set-Asides/Transfers at the State Universities are primarily related to the extra longevity payment deferred from FY2018 to FY2019. The funds are shown transferred back into net results below in the summary of the FY2019 Budget.
- Debt Service at the State Universities is to pay off debt incurred through CHEFA bond sales which are used to finance dormitories and student centers/parking structures at the universities.

The FY2018 losses sustained by Charter Oak and the Community Colleges are discussed further below in the Analysis of Unrestricted Net Position.

ANALYSIS FY2019 BUDGET

The following summarizes the FY2019 Budget for CSCU constituent units:

FISCAL YEAR 2019 BUDGET SUMMARY

	Revenue	Wages/ Salaries	Fringe Benefits	Other Expenses	Total Expenses	Debt Service	Net Set-Asides /Transfers	Net Results
State Universities	749.8	329.3	214.5	179.1	722.8	(34.4)	6.0	(1.4)
Community Colleges	473.9	248.6	159.5	74.3	482.4		1.8	(6.7)
Charter Oak State College	16.2	8.0	5.8	2.5	16.2			(0.0)
Board of Regents	0.6	0.4	0.3		0.6			0.0
Total CSCU	1,240.6	586.2	380.1	255.8	1,222.1	(34.4)	7.8	(8.1)

- As discussed in the background section, there has been some additional funding provided by the state following the February estimates for FY2019 provided to the Committee, and the reductions in spending for FY2018 discussed above also benefit the FY2019 budget.
- In spite of these improvements, the State Universities and the Community Colleges in aggregate are budgeting losses in the coming fiscal year.
- State Universities – Attachment E
 - As indicated, ECSU is budgeting for a \$1.4M loss in FY19.
 - WCSU would be incurring a loss in FY19 as well, but for the second year in a row the WCSU Foundation has committed to fund operations which will eliminate the \$1.2M budgeted loss.
- Community Colleges – Attachment F
 - The following colleges are budgeting for losses in FY19:
 - Capital CC
 - Housatonic CC
 - Manchester CC
 - Naugatuck Valley CC
 - Norwalk CC
 - Northwestern CC
 - Quinebaug Valley CC
 - The following colleges are budgeting at a break-even or slightly profitable in FY19:
 - Asnuntuck CC
 - Gateway CC
 - Middlesex CC
 - Three Rivers CC
 - Tunxis CC
 - In addition, the CCC portion of the System Office is budgeting a loss for FY19, primarily related to the start-up of Guided Pathways, absorption of the Call Center serving the 12 colleges and other CTDLC personnel, as well as other strategic initiatives. (See also comments re: Charter Oak below).

- Charter Oak is budgeting at a near break-even after a slight increase of state funding, and the System Office absorption of certain CTDLC personnel and activities which are deemed to be system-wide initiatives.
 - We note that Charter Oak was absorbing all CTDLC costs in the past, and the college could no longer afford to fiscally support those initiatives or associated personnel costs.
 - A reorganization has been planned for FY19 including bringing the Call Center into the System Office, and redeploying other activities, while leaving core competencies under the Charter Oak umbrella.
 - Under SEBAC job security provisions, the associated personnel are being repositioned into appropriate functions.

ANALYSIS UNRESTRICTED NET POSITION

The following table illustrates estimated unrestricted and undesignated reserves at the end of FY19:

	UNRESTRICTED NET POSITION (1)							
	Fiscal Year Ended							
	2012	2013	2014	2015	2016	2017	2018	2019
State Universities	126.1	145.1	145.1	115.1	136.8	143.1	143.2	141.8
Community Colleges	28.3	15.2	13.3	25.7	37.7	45.7	39.8	33.1
Charter Oak	1.0	1.6	1.5	1.2	0.7	0.8	0.2	0.2
Total	155.4	161.8	159.9	142.0	175.2	189.6	183.2	175.1
Estimated Undesignated (2)						136.6	130.2	122.6

(1) Unrestricted Net Position comes from the audited financial statements, less adjustments for GASB 68, Pension Liability, through FY17 (FY18 financial statements are currently under audit).

(2) Adjustments for designated funds relate to the CSU's set-asides for debt service, student designated projects, etc.

Based on estimated expenditures for FY19, this would leave the State Universities, Community Colleges, and Charter Oak with 0.67, 0.63, and 0.15 months of operating expenses in unrestricted, undesignated reserves on hand at the end of FY19. This represents the contingency funds on hand, which the professionals estimate should be approximately 6 – 9 months for a healthy “rainy day” fund in higher education.

PATH FORWARD FOR FISCAL SUSTAINABILITY

Although projections are slightly improved over earlier estimates due to (1) improved state funding over expectation, and (2) continued cost cutting by the institutions, primarily via headcount reductions through attrition, the path forward still requires cost cutting measures in certain areas.

Management will continue to look for administrative cost savings and the ability to reprioritize spending to best serve students.

RECOMMENDATION

Approve Fiscal Year 2019 Budget/Spending Plan for the Connecticut State Colleges & Universities (CSCU), as summarized in Attachment A to this report.

Attachments:

- A – Fiscal Year 2019 Budget Summary
- B – Fiscal Year 2018 Budget Summary
- C – Fiscal Year 2018 Estimate (Projection)
- D – CSCU Consolidated FY 2019 Budget and Comparatives
- E – CSU Institutional FY 2019 Budget and Comparatives
- F – CCC Institutional FY 2019 Budget and Comparatives
- G – Institutional Enrollment
- H – Financial Aid – Federal, State, Private, and Institutional
- I – Unrestricted Net Position

6/06/18 Finance & Infrastructure Committee
6/21/18 Board of Regents

Connecticut State Colleges & Universities
CONSOLIDATED
Fiscal Year 2019 Budget Summary

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

Connecticut State Colleges & Universities
CONSOLIDATED
Fiscal Year 2018 Budget Summary

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS and COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves)	NET
State Universities										
Central Connecticut State University	233,628,048	103,169,938	61,639,109	57,463,086	222,272,133	(12,095,915)	740,000	n/a	-	-
Eastern Connecticut State University	133,627,434	56,281,404	35,878,523	34,485,717	126,645,644	(6,981,790)	-	n/a	-	-
Southern Connecticut State University	221,875,525	100,215,650	60,887,390	51,915,826	213,018,866	(9,596,349)	-	n/a	-	(739,690)
Western Connecticut State University	124,231,687	57,933,518	33,640,006	29,636,530	121,210,054	(5,806,719)	(351,953)	n/a	1,182,286	(1,954,753)
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	724,433,518	321,869,606	194,351,203	177,931,212	694,152,021	(34,480,773)	322,547	-	1,182,286	(2,694,443)
Community Technical Colleges										
Asnuntuck Community College	21,364,031	10,604,099	6,860,852	3,547,263	21,012,214	n/a	-	(351,817)	-	-
Capital Community College	33,362,188	17,212,893	11,537,223	4,829,191	33,579,307	n/a	-	(620,616)	-	(837,735)
Gateway Community College	61,917,737	30,586,034	18,256,804	11,422,629	60,265,467	n/a	-	(1,652,270)	-	-
Housatonic Community College	42,721,217	20,883,221	12,985,187	7,735,293	41,603,701	n/a	-	(1,117,516)	-	-
Manchester Community College	55,933,674	28,948,306	18,437,191	7,027,509	54,413,006	n/a	-	(1,520,668)	-	-
Middlesex Community College	24,213,318	11,842,780	7,304,738	4,276,116	23,423,634	n/a	-	(633,471)	-	156,213
Naugatuck Valley Community College	59,213,973	30,484,371	19,723,923	7,481,272	57,689,566	n/a	-	(1,500,837)	-	23,570
Northwestern Community College	16,255,009	8,839,565	5,751,820	1,913,331	16,504,716	n/a	-	(291,382)	-	(541,089)
Norwalk Community College	49,869,502	25,632,181	14,500,854	8,394,029	48,527,064	n/a	-	(1,342,438)	-	-
Quinebaug Valley Community College	16,941,545	8,499,641	5,396,124	2,699,360	16,595,125	n/a	-	(346,420)	-	-
Three Rivers Community College	36,260,769	18,218,026	10,981,102	5,459,751	34,658,879	n/a	-	(929,998)	-	671,892
Tunxis Community College	34,646,113	17,598,868	11,220,034	4,783,348	33,602,250	n/a	-	(880,419)	-	163,444
CCC System Office	15,961,191	13,546,794	5,866,447	6,815,760	26,229,001	n/a	(1,000,000)	11,267,810	-	-
Community Technical College Total	468,660,267	242,896,779	148,822,299	76,384,852	468,103,930	-	(1,000,000)	79,958	-	(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	1,210,643,761	574,380,343	348,659,142	256,863,467	1,179,902,952	(34,480,773)	(677,453)	86,028	1,273,835	(3,057,554)

Connecticut State Colleges & Universities
CONSOLIDATED
Fiscal Year 2018 Estimate (Projection)

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS and COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves) (2)	NET
State Universities										
Central Connecticut State University	230,285,994	96,726,950	57,656,204	61,416,839	215,799,993	(12,648,670)	(1,837,331)	n/a		-
Eastern Connecticut State University	130,773,895	55,334,809	34,054,266	32,922,544	122,311,619	(6,613,489)	(1,791,919)	n/a		56,868
Southern Connecticut State University	213,265,237	96,294,040	57,990,749	46,440,423	200,725,212	(9,651,521)	(2,888,504)	n/a		-
Western Connecticut State University	123,436,218	56,438,546	33,061,900	29,244,483	118,744,929	(5,600,104)	(328,362)	n/a	1,237,177	-
CSU System Office	10,674,229	4,177,876	2,258,163	4,124,079	10,560,118	-	(17,588)	n/a		96,523
State Universities Total	708,435,573	308,972,221	185,021,282	174,148,368	668,141,871	(34,513,784)	(6,863,704)	-	1,237,177	153,391
Community Technical Colleges										
Asnuntuck Community College	20,651,759	10,923,916	6,580,567	3,402,349	20,906,832	n/a	(39,353)	(54,973)		(349,399)
Capital Community College	32,445,080	17,619,346	11,739,228	5,052,308	34,410,882	n/a	-	(760,616)		(2,726,418)
Gateway Community College	59,692,613	30,317,065	17,951,970	10,338,929	58,607,964	n/a	(155,137)	(929,512)		-
Housatonic Community College	40,772,475	20,055,777	12,284,611	8,054,892	40,395,280	n/a	(100,000)	(880,516)		(603,321)
Manchester Community College	53,767,673	28,287,462	18,387,122	6,193,512	52,868,096	n/a	(149,000)	(750,577)		-
Middlesex Community College	23,755,890	11,857,373	6,624,630	4,144,483	22,626,486	n/a	(71,018)	(613,471)		444,915
Naugatuck Valley Community College	57,662,192	30,295,051	19,706,766	7,146,563	57,148,380	n/a	(134,050)	(928,739)		(548,977)
Northwestern Community College	15,250,294	8,636,803	5,796,322	1,886,054	16,319,179	n/a	(54,000)	(118,768)		(1,241,653)
Norwalk Community College	48,620,106	25,831,207	14,022,166	8,079,805	47,933,178	n/a	(155,000)	(736,068)		(204,140)
Quinebaug Valley Community College	16,227,370	8,206,060	5,120,988	2,590,860	15,917,908	n/a	-	(254,141)		55,321
Three Rivers Community College	35,089,921	18,143,570	11,152,571	5,316,092	34,612,233	n/a	(95,009)	(721,217)		(338,538)
Tunxis Community College	34,062,213	18,198,279	11,159,864	4,531,284	33,889,427	n/a	(113,392)	(782,463)		(723,069)
CCC System Office	15,956,775	13,246,991	6,103,013	6,240,194	25,590,198	n/a	(353,418)	8,043,076	2,203,491	259,726
Community Technical College Total	453,954,361	241,618,900	146,629,818	72,977,325	461,226,043	-	(1,419,377)	512,015	2,203,491	(5,975,553)
Charter Oak State College	16,490,393	9,179,315	5,343,073	2,556,268	17,078,656	-	-	-		(588,263)
Board of Regents	616,168	362,240	253,928		616,168	-	-	-	-	-
Total Board of Regents for Higher Education	1,179,496,495	560,132,676	337,248,101	249,681,961	1,147,062,738	(34,513,784)	(8,283,081)	512,015	3,440,668	(6,410,425)

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and Budget

ATTACHMENT D

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	298,447,597	300,396,005	305,425,730	5,029,725	1.70%
Student Fees	231,641,310	231,897,597	239,339,806	7,442,209	3.20%
State Appropriations	300,129,925	280,546,389	287,101,024	6,554,635	2.30%
Additional State Approp (Dev Edu, Outcomes, GBTGA and IMRP)	10,582,331	10,573,164	10,564,729	(8,435)	-0.10%
Fringe Benefits Paid By State	249,896,860	234,999,354	259,867,462	24,868,108	10.60%
CCC (OF) Fringe Benefits Paid by State	-	-	16,200,000	16,200,000	NA
Accident Insurance	1,592,398	1,461,194	1,334,550	(126,644)	-8.70%
Housing	67,624,734	67,492,615	69,233,963	1,741,348	2.60%
Food	33,537,766	32,972,865	34,595,944	1,623,079	4.90%
All Other Revenue	25,876,899	27,376,405	25,305,644	(2,070,761)	-7.60%
Less: Contra Revenue	(8,594,510)	(8,219,093)	(8,347,980)	(128,887)	1.60%
Total Revenue	1,210,735,310	1,179,496,495	1,240,620,872	61,124,377	5.20%
Expenditures:					
Personnel Services:					
Full-Time	412,776,192	401,419,535	418,565,434	17,145,899	4.30%
Part-Time					
Lecturers (PTLs)	85,474,766	84,331,023	86,050,567	1,719,544	2.00%
Lecturer (NCLs)	3,867,301	6,942,877	7,156,198	213,321	3.10%
Permanent Part-time	3,583,869	3,647,583	3,656,461	8,878	0.20%
Temporary Part-time	24,586,824	24,771,607	25,980,754	1,209,147	4.90%
CSU University Assistants	4,634,313	4,068,616	4,129,445	60,829	1.50%
CSU Graduate Assistants	1,934,314	1,965,750	1,988,284	22,534	1.10%
Student Labor	14,254,030	13,234,314	13,750,629	516,315	3.90%
Overtime	5,007,819	4,935,282	4,946,785	11,503	0.20%
All Other Personnel Services	18,260,915	14,816,089	19,925,502	5,109,413	34.50%
Subtotal Personnel Services	574,380,343	560,132,676	586,150,059	26,017,383	4.60%
Fringe Benefits	348,659,142	337,248,101	380,110,532	42,862,431	12.70%
Total P.S. & Fringe Benefits	923,039,485	897,380,777	966,260,591	68,879,814	7.70%
Other Expenses:					
Inst. Financial Aid/Match	58,180,490	56,965,331	59,212,966	2,247,635	3.90%
Waivers	13,840,467	14,118,900	16,692,007	2,573,107	18.20%
Utilities	29,881,943	29,660,641	32,215,093	2,554,452	8.60%
All Other Expenses	154,960,567	148,937,089	147,684,698	(1,252,391)	-0.80%
Total Other Expenses	256,863,467	249,681,961	255,804,764	6,122,803	2.50%
Total Expenditures	1,179,902,952	1,147,062,738	1,222,065,355	75,002,617	6.50%
Addition to (Use of) Funds Before Transfers	30,832,358	32,433,757	18,555,517	(13,878,240)	-42.80%
CSU Transfers					
Debt Service	(34,480,773)	(34,513,784)	(34,411,846)	101,938	-0.30%
Auxiliary Renewal and Replacement	(611,953)	(1,973,475)	(341,208)	1,632,267	-82.70%
CCSU transfer to Capital Equipment and Telecom Reserves	1,000,000	(210,534)	-	210,534	-100.00%
SCSU - Gear Up Set Aside Year 1	-	(788,504)	1,218,483	2,006,987	-254.50%
CSU Other Transfers	(59,430)	-	-	-	NA
Total CSU Transfers	(34,152,156)	(37,486,297)	(33,534,571)	3,951,726	-10.50%
CCC Transfers					
Transfer in	11,507,764	15,217,984	13,290,259	(1,927,725)	-12.70%
Transfer out	(11,427,806)	(14,705,969)	(11,685,710)	3,020,259	-20.50%
Consolidated Shared Services (reserved funds)	(1,000,000)	(250,000)	(1,000,000)	(750,000)	300.00%
Total CCC Transfers	(920,042)	262,015	604,549	342,534	130.70%
Commitments					
FY18 LNGV Pay Set Aside for FY19	-	(5,060,568)	5,060,568	10,121,136	-200.00%
Total Commitments	-	(5,060,568)	5,060,568	10,121,136	-200.00%
Net Change Subtotal	(4,239,840)	(9,851,093)	(9,313,937)	537,156	-5.50%
WCSU Foundation Reserves - Tuition Offset	1,182,286	1,237,177	1,225,784	(11,393)	-0.90%
CCC Restricted CB Reserves (2017 SEBAC)	-	2,203,491	-	(2,203,491)	-100.00%
Net Change	(3,057,554)	(6,410,425)	(8,088,153)	(1,677,728)	26.20%

State Universities

Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projections and Budget

ATTACHMENT D

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	167,081,415	165,924,229	170,670,660	4,746,431	2.90%
Student Fees	175,170,096	174,405,127	181,414,171	7,009,044	4.00%
State Appropriations	142,360,429	134,159,221	144,017,627	9,858,406	7.30%
Additional State Approp (Dev Edu, Outcomes and IMRP)	1,970,613	2,221,618	2,000,052	(221,566)	-10.00%
Fringe Benefits Paid By State	125,277,176	117,577,140	134,154,321	16,577,181	14.10%
Accident Insurance	1,592,398	1,461,194	1,334,550	(126,644)	-8.70%
Housing	67,624,734	67,492,615	69,233,963	1,741,348	2.60%
Food	33,537,766	32,972,865	34,595,944	1,623,079	4.90%
All Other Revenue	18,413,401	20,440,657	20,752,746	312,089	1.50%
Less: Contra Revenue	(8,594,510)	(8,219,093)	(8,347,980)	(128,887)	1.60%
Total Revenue	724,433,518	708,435,573	749,826,054	41,390,481	5.80%
Expenditures:					
Personnel Services:					
Full-Time	252,376,942	241,360,463	256,189,885	14,829,422	6.10%
Part-Time					
Lecturers (PTLs)	35,063,706	33,747,251	35,749,833	2,002,582	5.90%
Lecturers (NCLs)		2,979,147	2,829,103	(150,044)	-5.00%
Perm/Intermit PT	1,697,553	1,673,541	1,643,625	(29,916)	-1.80%
University Assistants	4,634,313	4,068,616	4,129,445	60,829	1.50%
Graduate Assistants	1,934,314	1,965,750	1,988,284	22,534	1.10%
Student Labor	10,715,980	9,819,827	10,104,137	284,310	2.90%
Other Part Time	1,947,004	1,775,281	1,885,676	110,395	6.20%
Overtime	3,772,279	3,665,436	3,771,945	106,509	2.90%
All Other Personnel Services (Vac, Sick, Accr Abs)	9,727,515	7,916,909	10,964,217	3,047,308	38.50%
Subtotal Personnel Services	321,869,606	308,972,221	329,256,150	20,283,929	6.60%
Fringe Benefits	194,351,203	185,021,282	214,493,429	29,472,147	15.90%
Total P.S. & Fringe Benefits	516,220,809	493,993,503	543,749,579	49,756,076	10.10%
Other Expenses:					
Inst. Financial Aid/Match	40,768,747	39,853,503	41,388,886	1,535,383	3.90%
Waivers	7,877,727	7,790,031	10,365,936	2,575,905	33.10%
Utilities	20,260,164	20,866,348	22,123,124	1,256,776	6.00%
All Other Expenses	109,024,574	105,638,486	105,202,591	(435,895)	-0.40%
Total Other Expenses	177,931,212	174,148,368	179,080,537	4,932,169	2.80%
Total Expenditures	694,152,021	668,141,871	722,830,116	54,688,245	8.20%
Addition to (Use of) Funds Before Transfers	30,281,497	40,293,702	26,995,938	(13,297,764)	-33.00%
Transfers, Additional Funds and Commitments					
Debt Service	(34,480,773)	(34,513,784)	(34,411,846)	101,938	-0.30%
Auxiliary Renewal and Replacement	(611,953)	(1,973,475)	(341,208)	1,632,267	-82.70%
CCSU transfer to Telecom Reserves	-	(210,534)	-	210,534	-100.00%
CCSU transfer to Capital Equipment	1,000,000	-	-	-	NA
SO internal transfer to CCSU - IMRP Projects and BOR shortfall	(65,500)	-	-	-	NA
Gear Up Set Aside Year 1 (SCSU for FY19)	-	(788,504)	1,218,483	2,006,987	-254.50%
FY18 LNGV Pay Set Aside for FY19	-	(3,891,191)	3,891,191	7,782,382	-200.00%
Total Transfers, Additional Funds and Commitments	(34,158,226)	(41,377,488)	(29,643,380)	11,734,108	-28.40%
Net Change Subtotal	(3,876,729)	(1,083,786)	(2,647,442)	(1,563,656)	144.30%
WCSU Foundation Reserves - Tuition Offset	1,182,286	1,237,177	1,225,784	(11,393)	-0.90%
Net Change	(2,694,443)	153,391	(1,421,658)	(1,575,049)	-1026.80%

Community Colleges

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and Budget

ATTACHMENT D

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	122,545,896	124,842,026	125,263,324	421,298	0.30%
Student Fees	54,637,537	56,816,608	57,253,850	437,242	0.80%
State Appropriations	155,049,247	143,839,172	139,765,979	(4,073,193)	-2.80%
Additional State Approp (Dev Edu and Outcomes)	8,520,169	8,247,826	8,564,677	316,851	3.80%
Fringe Benefits Paid By State	122,241,664	115,091,818	122,629,413	7,537,595	6.50%
OF Fringe Benefits Paid by State	-	-	16,200,000	16,200,000	NA
All Other Revenue	5,665,754	5,116,911	4,252,898	(864,013)	-16.90%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	468,660,267	453,954,361	473,930,141	19,975,780	4.40%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	154,105,962	153,968,194	156,983,043	3,014,849	2.00%
<u>Part-Time</u>					
Lecturers (PTL and ECL, 6103D and 6103F)	48,047,510	48,183,545	48,028,922	(154,623)	-0.30%
Contractual (NCL, 6103E)	3,867,301	3,963,730	4,327,095	363,365	9.20%
Permanent Part-time (6111)	1,465,887	1,512,362	1,586,494	74,132	4.90%
Temporary Part-time (6102, B, D, G)	22,529,320	22,996,326	24,095,078	1,098,752	4.80%
Student Labor (6104, H)	3,172,112	2,971,967	3,517,430	545,463	18.40%
Overtime	1,235,540	1,269,846	1,174,840	(95,006)	-7.50%
All Other Personnel Services	8,473,147	6,752,930	8,855,707	2,102,777	31.10%
Subtotal Personnel Services	242,896,779	241,618,900	248,568,609	6,949,709	2.90%
Fringe Benefits	148,822,299	146,629,818	159,538,486	12,908,668	8.80%
Total P.S. & Fringe Benefits	391,719,078	388,248,718	408,107,095	19,858,377	5.10%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	17,304,099	17,091,024	17,802,444	711,420	4.20%
Waivers	5,912,740	6,024,292	5,967,437	(56,855)	-0.90%
Utilities	9,621,779	8,794,293	10,091,969	1,297,676	14.80%
All Other Expenses	43,546,234	41,067,716	40,396,306	(671,410)	-1.60%
Total Other Expenses	76,384,852	72,977,325	74,258,156	1,280,831	1.80%
Total Expenditures	468,103,930	461,226,043	482,365,251	21,139,208	4.60%
Addition to (Use of) Funds Before Transfers	556,337	(7,271,682)	(8,435,110)	(1,163,428)	16.00%
Transfers, Additional Funds and Commitments					
CCC Transfer in	11,507,764	15,217,984	13,290,259	(1,927,725)	-12.70%
CCC Transfer out	(11,427,806)	(14,705,969)	(11,685,710)	3,020,259	-20.50%
Consolidated Shared Services (reserved funds)	(1,000,000)	(250,000)	(1,000,000)	(750,000)	300.00%
FY18 LNGV Pay Set Aside for FY19	-	(1,169,377)	1,169,377	2,338,754	-200.00%
Total Transfers, Additional Funds and Commitments	(920,042)	(907,362)	1,773,926	2,681,288	-295.50%
Net Change Subtotal	(363,705)	(8,179,044)	(6,661,184)	1,517,860	-18.60%
Transfer from Restricted CB Reserves (2017 SEBAC)	-	2,203,491	-	(2,203,491)	-100.00%
Net Change	(363,705)	(5,975,553)	(6,661,184)	(685,631)	11.50%

Charter Oak State College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projections and Budget

ATTACHMENT D

Account Name	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs. FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	8,820,286	9,629,750	9,491,746	(138,004)	-1.40%
Student Fees	1,833,677	675,862	671,785	(4,077)	-0.60%
State Appropriations	2,304,569	2,185,756	2,950,543	764,787	35.00%
Additional State Approp (Dev Edu, Outcomes, GBTGA)	91,549	103,720	-	(103,720)	-100.00%
Fringe Benefits Paid By State	2,074,112	2,076,468	2,803,016	726,548	35.00%
All Other Revenue	1,797,744	1,818,837	300,000	(1,518,837)	-83.50%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	16,921,937	16,490,393	16,217,090	(273,303)	-1.70%
Expenditures:					
Personnel Services:					
Full-Time	5,871,538	5,728,638	5,025,631	(703,007)	-12.30%
Part-Time				-	NA
Lecturers	2,363,550	2,400,227	2,271,812	(128,415)	-5.40%
Permanent Part-time	420,429	461,680	426,342	(35,338)	-7.70%
Student Labor	365,938	442,520	129,062	(313,458)	-70.80%
Temporary Part Time	110,500	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	60,253	146,250	105,578	(40,672)	-27.80%
Subtotal Personnel Services	9,192,208	9,179,315	7,958,425	(1,220,890)	-13.30%
Fringe Benefits	5,181,732	5,343,073	5,797,905	454,832	8.50%
Total P.S. & Fringe Benefits	14,373,940	14,522,388	13,756,330	(766,058)	-5.30%
Other Expenses:					
Inst. Financial Aid/Match	107,644	20,804	21,636	832	4.00%
Waivers	50,000	304,577	358,634	54,057	17.70%
Utilities	-	-	-	-	NA
All Other Expenses	2,389,759	2,230,887	2,085,801	(145,086)	-6.50%
Total Other Expenses	2,547,403	2,556,268	2,466,071	(90,197)	-3.50%
Total Expenditures	16,921,343	17,078,656	16,222,401	(856,255)	-5.00%
Addition to (Use of) Funds Before Transfers	594	(588,263)	(5,311)	582,952	-99.10%
Net Change	594	(588,263)	(5,311)	582,952	-99.10%

Connecticut State Colleges & Universities - System Office (Board of Regents)

ATTACHMENT D

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and Budget

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	415,680	362,240	366,875	4,635	1.30%
Additional State Approp (Dev Edu, Outcomes, GBTGA)	-	-	-	-	NA
Fringe Benefits Paid By State	303,908	253,928	280,712	26,784	10.50%
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Total Revenue	719,588	616,168	647,587	31,419	5.10%
Expenditures:				-	NA
Personnel Services:				-	NA
Full-Time	421,750	362,240	366,875	4,635	1.30%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time				-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	421,750	362,240	366,875	4,635	1.30%
Fringe Benefits	303,908	253,928	280,712	26,784	10.50%
Total P.S. & Fringe Benefits	725,658	616,168	647,587	31,419	5.10%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
Total Other Expenses	-	-	-	-	NA
Total Expenditures	725,658	616,168	647,587	31,419	5.10%
Utilities					
Addition to (Use of) Funds Before Transfers	(6,070)	-	-	-	NA
Transfers, Additional Funds and Commitments					
Transfer in	6,070			-	NA
Transfer out	-	-	-	-	NA
FY18 LNGV Pay Set Aside for FY19				-	NA
Total Transfers, Additional Funds and Commitments	6,070	-	-	-	NA
Net Change	-	-	-	-	NA

STATE UNIVERSITIES

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and FY18 Budget

ATTACHMENT E

	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition FT and PT (Gross)	167,081,415	165,924,229	170,670,660	4,746,431	2.90%
Student Fees	175,170,096	174,405,127	181,414,171	7,009,044	4.00%
Accident Insurance	1,592,398	1,461,194	1,334,550	(126,644)	-8.70%
State Appropriations	142,360,429	134,159,221	144,017,627	9,858,406	7.30%
Addtl State Appropriation (Dev Education, Outcomes and IMRP)	1,970,613	2,221,618	2,000,052	(221,566)	-10.00%
Fringe Benefits Paid By State	125,277,176	117,577,140	134,154,321	16,577,181	14.10%
Housing	67,624,734	67,492,615	69,233,963	1,741,348	2.60%
Food Service	33,537,766	32,972,865	34,595,944	1,623,079	4.90%
All Other Revenue	18,413,401	20,440,657	20,752,746	312,089	1.50%
Less: Contra Revenue	(8,594,510)	(8,219,093)	(8,347,980)	(128,887)	1.60%
Total Revenue	724,433,518	708,435,573	749,826,054	41,390,481	5.80%
Expenditures:					
Personal Services:					
Total Full Time	252,376,942	241,360,463	256,189,885	14,829,422	6.10%
Part Time:					
Lecturers (PTLs)	35,063,706	33,747,251	35,749,833	2,002,582	5.90%
Lecturers (NCLs)	-	2,979,147	2,829,103	(150,044)	-5.00%
Perm/Intermit PT	1,697,553	1,673,541	1,643,625	(29,916)	-1.80%
University Assistants	4,634,313	4,068,616	4,129,445	60,829	1.50%
Graduate Assistants	1,934,314	1,965,750	1,988,284	22,534	1.10%
Student Labor	10,715,980	9,819,827	10,104,137	284,310	2.90%
Other Part Time	1,947,004	1,775,281	1,885,676	110,395	6.20%
Total Part Time	55,992,870	56,029,413	58,330,103	2,300,690	4.10%
Overtime	3,772,279	3,665,436	3,771,945	106,509	2.90%
All Other Personal Services	9,727,515	7,916,909	10,964,217	3,047,308	38.50%
Subtotal Personal Services	321,869,606	308,972,221	329,256,150	20,283,929	6.60%
Fringe Benefits	193,250,122	183,954,765	213,391,051	29,436,286	16.00%
Worker's Comp. Recovery	1,101,081	1,066,517	1,102,378	35,861	3.40%
Total P.S. & Fringe Benefits	516,220,809	493,993,503	543,749,579	49,756,076	10.10%
Other Expenses:					
Inst. Financial Aid/Match	40,768,747	39,853,503	41,388,886	1,535,383	3.90%
Waivers	7,877,727	7,790,031	10,365,936	2,575,905	33.10%
Utilities	20,260,164	20,866,348	22,123,124	1,256,776	6.00%
All Other Expenses	109,024,574	105,638,486	105,202,591	(435,895)	-0.40%
Total Other Expenses	177,931,212	174,148,368	179,080,537	4,932,169	2.80%
Total Expenditures	694,152,021	668,141,871	722,830,116	54,688,245	8.20%
Addition to (Use of) Funds Before Transfers	30,281,497	40,293,702	26,995,938	(13,297,764)	-33.00%
Designated Transfers					
Debt Service	(34,480,773)	(34,513,784)	(34,411,846)	101,938	-0.30%
Auxiliary Renewal and Replacement	(611,953)	(1,973,475)	(341,208)	1,632,267	-82.70%
Total Designated Transfers	(35,092,726)	(36,487,259)	(34,753,054)	1,734,205	-4.80%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	-	-	-	-	NA
CCSU transfer to Capital Equipment	1,000,000	-	-	-	NA
CCSU transfer to Telecom Reserves	-	(210,534)	-	210,534	-100.00%
Other transfer - BOR projected shortfall	(65,500)	-	-	-	NA
Gear Up Set Aside Year 1 (SCSU for FY19)	-	(788,504)	1,218,483	2,006,987	-254.50%
FY18 Longevity Pay Set Aside for FY19	-	(3,891,191)	3,891,191	7,782,382	-200.00%
Total Transfers and Commitments	934,500	(4,890,229)	5,109,674	9,999,903	-204.50%
Net Change Subtotal	(3,876,729)	(1,083,786)	(2,647,442)	(1,563,656)	144.30%
WCSU Foundation Reserves - Tuition Offset	1,182,286	1,237,177	1,225,784	(11,393)	-0.90%
Net Change	(2,694,443)	153,391	(1,421,658)	(1,575,049)	-1026.80%

STATE UNIVERSITIES

Expenditure Plan General & Operating Funds
FY19 Budget

ATTACHMENT E

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

STATE UNIVERSITIES

Expenditure Plan General & Operating Funds
FY18 Budget

ATTACHMENT E

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	167,081,415	59,654,532	25,712,865	54,177,778	27,536,240	
Student Fees	175,170,096	59,695,595	28,085,124	58,439,639	28,949,738	
Accident Insurance	1,592,398	530,000	285,124	509,626	267,648	-
State Appropriations	142,360,429	40,778,521	27,768,665	38,853,503	26,260,591	8,699,149
Additl State Appropriation (Dev Education, Outcomes and	1,970,613	458,734	521,251	441,131	549,497	-
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: Contra Revenue	(8,594,510)	(3,808,396)	(1,524,756)	(1,888,040)	(1,373,318)	-
Total Revenue	724,433,518	233,628,048	133,627,434	221,875,525	124,231,687	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:						
Lecturers (PTLs)	35,063,706	9,773,741	5,632,828	12,568,033	7,089,104	-
Lecturers (NCLs)	-	-	-	-	-	-
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	-
Student Labor	10,715,980	2,540,000	2,829,108	3,317,452	2,029,420	-
Other Part Time	1,947,004	1,914,004	33,000	-	-	-
Total Part Time	55,992,870	16,112,326	10,417,143	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	9,727,515	3,634,571	1,398,489	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	-
Utilities	20,260,164	6,082,204	4,905,373	4,798,826	4,473,761	-
All Other Expenses	109,024,574	35,330,865	17,153,046	33,288,190	18,822,420	4,430,053
Total Other Expenses	177,931,212	57,463,086	34,485,717	51,915,826	29,636,530	4,430,053
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 Transfers	30,281,497	11,355,915	6,981,790	8,856,659	3,021,633	65,500
Designated Transfers						
Debt Service	(34,480,773)	(12,095,915)	(6,981,790)	(9,596,349)	(5,806,719)	-
Auxiliary Renewal and Replacement	(611,953)	(260,000)	-	-	(351,953)	-
Total Designated Transfers	(35,092,726)	(12,355,915)	(6,981,790)	(9,596,349)	(6,158,672)	-
Transfers and Additional Commitments						
CCSU transfer to Capital Equipment	1,000,000	1,000,000	-	-	-	-
Other transfer - BOR projected shortfall	(65,500)	-	-	-	-	(65,500)
Total Transfers and Commitments	934,500	1,000,000	-	-	-	(65,500)
Net Change Subtotal	(3,876,729)	-	-	(739,690)	(3,137,039)	-
WCSU Foundation Reserves - Tuition Offset	1,182,286	-	-	-	1,182,286	-
Net Change	(2,694,443)	-	-	(739,690)	(1,954,753)	-

STATE UNIVERSITIES

Expenditure Plan General & Operating Funds
FY18 Estimate (Projection)

ATTACHMENT E

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	165,924,229	59,556,298	25,463,804	52,770,978	28,133,149	-
Student Fees	174,405,127	60,594,757	27,839,377	56,774,431	29,196,562	-
Accident Insurance	1,461,194	532,000	273,805	421,000	234,389	-
State Appropriations	134,159,221	37,933,774	26,326,556	36,800,742	24,893,732	8,204,417
Additl State Appropriation (Dev Education, Outcomes and	2,221,618	746,416	510,019	433,237	531,946	-
Fringe Benefits Paid By State	117,577,140	37,642,051	21,171,183	35,758,595	20,743,347	2,261,964
Housing	67,492,615	16,698,241	21,572,130	18,481,190	10,741,054	-
Food Service	32,972,865	11,591,072	7,055,704	8,599,054	5,727,035	-
All Other Revenue	20,440,657	8,694,724	2,005,788	5,114,050	4,418,247	207,848
Less: Contra Revenue	(8,219,093)	(3,703,339)	(1,444,471)	(1,888,040)	(1,183,243)	-
Total Revenue	708,435,573	230,285,994	130,773,895	213,265,237	123,436,218	10,674,229
Expenditures:						
Personal Services:						
Total Full Time	241,360,463	76,290,244	42,608,895	74,226,839	44,119,370	4,115,115
Part Time:						
Lecturers (PTLs)	33,747,251	10,638,955	5,176,043	11,201,644	6,730,609	-
Lecturers (NCLs)	2,979,147	1,404,786	228,092	1,145,699	200,570	-
Perm/Intermit PT	1,673,541	364,581	201,380	909,000	135,819	62,761
University Assistants	4,068,616	930,000	1,372,831	1,115,219	650,566	-
Graduate Assistants	1,965,750	320,000	278,497	1,160,231	207,022	-
Student Labor	9,819,827	1,956,262	3,052,463	2,829,629	1,981,473	-
Other Part Time	1,775,281	884,456	218,052	341,866	330,907	-
Total Part Time	56,029,413	16,499,040	10,527,358	18,703,288	10,236,966	62,761
Overtime	3,665,436	806,000	1,142,990	873,491	842,955	-
All Other Personal Services	7,916,909	3,131,666	1,055,566	2,490,422	1,239,255	-
Subtotal Personal Services	308,972,221	96,726,950	55,334,809	96,294,040	56,438,546	4,177,876
Fringe Benefits	183,954,765	57,331,934	33,896,142	57,590,749	32,877,777	2,258,163
Worker's Comp. Recovery	1,066,517	324,270	158,124	400,000	184,123	-
Total P.S. & Fringe Benefits	493,993,503	154,383,154	89,389,075	154,284,789	89,500,446	6,436,039
Other Expenses:						
Inst. Financial Aid/Match	39,853,503	13,077,429	10,417,942	10,978,810	5,379,322	-
Waivers	7,790,031	2,833,506	1,398,211	2,350,000	1,208,314	-
Utilities	20,866,348	5,663,541	4,460,675	6,549,589	4,192,543	-
All Other Expenses	105,638,486	39,842,363	16,645,716	26,562,024	18,464,304	4,124,079
Total Other Expenses	174,148,368	61,416,839	32,922,544	46,440,423	29,244,483	4,124,079
Total Expenditures	668,141,871	215,799,993	122,311,619	200,725,212	118,744,929	10,560,118
Addition to (Use of) Funds Before Transfers	40,293,702	14,486,001	8,462,276	12,540,025	4,691,289	114,111
Designated Transfers						
Debt Service	(34,513,784)	(12,648,670)	(6,613,489)	(9,651,521)	(5,600,104)	-
Auxiliary Renewal and Replacement	(1,973,475)	(500,000)	(1,145,113)	-	(328,362)	-
Total Designated Transfers	(36,487,259)	(13,148,670)	(7,758,602)	(9,651,521)	(5,928,466)	-
Transfers and Additional Commitments						
Transfer to Telecom Reserves	(210,534)	(210,534)	-	-	-	-
Gear Up Set Aside Year 1 (SCSU for FY19)	(788,504)			(788,504)		
FY18 Longevity Pay Set Aside for FY19	(3,891,191)	(1,126,797)	(646,806)	(2,100,000)	-	(17,588)
Total Transfers and Commitments	(4,890,229)	(1,337,331)	(646,806)	(2,888,504)	-	(17,588)
Net Change Subtotal	(1,083,786)	-	56,868	-	(1,237,177)	96,523
WCSU Foundation Reserves - Tuition Offset	1,237,177	-	-	-	1,237,177	-
Net Change	153,391	-	56,868	-	-	96,523

CENTRAL CONNECTICUT STATE UNIVERSITY

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and FY18 Budget

ATTACHMENT E

	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	47,664,832	47,445,846	48,350,944	905,098	1.90%
Part Time Tuition (Gross)	11,989,700	12,110,452	12,531,452	421,000	3.50%
General University Fee (PT students)	11,442,127	11,488,374	11,881,986	393,612	3.40%
University General Fee (excluding Accident Ins.)	28,079,000	28,182,000	28,737,000	555,000	2.00%
University Fee (DS)	7,432,000	7,369,000	7,557,000	188,000	2.60%
Extension Fee (Gross)	10,098,868	10,778,530	11,004,000	225,470	2.10%
All Other Student Fees	2,643,600	2,776,853	2,700,325	(76,528)	-2.80%
Accident Insurance	530,000	532,000	468,000	(64,000)	-12.00%
State Appropriations	40,778,521	37,933,774	42,343,091	4,409,317	11.60%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	458,734	746,416	837,513	91,097	12.20%
Fringe Benefits Paid By State	40,157,600	37,642,051	42,908,918	5,266,867	14.00%
Housing	16,559,676	16,698,241	16,853,587	155,346	0.90%
Food Service	11,183,842	11,591,072	11,702,283	111,211	1.00%
All Other Revenue	8,417,944	8,694,724	8,956,241	261,517	3.00%
Less: Contra Revenue	(3,808,396)	(3,703,339)	(3,751,222)	(47,883)	1.30%
Total Revenue	233,628,048	230,285,994	243,081,118	12,795,124	5.60%
Expenditures:					
Personal Services:					
Total Full Time	82,617,041	76,290,244	83,401,372	7,111,128	9.30%
Part Time:					
Lecturers (PTLs)	9,773,741	10,638,955	11,315,571	676,616	6.40%
Lecturers (NCLs)		1,404,786	1,404,786	-	0.00%
Perm/Intermit PT	364,581	364,581	407,855	43,274	11.90%
University Assistants	1,200,000	930,000	930,000	-	0.00%
Graduate Assistants	320,000	320,000	320,000	-	0.00%
Student Labor	2,540,000	1,956,262	1,956,262	-	0.00%
Other Part Time	1,914,004	884,456	884,456	-	0.00%
Total Part Time	16,112,326	16,499,040	17,218,930	719,890	4.40%
Overtime	806,000	806,000	806,000	-	0.00%
All Other Personal Services	3,634,571	3,131,666	3,735,262	603,596	19.30%
Subtotal Personal Services	103,169,938	96,726,950	105,161,564	8,434,614	8.70%
Fringe Benefits	61,287,828	57,331,934	67,556,820	10,224,886	17.80%
Worker's Comp. Recovery	351,281	324,270	346,410	22,140	6.80%
Total P.S. & Fringe Benefits	164,809,047	154,383,154	173,064,794	18,681,640	12.10%
Other Expenses:					
Inst. Financial Aid/Match	13,216,511	13,077,429	13,580,074	502,645	3.80%
Waivers	2,833,506	2,833,506	2,898,957	65,451	2.30%
Utilities	6,082,204	5,663,541	6,120,191	456,650	8.10%
All Other Expenses	35,330,865	39,842,363	35,353,464	(4,488,899)	-11.30%
Total Other Expenses	57,463,086	61,416,839	57,952,686	(3,464,153)	-5.60%
Total Expenditures	222,272,133	215,799,993	231,017,480	15,217,487	7.10%
Addition to (Use of) Funds Before Transfers	11,355,915	14,486,001	12,063,638	(2,422,363)	-16.70%
Designated Transfers					
Debt Service (University Fee)	(7,319,000)	(7,259,000)	(7,444,000)	(185,000)	2.50%
Debt Service Residence Halls	(4,000,000)	(4,642,258)	(4,000,000)	642,258	-13.80%
Debt Service Parking Garage	(776,915)	(776,412)	(750,833)	(3,421)	0.50%
Auxiliary Renewal and Replacement	(260,000)	(500,000)	-	500,000	-100.00%
Total Designated Transfers	(12,355,915)	(13,148,670)	(12,194,833)	953,837	-7.30%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap			(995,602)	(995,602)	NA
Transfer to Telecom Reserves		(210,534)	-	210,534	-100.00%
Additional Funding - Capital Equipment	1,000,000			-	NA
FY18 Longevity Pay Set Aside for FY19	-	(1,126,797)	1,126,797	2,253,594	-200.00%
Total Transfers and Commitments	1,000,000	(1,337,331)	131,195	1,468,526	-109.80%
Net Change	-	-	-	-	NA

EASTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and FY18 Budget

ATTACHMENT E

	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	23,918,717	23,717,234	24,176,626	459,392	1.90%
Part Time Tuition (Gross)	1,794,148	1,746,570	1,816,084	69,514	4.00%
General University Fee (PT students)	2,028,453	1,962,779	2,038,593	75,814	3.90%
University General Fee (excluding Accident Ins.)	18,180,848	18,032,593	18,860,688	828,095	4.60%
University Fee (DS)	3,876,913	3,826,170	3,957,158	130,988	3.40%
Extension Fee (Gross)	2,925,736	2,955,984	3,071,630	115,646	3.90%
All Other Student Fees	1,073,174	1,061,851	1,073,065	11,214	1.10%
Accident Insurance	285,124	273,805	247,980	(25,825)	-9.40%
State Appropriations	27,768,665	26,326,556	29,223,718	2,897,162	11.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	521,251	510,019	387,513	(122,506)	-24.00%
Fringe Benefits Paid By State	22,561,528	21,171,183	24,414,834	3,243,651	15.30%
Housing	21,507,691	21,572,130	22,259,473	687,343	3.20%
Food Service	7,002,531	7,055,704	7,507,434	451,730	6.40%
All Other Revenue	1,707,411	2,005,788	2,027,602	21,814	1.10%
Less: Contra Revenue	(1,524,756)	(1,444,471)	(1,490,908)	(46,437)	3.20%
Total Revenue	133,627,434	130,773,895	139,571,490	8,797,595	6.70%
Expenditures:					
Personal Services:					
Total Full Time	43,408,897	42,608,895	44,541,157	1,932,262	4.50%
Part Time:					
Lecturers (PTLs)	5,632,828	5,176,043	5,302,443	126,400	2.40%
Lecturers (NCLs)		228,092	228,092	-	0.00%
Perm/Intermit PT	227,804	201,380	221,810	20,430	10.10%
University Assistants	1,439,043	1,372,831	1,416,314	43,483	3.20%
Graduate Assistants	255,360	278,497	281,472	2,975	1.10%
Student Labor	2,829,108	3,052,463	3,108,455	55,992	1.80%
Other Part Time	33,000	218,052	245,312	27,260	12.50%
Total Part Time	10,417,143	10,527,358	10,803,898	276,540	2.60%
Overtime	1,056,875	1,142,990	1,122,990	(20,000)	-1.70%
All Other Personal Services	1,398,489	1,055,566	1,824,534	768,968	72.80%
Subtotal Personal Services	56,281,404	55,334,809	58,292,579	2,957,770	5.30%
Fringe Benefits	35,703,036	33,896,142	40,154,261	6,258,119	18.50%
Worker's Comp. Recovery	175,487	158,124	166,785	8,661	5.50%
Total P.S. & Fringe Benefits	92,159,927	89,389,075	98,613,625	9,224,550	10.30%
Other Expenses:					
Inst. Financial Aid/Match	11,014,344	10,417,942	11,049,282	631,340	6.10%
Waivers	1,412,954	1,398,211	1,450,731	52,520	3.80%
Utilities	4,905,373	4,460,675	4,762,428	301,753	6.80%
All Other Expenses	17,153,046	16,645,716	17,737,818	1,092,102	6.60%
Total Other Expenses	34,485,717	32,922,544	35,000,259	2,077,715	6.30%
Total Expenditures	126,645,644	122,311,619	133,613,884	11,302,265	9.20%
Addition to (Use of) Funds Before Transfers	6,981,790	8,462,276	5,957,606	(2,504,670)	-29.60%
Designated Transfers					
Debt Service (University Fee)	(3,834,803)	(3,788,199)	(3,917,887)	(129,688)	3.40%
Debt Service Residence Halls	(2,731,839)	(2,440,138)	(2,730,719)	(290,581)	11.90%
Debt Service Parking Garage	(415,148)	(385,152)	(381,862)	3,290	-0.90%
Auxiliary Renewal and Replacement	-	(1,145,113)	0	1,145,113	-100.00%
Total Designated Transfers	(6,981,790)	(7,758,602)	(7,030,468)	728,134	-9.40%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap			(995,602)	(995,602)	NA
FY18 Longevity Pay Set Aside for FY19	-	(646,806)	646,806	1,293,612	-200.00%
Total Transfers and Commitments	-	(646,806)	(348,796)	298,010	-46.10%
Net Change	-	56,868	(1,421,658)	(1,478,526)	-2599.90%

SOUTHERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and FY18 Budget

ATTACHMENT E

	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	45,911,305	44,738,985	45,990,515	1,251,530	2.80%
Part Time Tuition (Gross)	8,266,473	8,031,993	8,349,501	317,508	4.00%
General University Fee (PT students)	8,202,585	8,088,305	8,404,379	316,074	3.90%
University General Fee (excluding Accident Ins.)	28,750,335	28,888,560	30,249,429	1,360,869	4.70%
University Fee (DS)	7,082,349	6,933,485	7,141,589	208,104	3.00%
Extension Fee (Gross)	10,043,890	10,310,121	10,897,064	586,943	5.70%
All Other Student Fees	4,360,480	2,553,960	2,706,555	152,595	6.00%
Accident Insurance	509,626	421,000	373,000	(48,000)	-11.40%
State Appropriations	38,853,503	36,800,742	40,755,319	3,954,577	10.70%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	441,131	433,237	387,513	(45,724)	-10.60%
Fringe Benefits Paid By State	38,153,490	35,758,595	40,726,114	4,967,519	13.90%
Housing	18,909,096	18,481,190	18,992,393	511,203	2.80%
Food Service	9,733,880	8,599,054	9,404,000	804,946	9.40%
All Other Revenue	4,545,422	5,114,050	5,285,000	170,950	3.30%
Less: Contra Revenue	(1,888,040)	(1,888,040)	(1,900,000)	(11,960)	0.60%
Total Revenue	221,875,525	213,265,237	227,762,371	14,497,134	6.80%
Expenditures:					
Personal Services:					
Total Full Time	76,969,327	74,226,839	77,906,681	3,679,842	5.00%
Part Time:					
Lecturers (PTLs)	12,568,033	11,201,644	11,600,000	398,356	3.60%
Lecturers (NCLs)	-	1,145,699	1,000,000	(145,699)	-12.70%
Perm/Intermit PT	916,960	909,000	840,000	(69,000)	-7.60%
University Assistants	1,173,919	1,115,219	1,000,000	(115,219)	-10.30%
Graduate Assistants	1,142,142	1,160,231	1,180,000	19,769	1.70%
Student Labor	3,317,452	2,829,629	3,160,000	330,371	11.70%
Other Part Time	-	341,866	350,000	8,134	2.40%
Total Part Time	19,118,506	18,703,288	19,130,000	426,712	2.30%
Overtime	1,066,448	873,491	1,050,000	176,509	20.20%
All Other Personal Services	3,061,369	2,490,422	3,425,000	934,578	37.50%
Subtotal Personal Services	100,215,650	96,294,040	101,511,681	5,217,641	5.40%
Fringe Benefits	60,487,390	57,590,749	66,337,884	8,747,135	15.20%
Worker's Comp. Recovery	400,000	400,000	400,000	-	0.00%
Total P.S. & Fringe Benefits	161,103,040	154,284,789	168,249,565	13,964,776	9.10%
Other Expenses:					
Inst. Financial Aid/Match	11,478,810	10,978,810	11,478,810	500,000	4.60%
Waivers	2,350,000	2,350,000	4,738,342	2,388,342	101.60%
Utilities	4,798,826	6,549,589	7,149,589	600,000	9.20%
All Other Expenses	33,288,190	26,562,024	29,227,357	2,665,333	10.00%
Total Other Expenses	51,915,826	46,440,423	52,594,098	6,153,675	13.30%
Total Expenditures	213,018,866	200,725,212	220,843,663	20,118,451	10.00%
Addition to (Use of) Funds Before Transfers	8,856,659	12,540,025	6,918,708	(5,621,317)	-44.80%
Designated Transfers					
Debt Service (University Fee)	(6,932,349)	(6,758,485)	(6,966,589)	(208,104)	3.10%
Debt Service Residence Halls	(1,064,000)	(1,293,036)	(1,000,000)	293,036	-22.70%
Debt Service Parking Garage	(1,600,000)	(1,600,000)	(1,275,000)	325,000	-20.30%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(9,596,349)	(9,651,521)	(9,241,589)	409,932	-4.20%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	-	-	(995,602)	(995,602)	NA
Gear Up Set Aside Year 1 (for FY19)	-	(788,504)	1,218,483	2,006,987	-254.50%
FY18 Longevity Pay Set Aside for FY19	-	(2,100,000)	2,100,000	4,200,000	-200.00%
Total Transfers and Commitments	-	(2,888,504)	2,322,881	5,211,385	-180.40%
Net Change	(739,690)	-	-	-	NA

WESTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan General & Operating Funds

FY19 Budget, FY18 Projections and FY18 Budget

ATTACHMENT E

	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	22,374,212	22,971,261	24,087,551	1,116,290	4.90%
Part Time Tuition (Gross)	5,162,028	5,161,888	5,367,987	206,099	4.00%
General University Fee (PT students)	4,817,633	4,727,366	4,910,533	183,167	3.90%
University General Fee (excluding Accident Ins.)	15,106,056	15,379,333	16,461,069	1,081,736	7.00%
University Fee (DS)	3,603,448	3,678,192	3,870,768	192,576	5.20%
Extension Fee (Gross)	3,602,498	3,602,498	3,740,875	138,377	3.80%
All Other Student Fees	1,820,103	1,809,173	2,150,465	341,292	18.90%
Accident Insurance	267,648	234,389	245,570	11,181	4.80%
State Appropriations	26,260,591	24,893,732	27,521,648	2,627,916	10.60%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	549,497	531,946	387,513	(144,433)	-27.20%
Fringe Benefits Paid By State	22,098,383	20,743,347	23,694,711	2,951,364	14.20%
Housing	10,648,271	10,741,054	11,128,510	387,456	3.60%
Food Service	5,617,513	5,727,035	5,982,227	255,192	4.50%
All Other Revenue	3,677,124	4,418,247	4,283,903	(134,344)	-3.00%
Less: Contra Revenue	(1,373,318)	(1,183,243)	(1,205,850)	(22,607)	1.90%
Total Revenue	124,231,687	123,436,218	132,627,480	9,191,262	7.40%
Expenditures:					
Personal Services:					
Total Full Time	45,164,970	44,119,370	46,266,359	2,146,989	4.90%
Part Time:					
Lecturers (PTLs)	7,089,104	6,730,609	7,531,819	801,210	11.90%
Lecturers (NCLs)	-	200,570	196,225		
Perm/Intermit PT	135,819	135,819	140,264	4,445	3.30%
University Assistants	821,351	650,566	783,131	132,565	20.40%
Graduate Assistants	216,812	207,022	206,812	(210)	-0.10%
Student Labor	2,029,420	1,981,473	1,879,420	(102,053)	-5.20%
Other Part Time	-	330,907	405,908	75,001	22.70%
Total Part Time	10,292,506	10,236,966	11,143,579	906,613	8.90%
Overtime	842,956	842,955	792,955	(50,000)	-5.90%
All Other Personal Services	1,633,086	1,239,255	1,979,421	740,166	59.70%
Subtotal Personal Services	57,933,518	56,438,546	60,182,314	3,743,768	6.60%
Fringe Benefits	33,471,193	32,877,777	36,904,504	4,026,727	12.20%
Worker's Comp. Recovery	168,813	184,123	189,183	5,060	2.70%
Total P.S. & Fringe Benefits	91,573,524	89,500,446	97,276,001	7,775,555	8.70%
Other Expenses:					
Inst. Financial Aid/Match	5,059,082	5,379,322	5,280,720	(98,602)	-1.80%
Waivers	1,281,267	1,208,314	1,277,906	69,592	5.80%
Utilities	4,473,761	4,192,543	4,090,916	(101,627)	-2.40%
All Other Expenses	18,822,420	18,464,304	18,645,955	181,651	1.00%
Total Other Expenses	29,636,530	29,244,483	29,295,497	51,014	0.20%
Total Expenditures	121,210,054	118,744,929	126,571,498	7,826,569	6.60%
Addition to (Use of) Funds Before Transfers	3,021,633	4,691,289	6,055,982	1,364,693	29.10%
Designated Transfers					
Debt Service (University Fee)	(3,603,448)	(3,641,676)	(3,835,931)	(194,255)	5.30%
Debt Service Residence Halls	(1,393,476)	(1,263,736)	(1,347,366)	(83,630)	6.60%
Debt Service Parking Garage	(737,225)	(626,666)	(690,130)	(63,464)	10.10%
Debt Service WS Parking Garage	(72,570)	(68,026)	(71,529)	(3,503)	5.10%
Auxiliary Renewal and Replacement	(351,953)	(328,362)	(341,208)	(12,846)	3.90%
Total Designated Transfers	(6,158,672)	(5,928,466)	(6,286,164)	(357,698)	6.00%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap			(995,602)	(995,602)	NA
FY18 Longevity Pay Set Aside for FY19		-	-	-	NA
Total Transfers and Commitments	-	-	(995,602)	(995,602)	NA
Net Change Subtotal	(3,137,039)	(1,237,177)	(1,225,784)	11,393	-0.90%
WCSU Foundation Reserves - Tuition Offset	1,182,286	1,237,177	1,225,784	(11,393)	-0.90%
Net Change	(1,954,753)	-	-	-	NA

SYSTEM OFFICE/SYSTEMWIDE

Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projections and FY18 Budget

ATTACHMENT E

	FY18 Budget	FY18 Projection	FY19 Budget	FY19 Bud vs FY18 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Part Time Tuition (Gross)	-	-	-	-	NA
General University Fee (PT students)	-	-	-	-	NA
University General Fee (excluding Accident Ins.)	-	-	-	-	NA
University Fee (DS)	-	-	-	-	NA
Extension Fee (Gross)	-	-	-	-	NA
All Other Student Fees	-	-	-	-	NA
Accident Insurance	-	-	-	-	NA
State Appropriations	8,699,149	8,204,417	4,173,851	(4,030,566)	-49.10%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	2,306,175	2,261,964	2,409,744	147,780	6.50%
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	65,500	207,848	200,000	(7,848)	-3.80%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	11,070,824	10,674,229	6,783,595	(3,890,634)	-36.40%
Expenditures:					
Personal Services:					
Total Full Time	4,216,707	4,115,115	4,074,316	(40,799)	-1.00%
Part Time:					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	52,389	62,761	33,696	(29,065)	-46.30%
University Assistants	-	-	-	-	NA
Graduate Assistants	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Total Part Time	52,389	62,761	33,696	(29,065)	-46.30%
Overtime	-	-	-	-	NA
All Other Personal Services	-	-	-	-	NA
Subtotal Personal Services	4,269,096	4,177,876	4,108,012	(69,864)	-1.70%
Fringe Benefits	2,300,675	2,258,163	2,437,582	179,419	7.90%
Worker's Comp. Recovery	5,500	-	-	-	NA
Total P.S. & Fringe Benefits	6,575,271	6,436,039	6,545,594	109,555	1.70%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	4,430,053	4,124,079	4,237,997	113,918	2.80%
Total Other Expenses	4,430,053	4,124,079	4,237,997	113,918	2.80%
Total Expenditures	11,005,324	10,560,118	10,783,591	223,473	2.10%
Addition to (Use of) Funds Before Transfers	65,500	114,111	(3,999,996)	(4,114,107)	-3605.40%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	-	-	3,982,408	3,982,408	NA
Other Transfer - BOR Shortfall	(65,500)	-	-	-	NA
FY18 Longevity Pay Set Aside for FY19	-	(17,588)	17,588	35,176	-200.00%
Total Transfers and Commitments	(65,500)	(17,588)	3,999,996	4,017,584	-22842.80%
Net Change	-	96,523	-	(96,523)	-100.00%

Community Colleges
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projections and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	122,545,896	124,842,026	125,263,324	421,298	0.30%
Fees	54,637,537	56,816,608	57,253,850	437,242	0.80%
State Appropriations	155,049,247	143,839,172	139,765,979	(4,073,193)	-2.80%
Addtl State Appropriation (Dev Edu and Outcomes)	8,520,169	8,247,826	8,564,677	316,851	3.80%
GF Fringe Benefits Paid by State	122,241,664	115,091,818	122,629,413	7,537,595	6.50%
OF Fringe Benefits Paid by State	-	-	16,200,000	16,200,000	NA
Private Gifts, Grants and Contracts	152,700	111,583	113,200	1,617	1.40%
Sales of Educational Activities	1,386,733	534,055	497,473	(36,582)	-6.80%
All Other Revenue	4,126,321	4,471,273	3,642,225	(829,048)	-18.50%
Total Revenue	468,660,267	453,954,361	473,930,141	19,975,780	4.40%
Expenditures:					
Personnel Services:					
Full Time (6101)	154,105,962	153,968,194	156,983,043	3,014,849	2.00%
Continuing Part Time (6111)	1,465,887	1,512,362	1,586,494	74,132	4.90%
Temporary Part Time (6102, B, D, G)	22,529,320	17,480,001	17,741,176	261,175	1.50%
Clinical EA (6102B)	-	5,516,325	6,353,902	837,577	15.20%
Contractual PTL (6103D)	40,851,200	41,206,155	41,188,902	(17,253)	0.00%
Contractual NCL (6103E)	3,867,301	3,963,730	4,327,095	363,365	9.20%
Contractual ECL (6103F)	7,196,310	6,977,390	6,840,020	(137,370)	-2.00%
Student Labor (6104, H)	3,172,112	2,971,967	3,517,430	545,463	18.40%
Overtime (6107)	1,235,540	1,269,846	1,174,840	(95,006)	-7.50%
All Other Personnel Services	8,473,147	6,752,930	8,855,707	2,102,777	31.10%
Subtotal Personnel Services	242,896,779	241,618,900	248,568,609	6,949,709	2.90%
Fringe Benefits	148,822,299	146,629,818	159,538,486	12,908,668	8.80%
Total P.S. & Fringe Benefits	391,719,078	388,248,718	408,107,095	19,858,377	5.10%
Other Expenses:					
Inst. Financial Aid/Match	17,304,099	17,091,024	17,802,444	711,420	4.20%
Waivers	5,912,740	6,024,292	5,967,437	(56,855)	-0.90%
Utilities	9,621,779	9,644,293	10,091,969	447,676	4.60%
All Other Expenses	43,546,234	40,217,716	40,396,306	178,590	0.40%
Total Other Expenses	76,384,852	72,977,325	74,258,156	1,280,831	1.80%
Total Expenditures	468,103,930	461,226,043	482,365,251	21,139,208	4.60%
Addition to (Use of) Funds Before Transfers	556,337	(7,271,682)	(8,435,110)	(1,163,428)	16.00%
Transfers, Additional Funds and Commitments					
Transfer in	11,507,764	15,217,984	13,290,259	(1,927,725)	-12.70%
Transfer out	(11,427,806)	(14,705,969)	(11,685,710)	3,020,259	-20.50%
FY18 LNGV Pay Set Aside for FY19	-	(1,169,377)	1,169,377	2,338,754	-200.00%
Shared Services	(1,000,000)	(250,000)	(1,000,000)	(750,000)	300.00%
Total Transfers, Additional Funds and Commitments	(920,042)	(907,362)	1,773,926	2,681,288	-295.50%
Net Change Subtotal	(363,705)	(8,179,044)	(6,661,184)	1,517,860	-18.60%
Restricted CB Reserves (2017 SEBAC)	-	2,203,491	-	(2,203,491)	-100.00%
Net Change	(363,705)	(5,975,553)	(6,661,184)	(685,631)	11.50%

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	125,263,324	-	4,272,125	8,327,100	17,720,146	13,138,450	15,584,832	6,956,918	16,675,973	15,530,446	2,977,681	3,548,989	9,888,039	10,642,625
Fees	57,253,850	-	4,153,307	4,536,884	7,800,733	3,913,450	7,159,186	3,240,901	7,568,435	7,141,512	1,054,006	1,581,064	4,371,500	4,732,872
State Appropriations	139,765,979	11,542,479	6,587,561	9,798,044	17,036,682	12,051,929	14,641,400	7,185,596	16,562,596	12,986,346	5,932,990	5,922,515	9,885,562	9,632,279
Addtl State Appropriation (Dev Edu and Outcom	8,564,677	1,202,027	228,697	500,065	1,050,232	729,480	1,003,725	397,463	969,445	860,370	185,307	245,957	604,584	587,325
GF Fringe Benefits Paid by State	122,629,413	7,153,731	5,877,491	9,266,324	14,945,911	10,778,208	13,887,106	6,155,730	15,561,388	10,901,068	5,344,460	4,883,244	9,007,390	8,867,361
OF Fringe Benefits Paid by State	16,200,000	-	690,388	1,559,440	1,887,911	1,099,509	2,533,955	472,992	2,516,343	1,869,542	515,766	303,400	1,366,956	1,383,798
Private Gifts, Grants and Contracts	113,200	-	-	-	-	-	-	12,000	-	-	100,000	-	-	1,200
Sales of Educational Activities	497,473	-	21,500	-	38,000	-	9,100	5,000	113,873	200,000	-	-	-	110,000
All Other Revenue	3,642,225	200,000	200,896	193,275	348,652	575,000	337,134	176,565	178,350	277,350	65,000	194,900	660,000	235,103
Total Revenue	473,930,141	20,098,237	22,031,965	34,181,132	60,828,267	42,286,026	55,156,438	24,603,165	60,146,403	49,766,634	16,175,210	16,680,069	35,784,031	36,192,563
Expenditures:														
Personnel Services:														
Full Time (6101)	156,983,043	11,495,881	5,160,924	11,763,554	17,487,891	13,948,632	18,800,349	8,410,355	19,991,436	16,038,606	6,469,436	5,706,484	10,908,819	10,800,676
Continuing Part Time (6111)	1,586,494	131,005	103,085	35,517	68,127	196,226	24,274	65,000	203,709	128,006	-	328,657	-	302,888
Temporary Part Time (6102, B, D, G)	17,741,176	12,433	2,622,831	1,249,375	2,566,526	1,450,400	1,723,234	513,045	2,054,811	1,766,026	116,178	745,927	1,661,326	1,259,064
Clinical EA (6102B)	6,353,902	-	-	1,534,675	1,168,543	-	96,732	-	1,418,000	877,676	310,660	-	663,447	284,169
Contractual PTL (6103D)	41,188,902	-	1,532,523	1,624,360	6,443,713	3,964,675	4,889,832	2,495,500	5,529,558	5,216,047	1,061,210	1,193,373	3,437,905	3,800,206
Contractual NCL (6103E)	4,327,095	-	527,561	390,003	425,731	185,000	342,030	283,077	416,500	724,915	50,000	223,910	300,000	458,368
Contractual ECL (6103F)	6,840,020	-	499,013	503,565	978,802	350,000	1,180,726	285,765	868,683	851,250	99,780	51,553	470,000	700,883
Student Labor (6104, H)	3,517,430	1,710,830	122,970	12,500	250,000	116,209	250,000	150,000	191,627	330,209	26,186	16,767	204,000	136,132
Overtime (6107)	1,174,840	-	28,150	103,540	290,000	150,000	100,339	25,000	265,800	50,000	45,192	45,062	18,000	53,757
All Other Personnel Services	8,855,707	3,247,447	131,663	756,100	528,380	450,000	1,086,826	279,886	427,812	692,500	141,178	356,421	369,939	387,555
Subtotal Personnel Services	248,568,609	16,597,596	10,728,720	17,973,189	30,207,713	20,811,142	28,494,342	12,507,628	31,367,936	26,675,235	8,319,820	8,668,154	18,033,436	18,183,698
Fringe Benefits	159,538,486	7,356,579	7,485,809	12,483,065	19,937,091	13,429,187	19,938,744	7,194,348	21,336,709	14,698,715	6,459,202	5,611,356	11,369,598	12,238,083
Total P.S. & Fringe Benefits	408,107,095	23,954,175	18,214,529	30,456,254	50,144,804	34,240,329	48,433,086	19,701,976	52,704,645	41,373,950	14,779,022	14,279,510	29,403,034	30,421,781
Other Expenses:														
Inst. Financial Aid/Match	17,802,444	-	585,079	1,120,000	2,540,746	1,824,900	2,256,648	992,572	2,403,146	2,221,037	397,037	507,456	1,402,611	1,551,212
Waivers	5,967,437	-	271,681	600,000	781,839	652,000	540,509	407,643	655,000	723,534	330,770	165,951	537,300	301,210
Utilities	10,091,969	-	413,922	879,300	756,652	1,344,000	1,147,300	376,246	1,370,148	1,242,000	517,497	319,904	850,000	875,000
All Other Expenses	40,396,306	7,561,414	2,291,150	2,485,566	5,466,548	4,056,000	2,510,736	2,512,219	2,677,695	4,109,955	844,595	1,197,549	2,424,500	2,258,379
Total Other Expenses	74,258,156	7,561,414	3,561,832	5,084,866	9,545,785	7,876,900	6,455,193	4,288,680	7,105,989	8,296,526	2,089,899	2,190,860	5,214,411	4,985,801
Total Expenditures	482,365,251	31,515,589	21,776,361	35,541,120	59,690,589	42,117,229	54,888,279	23,990,656	59,810,634	49,670,476	16,868,921	16,470,370	34,617,445	35,407,582
Addition to (Use of) Funds Before Transfers	(8,435,110)	(11,417,352)	255,604	(1,359,988)	1,137,678	168,797	268,159	612,509	335,769	96,158	(693,711)	209,699	1,166,586	784,981
Transfers, Additional Funds and Commitments	1,604,549	11,685,710	(294,957)	(750,884)	(1,292,815)	(923,444)	(1,269,333)	(642,398)	(1,547,259)	(1,119,653)	(192,576)	(311,470)	(962,954)	(773,418)
Transfer in	13,290,259	11,685,710	91,521	-	397,939	237,000	286,700	20,000	-	275,000	115,000	57,459	-	123,930
Transfer out	(11,685,710)	-	(386,478)	(750,884)	(1,690,754)	(1,160,444)	(1,556,033)	(662,398)	(1,547,259)	(1,394,653)	(307,576)	(368,929)	(962,954)	(897,348)
FY18 LNGV Pay Set Aside for FY19	1,169,377	103,418	39,353	-	155,137	100,000	149,000	71,018	134,050	155,000	54,000	-	95,009	113,392
Shared Services	(1,000,000)	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Total Transfers, Add'l Funds and Commitments	1,773,926	10,789,128	(255,604)	(750,884)	(1,137,678)	(823,444)	(1,120,333)	(571,380)	(1,413,209)	(964,653)	(138,576)	(311,470)	(867,945)	(660,026)
Net Change	(6,661,184)	(628,224)	0	(2,110,872)	0	(654,647)	(852,174)	41,129	(1,077,440)	(868,495)	(832,287)	(101,771)	298,641	124,955

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
Addtl State Appropriation (Dev Edu and Outcomes)	8,520,169	-	328,447	605,438	1,169,294	850,613	1,122,515	440,578	1,088,387	978,036	237,482	291,763	713,621	693,995
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
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	468,660,267	15,961,191	21,364,031	33,362,188	61,917,737	42,721,217	55,933,674	24,213,318	59,213,973	49,869,502	16,255,009	16,941,545	36,260,769	34,646,113
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
Clinical EA (6102B)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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)	7,196,310	-	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
Utilities	9,621,779	-	379,323	879,300	917,652	959,988	1,098,730	321,906	1,272,400	1,260,880	437,856	315,000	850,000	928,744
All Other Expenses	43,546,234	6,815,760	2,268,736	2,254,891	7,408,110	4,261,152	3,082,020	2,516,636	3,261,201	4,378,066	707,128	1,776,178	2,608,631	2,207,725
Total Other Expenses	76,384,852	6,815,760	3,547,263	4,829,191	11,422,629	7,735,293	7,027,509	4,276,116	7,481,272	8,394,029	1,913,331	2,699,360	5,459,751	4,783,348
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 Transfers	556,337	(10,267,810)	351,817	(217,119)	1,652,270	1,117,516	1,520,668	789,684	1,524,407	1,342,438	(249,707)	346,420	1,601,890	1,043,863
Transfers, Additional Funds and Commitments														
Transfer in	11,507,764	11,347,808	-	140,000	-	-	-	-	-	-	-	19,956	-	-
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)
Shared Services	(1,000,000)	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Total Transfers, Add'l Funds and Commitments	(920,042)	10,267,810	(351,817)	(620,616)	(1,652,270)	(1,117,516)	(1,520,668)	(633,471)	(1,500,837)	(1,342,438)	(291,382)	(346,420)	(929,998)	(880,419)
Net Change	(363,705)	-	-	(837,735)	-	-	-	156,213	23,570	-	(541,089)	-	671,892	163,444

Community Colleges - Consolidating
Expenditure Plan General & Operating Funds
FY18 Estimate (Projection)
All Colleges Consolidating

ATTACHMENT F

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	124,842,026	-	4,167,926	8,173,387	17,731,228	12,818,000	16,162,549	6,787,237	16,426,985	15,618,820	3,057,952	3,644,661	10,262,625	9,990,656
Fees	56,816,608	-	4,148,278	4,369,206	7,789,585	3,818,000	6,989,422	3,177,354	7,499,472	7,385,003	1,082,420	1,596,159	4,600,880	4,360,829
State Appropriations	143,839,172	9,512,143	6,516,724	10,340,019	18,062,379	12,623,313	15,633,271	7,466,612	17,377,915	13,737,284	5,925,116	6,086,438	10,383,744	10,174,214
Addtl State Appropriation (Dev Edu and	8,247,826	-	311,680	591,685	1,165,309	802,904	1,117,532	435,251	1,082,590	970,161	228,348	157,914	702,268	682,184
Fringe Benefits Paid By State	115,091,818	6,225,413	5,230,975	8,690,786	14,269,280	10,135,258	13,433,670	5,700,011	14,787,742	10,367,528	4,788,087	4,527,892	8,480,404	8,454,772
Private Gifts, Grants and Contracts	111,583	-	-	-	-	-	-	8,628	-	-	102,055	-	-	900
Sales of Educational Activities	534,055	-	21,367	28,709	38,000	-	8,398	4,232	113,873	200,000	-	-	-	119,476
All Other Revenue	4,471,273	219,219	254,809	251,288	636,832	575,000	422,831	176,565	373,615	341,310	66,316	214,306	660,000	279,182
Total Revenue	453,954,361	15,956,775	20,651,759	32,445,080	59,692,613	40,772,475	53,767,673	23,755,890	57,662,192	48,620,106	15,250,294	16,227,370	35,089,921	34,062,213
Expenditures:														
Personnel Services:														
Full Time (6101)	153,968,194	10,494,229	4,980,598	11,595,667	17,188,497	13,423,410	19,049,571	8,235,333	19,202,504	15,982,252	6,593,908	5,530,116	10,794,986	10,897,123
Continuing Part Time (6111)	1,512,362	52,118	25,194	37,635	49,236	196,226	105,163	65,000	238,005	124,006	847	325,212	-	293,720
Temporary Part Time (6102, B, D, G)	17,480,001	5,449	2,680,922	1,265,710	2,662,102	1,450,400	1,870,324	472,045	1,958,989	1,683,026	204,178	609,567	1,541,024	1,076,265
Clinical EA (6102B)	5,516,325	-	-	1,155,264	1,152,543	-	96,732	-	1,223,273	718,754	270,991	-	614,597	284,171
Contractual PTL (6103D)	41,206,155	-	1,494,402	2,084,716	6,438,383	3,875,958	4,792,222	2,299,420	5,408,252	4,958,157	1,011,211	1,223,307	3,800,290	3,819,837
Contractual NCL (6103E)	3,963,730	-	501,041	367,778	410,000	185,000	360,000	117,934	365,000	644,915	50,000	217,388	302,020	442,654
Contractual ECL (6103F)	6,977,390	-	701,681	507,233	978,802	349,783	1,162,756	285,765	840,251	851,250	92,435	66,630	425,254	715,550
Student Labor (6104, H)	2,971,967	83,549	170,002	74,056	518,410	175,000	386,862	146,471	302,462	447,247	68,041	44,059	331,165	224,643
Overtime (6107)	1,269,846	-	31,331	142,712	300,000	150,000	93,341	30,000	328,401	35,000	45,192	40,966	18,800	54,103
All Other Personnel Services	6,752,930	2,611,646	338,745	388,575	619,092	250,000	370,491	205,405	427,914	386,600	300,000	148,815	315,434	390,213
Subtotal Personnel Services	241,618,900	13,246,991	10,923,916	17,619,346	30,317,065	20,055,777	28,287,462	11,857,373	30,295,051	25,831,207	8,636,803	8,206,060	18,143,570	18,198,279
Fringe Benefits	146,629,818	6,103,013	6,580,567	11,739,228	17,951,970	12,284,611	18,387,122	6,624,630	19,706,766	14,022,166	5,796,322	5,120,988	11,152,571	11,159,864
Total P.S. & Fringe Benefits	388,248,718	19,350,004	17,504,483	29,358,574	48,269,035	32,340,388	46,674,584	18,482,003	50,001,817	39,853,373	14,433,125	13,327,048	29,296,141	29,358,143
Other Expenses:														
Inst. Financial Aid/Match	17,091,024	-	547,244	983,053	2,458,553	1,864,153	2,233,369	942,083	2,379,623	2,088,030	211,419	470,599	1,455,000	1,457,898
Waivers	6,024,292	-	253,046	762,643	865,853	652,000	535,290	397,700	562,835	689,820	339,251	170,425	524,092	271,337
Utilities	9,644,293	-	401,837	879,300	917,652	959,988	1,098,730	321,906	1,272,400	1,260,880	437,856	315,000	850,000	928,744
All Other Expenses	40,217,716	6,240,194	2,200,222	2,427,312	6,096,871	4,578,751	2,326,123	2,482,794	2,931,705	4,041,075	897,528	1,634,836	2,487,000	1,873,305
Total Other Expenses	72,977,325	6,240,194	3,402,349	5,052,308	10,338,929	8,054,892	6,193,512	4,144,483	7,146,563	8,079,805	1,886,054	2,590,860	5,316,092	4,531,284
Total Expenditures	461,226,043	25,590,198	20,906,832	34,410,882	58,607,964	40,395,280	52,868,096	22,626,486	57,148,380	47,933,178	16,319,179	15,917,908	34,612,233	33,889,427
Addition to (Use of) Funds Before Transfe	(7,271,682)	(9,633,423)	(255,073)	(1,965,802)	1,084,649	377,195	899,577	1,129,404	513,812	686,928	(1,068,885)	309,462	477,688	172,786
Transfers, Additional Funds and Commitr	512,015	8,043,076	(54,973)	(760,616)	(929,512)	(880,516)	(750,577)	(613,471)	(928,739)	(736,068)	(118,768)	(254,141)	(721,217)	(782,463)
Transfer in	15,217,984	11,347,808	296,844	-	722,758	237,000	786,322	20,000	585,690	606,370	181,056	127,399	208,781	97,956
Transfer out	(14,705,969)	(3,304,732)	(351,817)	(760,616)	(1,652,270)	(1,117,516)	(1,536,899)	(633,471)	(1,514,429)	(1,342,438)	(299,824)	(381,540)	(929,998)	(880,419)
FY18 LNGV Pay Set Aside for FY19	(1,169,377)	(103,418)	(39,353)	-	(155,137)	(100,000)	(149,000)	(71,018)	(134,050)	(155,000)	(54,000)	-	(95,009)	(113,392)
Shared Services	(250,000)	(250,000)	-	-	-	-	-	-	-	-	-	-	-	-
Total Transfers, Additional Funds and Co	(907,362)	7,689,658	(94,326)	(760,616)	(1,084,649)	(980,516)	(899,577)	(684,489)	(1,062,789)	(891,068)	(172,768)	(254,141)	(816,226)	(895,855)
Net Change Subtotal	(8,179,044)	(1,943,765)	(349,399)	(2,726,418)	-	(603,321)	-	444,915	(548,977)	(204,140)	(1,241,653)	55,321	(338,538)	(723,069)
Restricted CB Reserves (2017 SEBAC)	2,203,491	2,203,491	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	(5,975,553)	259,726	(349,399)	(2,726,418)	-	(603,321)	-	444,915	(548,977)	(204,140)	(1,241,653)	55,321	(338,538)	(723,069)

Community College System Office
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Estimate (Projection) and FY18 Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Estimate (Projection) Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Fees	-	-	-	-	NA
State Appropriations	10,255,923	9,512,143	11,542,479	2,030,336	21.30%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	1,202,027 *	1,202,027	NA
GF Fringe Benefits Paid by State	5,625,268	6,225,413	7,153,731	928,318	14.90%
OF Fringe Benefits Paid by State	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	80,000	219,219	200,000	(19,219)	-8.80%
Total Revenue	15,961,191	15,956,775	20,098,237	4,141,462	26.00%
Expenditures:					
Personnel Services:					
Full Time (6101)	10,126,135	10,494,229	11,495,881	1,001,652	9.50%
Continuing Part Time (6111)	84,005	52,118	131,005	78,887	151.40%
Temporary Part Time (6102, B, D, G)	-	5,449	12,433	6,984	128.20%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	-	-	-	-	NA
Contractual NCL (6103E)	-	-	-	-	NA
Contractual ECL (6103F)	-	-	-	-	NA
Student Labor (6104, H)	45,785	83,549	1,710,830 **	1,627,281	1947.70%
Overtime (6107)	-	-	-	-	NA
All Other Personnel Services	3,290,869	2,611,646	3,247,447	635,801	24.30%
Subtotal Personnel Services	13,546,794	13,246,991	16,597,596	3,350,605	25.30%
Fringe Benefits	5,866,447	6,103,013	7,356,579	1,253,566	20.50%
Total P.S. & Fringe Benefits	19,413,241	19,350,004	23,954,175	4,604,171	23.80%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	6,815,760	6,240,194	7,561,414	1,321,220	21.20%
Total Other Expenses	6,815,760	6,240,194	7,561,414	1,321,220	21.20%
Total Expenditures	26,229,001	25,590,198	31,515,589	5,925,391	23.20%
Addition to (Use of) Funds Before Transfers	(10,267,810)	(9,633,423)	(11,417,352)	(1,783,929)	18.50%
Transfers, Additional Funds and Commitments					
Transfer in	11,347,808	11,347,808	11,685,710	337,902	3.00%
Transfer out	(79,998)	(3,304,732)	-	3,304,732	-100.00%
FY18 LNGV Pay Set Aside for FY19	-	(103,418)	103,418	206,836	-200.00%
Shared Services	(1,000,000)	(250,000)	(1,000,000)	(750,000)	300.00%
Total Transfers, Additional Funds and Commitments	10,267,810	7,689,658	10,789,128	3,099,470	40.30%
Net Change Subtotal	-	(1,943,765)	(628,224)	1,315,541	-67.70%
Restricted CB Reserves (2017 SEBAC)	-	2,203,491	-	(2,203,491)	-100.00%
Net Change	-	259,726	(628,224)	(887,950)	-341.90%

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

** Outcomes Based Funding expenditures are estimated for Student Labor

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	4,273,116	4,167,926	4,272,125	104,199	2.50%
Fees	3,938,550	4,148,278	4,153,307	5,029	0.10%
State Appropriations	6,954,124	6,516,724	6,587,561	70,837	1.10%
Addtl State Appropriation (Dev Edu and Outcomes)	328,447	311,680	228,697	(82,983)	-26.60%
GF Fringe Benefits Paid by State	5,705,894	5,230,975	5,877,491	646,516	12.40%
OF Fringe Benefits Paid by State			690,388	690,388	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	10,000	21,367	21,500	133	0.60%
All Other Revenue	153,900	254,809	200,896	(53,913)	-21.20%
Total Revenue	21,364,031	20,651,759	22,031,965	1,380,206	6.70%
Expenditures:					
Personnel Services:					
Full Time (6101)	5,115,628	4,980,598	5,160,924	180,326	3.60%
Continuing Part Time (6111)	5,110	25,194	103,085	77,891	309.20%
Temporary Part Time (6102, B, D, G)	2,510,091	2,680,922	2,622,831	(58,091)	-2.20%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	1,471,510	1,494,402	1,532,523	38,121	2.60%
Contractual NCL (6103E)	413,724	501,041	527,561	26,520	5.30%
Contractual ECL (6103F)	662,786	701,681	499,013	(202,668)	-28.90%
Student Labor (6104, H)	142,160	170,002	122,970	(47,032)	-27.70%
Overtime (6107)	28,845	31,331	28,150	(3,181)	-10.20%
All Other Personnel Services	254,245	338,745	131,663	(207,082)	-61.10%
Subtotal Personnel Services	10,604,099	10,923,916	10,728,720	(195,196)	-1.80%
Fringe Benefits	6,860,852	6,580,567	7,485,809	905,242	13.80%
Total P.S. & Fringe Benefits	17,464,951	17,504,483	18,214,529	710,046	4.10%
Other Expenses:					
Inst. Financial Aid/Match	634,933	547,244	585,079	37,835	6.90%
Waivers	264,271	253,046	271,681	18,635	7.40%
Utilities	379,323	401,837	413,922	12,085	3.00%
All Other Expenses	2,268,736	2,200,222	2,291,150	90,928	4.10%
Total Other Expenses	3,547,263	3,402,349	3,561,832	159,483	4.70%
Total Expenditures	21,012,214	20,906,832	21,776,361	869,529	4.20%
Addition to (Use of) Funds Before Transfers	351,817	(255,073)	255,604	510,677	-200.20%
Transfers, Additional Funds and Commitments					
Transfer in	-	296,844	91,521	(205,323)	-69.20%
Transfer out	(351,817)	(351,817)	(386,478)	(34,661)	9.90%
FY18 LNGV Pay Set Aside for FY19		(39,353)	39,353	78,706	-200.00%
Total Transfers, Additional Funds and Commitments	(351,817)	(94,326)	(255,604)	(161,278)	171.00%
Net Change	-	(349,399)	0	349,399	-100.00%

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	8,070,300	8,173,387	8,327,100	153,713	1.90%
Fees	4,273,720	4,369,206	4,536,884	167,678	3.80%
State Appropriations	11,105,702	10,340,019	9,798,044	(541,975)	-5.20%
Addtl State Appropriation (Dev Edu and Outcomes)	605,438	591,685	500,065	(91,620)	-15.50%
GF Fringe Benefits Paid by State	9,073,753	8,690,786	9,266,324	575,538	6.60%
OF Fringe Benefits Paid by State			1,559,440	1,559,440	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	20,000	28,709	-	(28,709)	-100.00%
All Other Revenue	213,275	251,288	193,275	(58,013)	-23.10%
Total Revenue	33,362,188	32,445,080	34,181,132	1,736,052	5.40%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	11,481,718	11,595,667	11,763,554	167,887	1.40%
Continuing Part Time (6111)	-	37,635	35,517	(2,118)	-5.60%
Temporary Part Time (6102, B, D, G)	2,512,832	1,265,710	1,249,375	(16,335)	-1.30%
Clinical EA (6102B)	-	1,155,264	1,534,675	379,411	32.80%
Contractual PTL (6103D)	1,583,311	2,084,716	1,624,360	(460,356)	-22.10%
Contractual NCL (6103E)	459,925	367,778	390,003	22,225	6.00%
Contractual ECL (6103F)	537,737	507,233	503,565	(3,668)	-0.70%
Student Labor (6104, H)	127,500	74,056	12,500	(61,556)	-83.10%
Overtime (6107)	100,000	142,712	103,540	(39,172)	-27.40%
All Other Personnel Services	409,870	388,575	756,100	367,525	94.60%
Subtotal Personnel Services	17,212,893	17,619,346	17,973,189	353,843	2.00%
Fringe Benefits	11,537,223	11,739,228	12,483,065	743,837	6.30%
Total P.S. & Fringe Benefits	28,750,116	29,358,574	30,456,254	1,097,680	3.70%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	1,120,000	983,053	1,120,000	136,947	13.90%
Waivers	575,000	762,643	600,000	(162,643)	-21.30%
Utilities	879,300	879,300	879,300	-	0.00%
All Other Expenses	2,254,891	2,427,312	2,485,566	58,254	2.40%
Total Other Expenses	4,829,191	5,052,308	5,084,866	32,558	0.60%
Total Expenditures	33,579,307	34,410,882	35,541,120	1,130,238	3.30%
Addition to (Use of) Funds Before Transfers	(217,119)	(1,965,802)	(1,359,988)	605,814	-30.80%
Transfers, Additional Funds and Commitments					
Transfer in	140,000	-	-	-	NA
Transfer out	(760,616)	(760,616)	(750,884)	9,732	-1.30%
FY18 LNGV Pay Set Aside for FY19			-	-	NA
Total Transfers, Additional Funds and Commitments	(620,616)	(760,616)	(750,884)	9,732	-1.30%
Net Change	(837,735)	(2,726,418)	(2,110,872)	615,546	-22.60%

Gateway Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	17,201,493	17,731,228	17,720,146	(11,082)	-0.10%
Fees	7,683,140	7,789,585	7,800,733	11,148	0.10%
State Appropriations	19,514,486	18,062,379	17,036,682	(1,025,697)	-5.70%
Addtl State Appropriation (Dev Edu and Outcomes)	1,169,294	1,165,309	1,050,232	(115,077)	-9.90%
GF Fringe Benefits Paid by State	15,506,211	14,269,280	14,945,911	676,631	4.70%
OF Fringe Benefits Paid by State			1,887,911	1,887,911	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	41,399	38,000	38,000	-	0.00%
All Other Revenue	801,714	636,832	348,652	(288,180)	-45.30%
Total Revenue	61,917,737	59,692,613	60,828,267	1,135,654	1.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	16,922,199	17,188,497	17,487,891	299,394	1.70%
Continuing Part Time (6111)	52,582	49,236	68,127	18,891	38.40%
Temporary Part Time (6102, B, D, G)	3,835,815	2,662,102	2,566,526	(95,576)	-3.60%
Clinical EA (6102B)	-	1,152,543	1,168,543	16,000	1.40%
Contractual PTL (6103D)	6,701,833	6,438,383	6,443,713	5,330	0.10%
Contractual NCL (6103E)	395,458	410,000	425,731	15,731	3.80%
Contractual ECL (6103F)	998,048	978,802	978,802	-	0.00%
Student Labor (6104, H)	735,317	518,410	250,000	(268,410)	-51.80%
Overtime (6107)	310,000	300,000	290,000	(10,000)	-3.30%
All Other Personnel Services	634,782	619,092	528,380	(90,712)	-14.70%
Subtotal Personnel Services	30,586,034	30,317,065	30,207,713	(109,352)	-0.40%
Fringe Benefits	18,256,804	17,951,970	19,937,091	1,985,121	11.10%
Total P.S. & Fringe Benefits	48,842,838	48,269,035	50,144,804	1,875,769	3.90%
Other Expenses:					
Inst. Financial Aid/Match	2,157,299	2,458,553	2,540,746	82,193	3.30%
Waivers	939,568	865,853	781,839	(84,014)	-9.70%
Utilities	917,652	917,652	756,652	(161,000)	-17.50%
All Other Expenses	7,408,110	6,096,871	5,466,548	(630,323)	-10.30%
Total Other Expenses	11,422,629	10,338,929	9,545,785	(793,144)	-7.70%
Total Expenditures	60,265,467	58,607,964	59,690,589	1,082,625	1.80%
Addition to (Use of) Funds Before Transfers	1,652,270	1,084,649	1,137,678	53,029	4.90%
Transfers, Additional Funds and Commitments					
Transfer in	-	722,758	397,939	(324,819)	-44.90%
Transfer out	(1,652,270)	(1,652,270)	(1,690,754)	(38,484)	2.30%
FY18 LNGV Pay Set Aside for FY19		(155,137)	155,137	310,274	-200.00%
Total Transfers, Additional Funds and Commitments	(1,652,270)	(1,084,649)	(1,137,678)	(53,029)	4.90%
Net Change	-	-	0	0	NA

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	13,078,688	12,818,000	13,138,450	320,450	2.50%
Fees	3,718,251	3,818,000	3,913,450	95,450	2.50%
State Appropriations	13,624,975	12,623,313	12,051,929	(571,384)	-4.50%
Addtl State Appropriation (Dev Edu and Outcomes)	850,613	802,904	729,480	(73,424)	-9.10%
GF Fringe Benefits Paid by State	10,873,690	10,135,258	10,778,208	642,950	6.30%
OF Fringe Benefits Paid by State			1,099,509	1,099,509	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	575,000	575,000	575,000	-	0.00%
Total Revenue	42,721,217	40,772,475	42,286,026	1,513,551	3.70%
Expenditures:					
Personnel Services:					
Full Time (6101)	13,989,975	13,423,410	13,948,632	525,222	3.90%
Continuing Part Time (6111)	153,213	196,226	196,226	-	0.00%
Temporary Part Time (6102, B, D, G)	1,183,198	1,450,400	1,450,400	-	0.00%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	4,298,362	3,875,958	3,964,675	88,717	2.30%
Contractual NCL (6103E)	109,342	185,000	185,000	-	0.00%
Contractual ECL (6103F)	419,131	349,783	350,000	217	0.10%
Student Labor (6104, H)	180,000	175,000	116,209	(58,791)	-33.60%
Overtime (6107)	100,000	150,000	150,000	-	0.00%
All Other Personnel Services	450,000	250,000	450,000	200,000	80.00%
Subtotal Personnel Services	20,883,221	20,055,777	20,811,142	755,365	3.80%
Fringe Benefits	12,985,187	12,284,611	13,429,187	1,144,576	9.30%
Total P.S. & Fringe Benefits	33,868,408	32,340,388	34,240,329	1,899,941	5.90%
Other Expenses:					
Inst. Financial Aid/Match	1,864,153	1,864,153	1,824,900	(39,253)	-2.10%
Waivers	650,000	652,000	652,000	-	0.00%
Utilities	959,988	959,988	1,344,000	384,012	40.00%
All Other Expenses	4,261,152	4,578,751	4,056,000	(522,751)	-11.40%
Total Other Expenses	7,735,293	8,054,892	7,876,900	(177,992)	-2.20%
Total Expenditures	41,603,701	40,395,280	42,117,229	1,721,949	4.30%
Addition to (Use of) Funds Before Transfers	1,117,516	377,195	168,797	(208,398)	-55.20%
Transfers, Additional Funds and Commitments					
Transfer in	-	237,000	237,000	-	0.00%
Transfer out	(1,117,516)	(1,117,516)	(1,160,444)	(42,928)	3.80%
FY18 LNGV Pay Set Aside for FY19		(100,000)	100,000	200,000	-200.00%
Total Transfers, Additional Funds and Commitments	(1,117,516)	(980,516)	(823,444)	157,072	-16.00%
Net Change	-	(603,321)	(654,647)	(51,326)	8.50%

Manchester Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,502,515	16,162,549	15,584,832	(577,717)	-3.60%
Fees	7,809,753	6,989,422	7,159,186	169,764	2.40%
State Appropriations	16,922,175	15,633,271	14,641,400	(991,871)	-6.30%
Addtl State Appropriation (Dev Edu and Outcomes)	1,122,515	1,117,532	1,003,725	(113,807)	-10.20%
GF Fringe Benefits Paid by State	14,228,046	13,433,670	13,887,106	453,436	3.40%
OF Fringe Benefits Paid by State			2,533,955	2,533,955	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	9,000	8,398	9,100	702	8.40%
All Other Revenue	339,670	422,831	337,134	(85,697)	-20.30%
Total Revenue	55,933,674	53,767,673	55,156,438	1,388,765	2.60%
Expenditures:					
Personnel Services:					
Full Time (6101)	19,035,805	19,049,571	18,800,349	(249,222)	-1.30%
Continuing Part Time (6111)	83,523	105,163	24,274	(80,889)	-76.90%
Temporary Part Time (6102, B, D, G)	2,024,074	1,870,324	1,723,234	(147,090)	-7.90%
Clinical EA (6102B)	-	96,732	96,732	-	0.00%
Contractual PTL (6103D)	5,097,984	4,792,222	4,889,832	97,610	2.00%
Contractual NCL (6103E)	357,700	360,000	342,030	(17,970)	-5.00%
Contractual ECL (6103F)	1,185,613	1,162,756	1,180,726	17,970	1.50%
Student Labor (6104, H)	429,420	386,862	250,000	(136,862)	-35.40%
Overtime (6107)	100,527	93,341	100,339	6,998	7.50%
All Other Personnel Services	633,660	370,491	1,086,826	716,335	193.30%
Subtotal Personnel Services	28,948,306	28,287,462	28,494,342	206,880	0.70%
Fringe Benefits	18,437,191	18,387,122	19,938,744	1,551,622	8.40%
Total P.S. & Fringe Benefits	47,385,497	46,674,584	48,433,086	1,758,502	3.80%
Other Expenses:					
Inst. Financial Aid/Match	2,233,369	2,233,369	2,256,648	23,279	1.00%
Waivers	613,390	535,290	540,509	5,219	1.00%
Utilities	1,098,730	1,098,730	1,147,300	48,570	4.40%
All Other Expenses	3,082,020	2,326,123	2,510,736	184,613	7.90%
Total Other Expenses	7,027,509	6,193,512	6,455,193	261,681	4.20%
Total Expenditures	54,413,006	52,868,096	54,888,279	2,020,183	3.80%
Addition to (Use of) Funds Before Transfers	1,520,668	899,577	268,159	(631,418)	-70.20%
Transfers, Additional Funds and Commitments					
Transfer in	-	786,322	286,700	(499,622)	-63.50%
Transfer out	(1,520,668)	(1,536,899)	(1,556,033)	(19,134)	1.20%
FY18 LNGV Pay Set Aside for FY19	-	(149,000)	149,000	298,000	-200.00%
Total Transfers, Additional Funds and Commitments	(1,520,668)	(899,577)	(1,120,333)	(220,756)	24.50%
Net Change	-	-	(852,174)	(852,174)	NA

Middlesex Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	6,652,841	6,787,237	6,956,918	169,681	2.50%
Fees	2,760,345	3,177,354	3,240,901	63,547	2.00%
State Appropriations	8,049,340	7,466,612	7,185,596	(281,016)	-3.80%
Addtl State Appropriation (Dev Edu and Outcomes)	440,578	435,251	397,463	(37,788)	-8.70%
GF Fringe Benefits Paid by State	6,144,214	5,700,011	6,155,730	455,719	8.00%
OF Fringe Benefits Paid by State			472,992	472,992	NA
Private Gifts, Grants and Contracts	1,500	8,628	12,000	3,372	39.10%
Sales of Educational Activities	4,500	4,232	5,000	768	18.10%
All Other Revenue	160,000	176,565	176,565	-	0.00%
Total Revenue	24,213,318	23,755,890	24,603,165	847,275	3.60%
Expenditures:					
Personnel Services:					
Full Time (6101)	8,260,911	8,235,333	8,410,355	175,022	2.10%
Continuing Part Time (6111)	5,449	65,000	65,000	-	0.00%
Temporary Part Time (6102, B, D, G)	464,112	472,045	513,045	41,000	8.70%
Clinical EA (6102B)		-	-	-	NA
Contractual PTL (6103D)	2,067,494	2,299,420	2,495,500	196,080	8.50%
Contractual NCL (6103E)	227,716	117,934	283,077	165,143	140.00%
Contractual ECL (6103F)	355,272	285,765	285,765	-	0.00%
Student Labor (6104, H)	160,183	146,471	150,000	3,529	2.40%
Overtime (6107)	25,390	30,000	25,000	(5,000)	-16.70%
All Other Personnel Services	276,253	205,405	279,886	74,481	36.30%
Subtotal Personnel Services	11,842,780	11,857,373	12,507,628	650,255	5.50%
Fringe Benefits	7,304,738	6,624,630	7,194,348	569,718	8.60%
Total P.S. & Fringe Benefits	19,147,518	18,482,003	19,701,976	1,219,973	6.60%
Other Expenses:					
Inst. Financial Aid/Match	1,032,574	942,083	992,572	50,489	5.40%
Waivers	405,000	397,700	407,643	9,943	2.50%
Utilities	321,906	321,906	376,246	54,340	16.90%
All Other Expenses	2,516,636	2,482,794	2,512,219	29,425	1.20%
Total Other Expenses	4,276,116	4,144,483	4,288,680	144,197	3.50%
Total Expenditures	23,423,634	22,626,486	23,990,656	1,364,170	6.00%
Addition to (Use of) Funds Before Transfers	789,684	1,129,404	612,509	(516,895)	-45.80%
Transfers, Additional Funds and Commitments					
Transfer in	-	20,000	20,000	-	0.00%
Transfer out	(633,471)	(633,471)	(662,398)	(28,927)	4.60%
FY18 LNGV Pay Set Aside for FY19		(71,018)	71,018	142,036	-200.00%
Total Transfers, Additional Funds and Commitments	(633,471)	(684,489)	(571,380)	113,109	-16.50%
Net Change	156,213	444,915	41,129	(403,786)	-90.80%

Naugatuck Valley Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	16,581,221	16,426,985	16,675,973	248,988	1.50%
Fees	6,654,846	7,499,472	7,568,435	68,963	0.90%
State Appropriations	18,743,544	17,377,915	16,562,596	(815,319)	-4.70%
Addtl State Appropriation (Dev Edu and Outcomes)	1,088,387	1,082,590	969,445	(113,145)	-10.50%
GF Fringe Benefits Paid by State	15,681,347	14,787,742	15,561,388	773,646	5.20%
OF Fringe Benefits Paid by State			2,516,343	2,516,343	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	112,394	113,873	113,873	-	0.00%
All Other Revenue	352,234	373,615	178,350	(195,265)	-52.30%
Total Revenue	59,213,973	57,662,192	60,146,403	2,484,211	4.30%
Expenditures:					
Personnel Services:					
Full Time (6101)	18,883,161	19,202,504	19,991,436	788,932	4.10%
Continuing Part Time (6111)	303,780	238,005	203,709	(34,296)	-14.40%
Temporary Part Time (6102, B, D, G)	3,252,592	1,958,989	2,054,811	95,822	4.90%
Clinical EA (6102B)	-	1,223,273	1,418,000	194,727	15.90%
Contractual PTL (6103D)	5,435,433	5,408,252	5,529,558	121,306	2.20%
Contractual NCL (6103E)	365,000	365,000	416,500	51,500	14.10%
Contractual ECL (6103F)	813,000	840,251	868,683	28,432	3.40%
Student Labor (6104, H)	228,525	302,462	191,627	(110,835)	-36.60%
Overtime (6107)	337,600	328,401	265,800	(62,601)	-19.10%
All Other Personnel Services	865,280	427,914	427,812	(102)	0.00%
Subtotal Personnel Services	30,484,371	30,295,051	31,367,936	1,072,885	3.50%
Fringe Benefits	19,723,923	19,706,766	21,336,709	1,629,943	8.30%
Total P.S. & Fringe Benefits	50,208,294	50,001,817	52,704,645	2,702,828	5.40%
Other Expenses:					
Inst. Financial Aid/Match	2,405,921	2,379,623	2,403,146	23,523	1.00%
Waivers	541,750	562,835	655,000	92,165	16.40%
Utilities	1,272,400	1,272,400	1,370,148	97,748	7.70%
All Other Expenses	3,261,201	2,931,705	2,677,695	(254,010)	-8.70%
Total Other Expenses	7,481,272	7,146,563	7,105,989	(40,574)	-0.60%
Total Expenditures	57,689,566	57,148,380	59,810,634	2,662,254	4.70%
Addition to (Use of) Funds Before Transfers	1,524,407	513,812	335,769	(178,043)	-34.70%
Transfers, Additional Funds and Commitments					
Transfer in	-	585,690	-	(585,690)	-100.00%
Transfer out	(1,500,837)	(1,514,429)	(1,547,259)	(32,830)	2.20%
FY18 LNGV Pay Set Aside for FY19	-	(134,050)	134,050	268,100	-200.00%
Total Transfers, Additional Funds and Commitments	(1,500,837)	(1,062,789)	(1,413,209)	(350,420)	33.00%
Net Change	23,570	(548,977)	(1,077,440)	(528,463)	96.30%

Norwalk Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,120,220	15,618,820	15,530,446	(88,374)	-0.60%
Fees	7,312,120	7,385,003	7,141,512	(243,491)	-3.30%
State Appropriations	14,872,063	13,737,284	12,986,346	(750,938)	-5.50%
Addtl State Appropriation (Dev Edu and Outcomes)	978,036	970,161	860,370	(109,791)	-11.30%
GF Fringe Benefits Paid by State	11,147,063	10,367,528	10,901,068	533,540	5.10%
OF Fringe Benefits Paid by State	-	-	1,869,542	1,869,542	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	200,000	200,000	200,000	-	0.00%
All Other Revenue	240,000	341,310	277,350	(63,960)	-18.70%
Total Revenue	49,869,502	48,620,106	49,766,634	1,146,528	2.40%
Expenditures:					
Personnel Services:					
Full Time (6101)	16,036,668	15,982,252	16,038,606	56,354	0.40%
Continuing Part Time (6111)	116,675	124,006	128,006	4,000	3.20%
Temporary Part Time (6102, B, D, G)	2,255,844	1,683,026	1,766,026	83,000	4.90%
Clinical EA (6102B)	-	718,754	877,676	158,922	22.10%
Contractual PTL (6103D)	4,689,751	4,958,157	5,216,047	257,890	5.20%
Contractual NCL (6103E)	614,315	644,915	724,915	80,000	12.40%
Contractual ECL (6103F)	851,520	851,250	851,250	-	0.00%
Student Labor (6104, H)	442,408	447,247	330,209	(117,038)	-26.20%
Overtime (6107)	50,000	35,000	50,000	15,000	42.90%
All Other Personnel Services	575,000	386,600	692,500	305,900	79.10%
Subtotal Personnel Services	25,632,181	25,831,207	26,675,235	844,028	3.30%
Fringe Benefits	14,500,854	14,022,166	14,698,715	676,549	4.80%
Total P.S. & Fringe Benefits	40,133,035	39,853,373	41,373,950	1,520,577	3.80%
Other Expenses:					
Inst. Financial Aid/Match	2,182,083	2,088,030	2,221,037	133,007	6.40%
Waivers	573,000	689,820	723,534	33,714	4.90%
Utilities	1,260,880	1,260,880	1,242,000	(18,880)	-1.50%
All Other Expenses	4,378,066	4,041,075	4,109,955	68,880	1.70%
Total Other Expenses	8,394,029	8,079,805	8,296,526	216,721	2.70%
Total Expenditures	48,527,064	47,933,178	49,670,476	1,737,298	3.60%
Addition to (Use of) Funds Before Transfers	1,342,438	686,928	96,158	(590,770)	-86.00%
Transfers, Additional Funds and Commitments					
Transfer in	-	606,370	275,000	(331,370)	-54.60%
Transfer out	(1,342,438)	(1,342,438)	(1,394,653)	(52,215)	3.90%
FY18 LNGV Pay Set Aside for FY19	-	(155,000)	155,000	310,000	-200.00%
Total Transfers, Additional Funds and Commitments	(1,342,438)	(891,068)	(964,653)	(73,585)	8.30%
Net Change	-	(204,140)	(868,495)	(664,355)	325.40%

Northwestern Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,298,255	3,057,952	2,977,681	(80,271)	-2.60%
Fees	1,022,824	1,082,420	1,054,006	(28,414)	-2.60%
State Appropriations	6,312,718	5,925,116	5,932,990	7,874	0.10%
Addtl State Appropriation (Dev Edu and Outcomes)	237,482	228,348	185,307	(43,041)	-18.80%
GF Fringe Benefits Paid by State	5,083,730	4,788,087	5,344,460	556,373	11.60%
OF Fringe Benefits Paid by State			515,766	515,766	NA
Private Gifts, Grants and Contracts	150,000	102,055	100,000	(2,055)	-2.00%
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	150,000	66,316	65,000	(1,316)	-2.00%
Total Revenue	16,255,009	15,250,294	16,175,210	924,916	6.10%
Expenditures:					
Personnel Services:					
Full Time (6101)	6,714,994	6,593,908	6,469,436	(124,472)	-1.90%
Continuing Part Time (6111)	-	847	-	(847)	-100.00%
Temporary Part Time (6102, B, D, G)	519,190	204,178	116,178	(88,000)	-43.10%
Clinical EA (6102B)		270,991	310,660	39,669	14.60%
Contractual PTL (6103D)	1,216,705	1,011,211	1,061,210	49,999	4.90%
Contractual NCL (6103E)	50,000	50,000	50,000	-	0.00%
Contractual ECL (6103F)	128,340	92,435	99,780	7,345	7.90%
Student Labor (6104, H)	79,137	68,041	26,186	(41,855)	-61.50%
Overtime (6107)	30,699	45,192	45,192	-	0.00%
All Other Personnel Services	100,500	300,000	141,178	(158,822)	-52.90%
Subtotal Personnel Services	8,839,565	8,636,803	8,319,820	(316,983)	-3.70%
Fringe Benefits	5,751,820	5,796,322	6,459,202	662,880	11.40%
Total P.S. & Fringe Benefits	14,591,385	14,433,125	14,779,022	345,897	2.40%
Other Expenses:					
Inst. Financial Aid/Match	446,454	211,419	397,037	185,618	87.80%
Waivers	321,893	339,251	330,770	(8,481)	-2.50%
Utilities	437,856	437,856	517,497	79,641	18.20%
All Other Expenses	707,128	897,528	844,595	(52,933)	-5.90%
Total Other Expenses	1,913,331	1,886,054	2,089,899	203,845	10.80%
Total Expenditures	16,504,716	16,319,179	16,868,921	549,742	3.40%
Addition to (Use of) Funds Before Transfers	(249,707)	(1,068,885)	(693,711)	375,174	-35.10%
Transfers, Additional Funds and Commitments					
Transfer in	-	181,056	115,000	(66,056)	-36.50%
Transfer out	(291,382)	(299,824)	(307,576)	(7,752)	2.60%
FY18 LNGV Pay Set Aside for FY19	-	(54,000)	54,000	108,000	-200.00%
Total Transfers, Additional Funds and Commitments	(291,382)	(172,768)	(138,576)	34,192	-19.80%
Net Change	(541,089)	(1,241,653)	(832,287)	409,366	-33.00%

Quinebaug Valley Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,497,867	3,644,661	3,548,989	(95,672)	-2.60%
Fees	1,520,980	1,596,159	1,581,064	(15,095)	-0.90%
State Appropriations	6,508,337	6,086,438	5,922,515	(163,923)	-2.70%
Addtl State Appropriation (Dev Edu and Outcomes)	291,763	157,914	245,957	88,043	55.80%
GF Fringe Benefits Paid by State	4,964,548	4,527,892	4,883,244	355,352	7.80%
OF Fringe Benefits Paid by State			303,400	303,400	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	158,050	214,306	194,900	(19,406)	-9.10%
Total Revenue	16,941,545	16,227,370	16,680,069	452,699	2.80%
Expenditures:					
Personnel Services:					
Full Time (6101)	5,743,949	5,530,116	5,706,484	176,368	3.20%
Continuing Part Time (6111)	319,815	325,212	328,657	3,445	1.10%
Temporary Part Time (6102, B, D, G)	587,028	609,567	745,927	136,360	22.40%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	1,159,639	1,223,307	1,193,373	(29,934)	-2.40%
Contractual NCL (6103E)	226,107	217,388	223,910	6,522	3.00%
Contractual ECL (6103F)	93,128	66,630	51,553	(15,077)	-22.60%
Student Labor (6104, H)	61,145	44,059	16,767	(27,292)	-61.90%
Overtime (6107)	80,574	40,966	45,062	4,096	10.00%
All Other Personnel Services	228,256	148,815	356,421	207,606	139.50%
Subtotal Personnel Services	8,499,641	8,206,060	8,668,154	462,094	5.60%
Fringe Benefits	5,396,124	5,120,988	5,611,356	490,368	9.60%
Total P.S. & Fringe Benefits	13,895,765	13,327,048	14,279,510	952,462	7.10%
Other Expenses:					
Inst. Financial Aid/Match	470,599	470,599	507,456	36,857	7.80%
Waivers	137,583	170,425	165,951	(4,474)	-2.60%
Utilities	315,000	315,000	319,904	4,904	1.60%
All Other Expenses	1,776,178	1,634,836	1,197,549	(437,287)	-26.70%
Total Other Expenses	2,699,360	2,590,860	2,190,860	(400,000)	-15.40%
Total Expenditures	16,595,125	15,917,908	16,470,370	552,462	3.50%
Addition to (Use of) Funds Before Transfers	346,420	309,462	209,699	(99,763)	-32.20%
Transfers, Additional Funds and Commitments					
Transfer in	19,956	127,399	57,459	(69,940)	-54.90%
Transfer out	(366,376)	(381,540)	(368,929)	12,611	-3.30%
FY18 LNGV Pay Set Aside for FY19	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(346,420)	(254,141)	(311,470)	(57,329)	22.60%
Net Change	-	55,321	(101,771)	(157,092)	-284.00%

Three Rivers Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	10,172,257	10,262,625	9,888,039	(374,586)	-3.70%
Fees	3,623,071	4,600,880	4,371,500	(229,380)	-5.00%
State Appropriations	11,211,501	10,383,744	9,885,562	(498,182)	-4.80%
Addtl State Appropriation (Dev Edu and Outcomes)	713,621	702,268	604,584	(97,684)	-13.90%
GF Fringe Benefits Paid by State	8,969,201	8,480,404	9,007,390	526,986	6.20%
OF Fringe Benefits Paid by State			1,366,956	1,366,956	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	898,440	-	-	-	NA
All Other Revenue	672,678	660,000	660,000	-	0.00%
Total Revenue	36,260,769	35,089,921	35,784,031	694,110	2.00%
Expenditures:					
<u>Personnel Services:</u>					
Full Time (6101)	10,818,357	10,794,986	10,908,819	113,833	1.10%
Continuing Part Time (6111)	-	-	-	-	NA
Temporary Part Time (6102, B, D, G)	2,133,917	1,541,024	1,661,326	120,302	7.80%
Clinical EA (6102B)		614,597	663,447	48,850	7.90%
Contractual PTL (6103D)	3,952,965	3,800,290	3,437,905	(362,385)	-9.50%
Contractual NCL (6103E)	270,219	302,020	300,000	(2,020)	-0.70%
Contractual ECL (6103F)	433,253	425,254	470,000	44,746	10.50%
Student Labor (6104, H)	303,257	331,165	204,000	(127,165)	-38.40%
Overtime (6107)	15,000	18,800	18,000	(800)	-4.30%
All Other Personnel Services	291,058	315,434	369,939	54,505	17.30%
Subtotal Personnel Services	18,218,026	18,143,570	18,033,436	(110,134)	-0.60%
Fringe Benefits	10,981,102	11,152,571	11,369,598	217,027	1.90%
Total P.S. & Fringe Benefits	29,199,128	29,296,141	29,403,034	106,893	0.40%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	1,441,965	1,455,000	1,402,611	(52,389)	-3.60%
Waivers	559,155	524,092	537,300	13,208	2.50%
Utilities	850,000	850,000	850,000	-	0.00%
All Other Expenses	2,608,631	2,487,000	2,424,500	(62,500)	-2.50%
Total Other Expenses	5,459,751	5,316,092	5,214,411	(101,681)	-1.90%
Total Expenditures	34,658,879	34,612,233	34,617,445	5,212	0.00%
Addition to (Use of) Funds Before Transfers	1,601,890	477,688	1,166,586	688,898	144.20%
Transfers, Additional Funds and Commitments					
Transfer in	-	208,781	-	(208,781)	-100.00%
Transfer out	(929,998)	(929,998)	(962,954)	(32,956)	3.50%
FY18 LNGV Pay Set Aside for FY19	-	(95,009)	95,009	190,018	-200.00%
Total Transfers, Additional Funds and Commitments	(929,998)	(816,226)	(867,945)	(51,719)	6.30%
Net Change	671,892	(338,538)	298,641	637,179	-188.20%

Tunxis Community College
Expenditure Plan General & Operating Funds
FY19 Budget, FY18 Projection and Budget

ATTACHMENT F

Account Name	FY18 Budget Dollars (\$)	FY18 Projection Dollars (\$)	FY19 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,097,123	9,990,656	10,642,625	651,969	6.50%
Fees	4,319,937	4,360,829	4,732,872	372,043	8.50%
State Appropriations	10,974,359	10,174,214	9,632,279	(541,935)	-5.30%
Addtl State Appropriation (Dev Edu and Outcomes)	693,995	682,184	587,325	(94,859)	-13.90%
GF Fringe Benefits Paid by State	9,238,699	8,454,772	8,867,361	412,589	4.90%
OF Fringe Benefits Paid by State			1,383,798	1,383,798	NA
Private Gifts, Grants and Contracts	1,200	900	1,200	300	33.30%
Sales of Educational Activities	91,000	119,476	110,000	(9,476)	-7.90%
All Other Revenue	229,800	279,182	235,103	(44,079)	-15.80%
Total Revenue	34,646,113	34,062,213	36,192,563	2,130,350	6.30%
Expenditures:					
Personnel Services:					
Full Time (6101)	10,976,462	10,897,123	10,800,676	(96,447)	-0.90%
Continuing Part Time (6111)	341,735	293,720	302,888	9,168	3.10%
Temporary Part Time (6102, B, D, G)	1,250,627	1,076,265	1,259,064	182,799	17.00%
Clinical EA (6102B)		284,171	284,169	(2)	0.00%
Contractual PTL (6103D)	3,176,213	3,819,837	3,800,206	(19,631)	-0.50%
Contractual NCL (6103E)	377,795	442,654	458,368	15,714	3.50%
Contractual ECL (6103F)	718,482	715,550	700,883	(14,667)	-2.00%
Student Labor (6104, H)	237,275	224,643	136,132	(88,511)	-39.40%
Overtime (6107)	56,905	54,103	53,757	(346)	-0.60%
All Other Personnel Services	463,374	390,213	387,555	(2,658)	-0.70%
Subtotal Personnel Services	17,598,868	18,198,279	18,183,698	(14,581)	-0.10%
Fringe Benefits	11,220,034	11,159,864	12,238,083	1,078,219	9.70%
Total P.S. & Fringe Benefits	28,818,902	29,358,143	30,421,781	1,063,638	3.60%
Other Expenses:					
Inst. Financial Aid/Match	1,314,749	1,457,898	1,551,212	93,314	6.40%
Waivers	332,130	271,337	301,210	29,873	11.00%
Utilities	928,744	928,744	875,000	(53,744)	-5.80%
All Other Expenses	2,207,725	1,873,305	2,258,379	385,074	20.60%
Total Other Expenses	4,783,348	4,531,284	4,985,801	454,517	10.00%
Total Expenditures	33,602,250	33,889,427	35,407,582	1,518,155	4.50%
Addition to (Use of) Funds Before Transfers	1,043,863	172,786	784,981	612,195	354.30%
Transfers, Additional Funds and Commitments					
Transfer in	-	97,956	123,930	25,974	26.50%
Transfer out	(880,419)	(880,419)	(897,348)	(16,929)	1.90%
FY18 LNGV Pay Set Aside for FY19		(113,392)	113,392	226,784	-200.00%
Total Transfers, Additional Funds and Commitments	(880,419)	(895,855)	(660,026)	235,829	-26.30%
Net Change	163,444	(723,069)	124,955	848,024	-117.30%

CONNECTICUT STATE COLLEGES & UNIVERSITIES
ATTACHMENT G

Enrollment - Headcount and FTE
FY18 Actual and FY19 Budget

Headcount Enrollment
Undergraduate

State Universities
Community Colleges
Charter Oak
Total Undergraduate

Graduate

State Universities Graduate
Charter Oak
Total Graduate

Total Undergraduate & Graduate

State Universities
Community Colleges
Charter Oak
Total Headcount

HEADCOUNT - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
FY18 Actual			FY19 Budget			Full Time		Part Time		Total	
Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
21,768	4,960	26,728	21,350	4,882	26,232	(418)	-1.9%	(78)	-1.6%	(496)	-1.9%
14,734	32,199	46,932	14,440	31,523	45,963	(294)	-2.0%	(676)	-2.1%	(969)	-2.1%
297	1,216	1,513	292	1,197	1,489	(5)	-1.7%	(19)	-1.6%	(24)	-1.6%
36,799	38,375	75,173	36,082	37,602	73,684	(717)	-1.9%	(773)	-2.0%	(1,489)	-2.0%
1,613	3,570	5,183	1,606	3,521	5,127	(7)	-0.4%	(49)	-1.4%	(56)	-1.1%
9	69	78	11	84	95	2	22.2%	15	21.7%	17	21.8%
1,622	3,639	5,261	1,617	3,605	5,222	(5)	21.8%	(34)	20.4%	(39)	20.7%
23,381	8,530	31,911	22,956	8,403	31,359	(425)	-1.8%	(127)	-1.5%	(552)	-1.7%
14,734	32,199	46,932	14,440	31,523	45,963	(294)	-2.0%	(676)	-2.1%	(969)	-2.1%
306	1,285	1,591	303	1,281	1,584	(3)	-1.0%	(4)	-0.3%	(7)	-0.4%
38,421	42,014	80,434	37,699	41,207	78,906	(722)	-1.9%	(807)	-1.9%	(1,528)	-1.9%

FTE Enrollment
Undergraduate

State Universities
Community Colleges
Charter Oak
Total Undergraduate

Graduate

State Universities Graduate
Charter Oak
Total Graduate

Total Undergraduate & Graduate

State Universities
Community Colleges
Charter Oak
Total FTE

FTE - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
FY18 Actual			FY19 Budget			Full Time		Part Time		Total	
Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
21,165	2,096	23,261	21,037	2,040	23,077	(128)	-0.6%	(56)	-2.7%	(184)	-0.8%
13,109	13,732	26,840	12,874	13,412	26,286	(235)	-1.8%	(320)	-2.3%	(554)	-2.1%
249	540	789	245	531	776	(4)	-1.6%	(9)	-1.7%	(13)	-1.6%
34,523	16,368	50,890	34,156	15,983	50,139	(367)	-1.1%	(385)	-2.3%	(751)	-1.5%
1,483	1,393	2,876	1,424	1,404	2,828	(59)	-4.0%	11	0.8%	(48)	-1.7%
9	33	42	11	40	51	2	22.2%	7	21.2%	9	21.4%
1,492	1,426	2,918	1,435	1,444	2,879	(57)	18.2%	18	22.0%	(39)	19.8%
22,648	3,489	26,137	22,461	3,444	25,905	(187)	-0.8%	(45)	-1.3%	(232)	-0.9%
13,109	13,732	26,840	12,874	13,412	26,286	(235)	-1.8%	(320)	-2.3%	(554)	-2.1%
258	573	831	256	571	827	(2)	-0.8%	(2)	-0.3%	(4)	-0.5%
36,015	17,794	53,808	35,591	17,427	53,018	(424)	-1.2%	(367)	-2.1%	(790)	-1.5%

STATE UNIVERSITIES

Enrollment - Headcount and FTE
FY18 Actual and FY19 Budget

ATTACHMENT G
Headcount Enrollment
Undergraduate

CCSU
ECSU
SCSU
WCSU
CSU Total Undergraduate

Graduate

CCSU
ECSU
SCSU
WCSU
CSU Total Graduate

Total

CCSU
ECSU
SCSU
WCSU
CSU Total Headcount

HEADCOUNT - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
FY18 Actual			FY19 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)
7,270	1,944	9,214	7,109	1,944	9,053	(161)	-2.2%	-	0.0%	(161)	-1.7%
4,073	842	4,915	4,072	842	4,914	(1)	0.0%	-	0.0%	(1)	0.0%
6,518	1,111	7,629	6,205	1,103	7,308	(313)	-4.8%	(8)	-0.7%	(321)	-4.2%
3,907	1,063	4,970	3,964	993	4,957	57	1.5%	(70)	-6.6%	(13)	-0.3%
21,768	4,960	26,728	21,350	4,882	26,232	(418)	-1.9%	(78)	-1.6%	(496)	-1.9%
614	1,655	2,269	623	1,655	2,278	9	1.5%	-	0.0%	9	0.4%
86	115	201	86	115	201	-	0.0%	-	0.0%	-	0.0%
819	1,324	2,143	802	1,268	2,070	(17)	-2.1%	(56)	-4.2%	(73)	-3.4%
94	476	570	95	483	578	1	1.1%	7	1.5%	8	1.4%
1,613	3,570	5,183	1,606	3,521	5,127	(7)	-0.4%	(49)	-1.4%	(56)	-1.1%
7,884	3,599	11,483	7,732	3,599	11,331	(152)	-1.9%	-	0.0%	(152)	-1.3%
4,159	957	5,116	4,158	957	5,115	(1)	0.0%	-	0.0%	(1)	0.0%
7,337	2,435	9,772	7,007	2,371	9,378	(330)	-4.5%	(64)	-2.6%	(394)	-4.0%
4,001	1,539	5,540	4,059	1,476	5,535	58	1.4%	(63)	-4.1%	(5)	-0.1%
23,381	8,530	31,911	22,956	8,403	31,359	(425)	-1.8%	(127)	-1.5%	(552)	-1.7%

FTE Enrollment
Undergraduate

CCSU
ECSU
SCSU
WCSU
CSU Total Undergraduate

Graduate

CCSU
ECSU
SCSU
WCSU
CSU Total Graduate

Total

CCSU
ECSU
SCSU
WCSU
CSU Total FTE

FTE - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
FY18 Actual			FY19 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)
7,029	886	7,915	6,873	886	7,759	(156)	-2.2%	-	0.0%	(156)	-2.0%
4,052	256	4,308	4,052	256	4,308	-	0.0%	-	0.0%	-	0.0%
6,298	488	6,786	6,271	463	6,734	(27)	-0.4%	(25)	-5.1%	(52)	-0.8%
3,786	466	4,252	3,841	435	4,276	55	1.5%	(31)	-6.7%	24	0.6%
21,165	2,096	23,261	21,037	2,040	23,077	(128)	-0.6%	(56)	-2.7%	(184)	-0.8%
557	659	1,216	565	659	1,224	8	1.4%	-	0.0%	8	0.7%
76	41	117	76	41	117	-	0.0%	-	0.0%	-	0.0%
758	500	1,258	690	509	1,199	(68)	-9.0%	9	1.8%	(59)	-4.7%
92	193	285	93	195	288	1	1.1%	2	1.0%	3	1.1%
1,483	1,393	2,876	1,424	1,404	2,828	(59)	-4.0%	11	0.8%	(48)	-1.7%
7,586	1,545	9,131	7,438	1,545	8,983	(148)	-2.0%	-	0.0%	(148)	-1.6%
4,128	297	4,425	4,128	297	4,425	-	0.0%	-	0.0%	-	0.0%
7,056	988	8,044	6,961	972	7,933	(95)	-1.3%	(16)	-1.6%	(111)	-1.4%
3,878	659	4,537	3,934	630	4,564	56	1.4%	(29)	-4.4%	27	0.6%
22,648	3,489	26,137	22,461	3,444	25,905	(187)	-0.8%	(45)	-1.3%	(232)	-0.9%

COMMUNITY COLLEGES

Enrollment - Headcount and FTE

FY18 Actual and FY19 Budget

ATTACHMENT G

<u>Headcount Enrollment</u>	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
	FY18 Actual			FY19 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)
Asnuntuck	626	1,148	1,774	626	1,113	1,739	-	0.0%	(35)	-3.0%	(35)	-2.0%
Capital	633	2,562	3,195	633	2,594	3,227	-	0.0%	32	1.2%	32	1.0%
Gateway	1,954	4,699	6,653	1,905	4,582	6,487	(49)	-2.5%	(117)	-2.5%	(166)	-2.5%
Housatonic	1,570	3,301	4,871	1,570	3,301	4,871	-	0.0%	-	0.0%	-	0.0%
Manchester	1,822	4,145	5,966	1,731	3,937	5,668	(91)	-5.0%	(208)	-5.0%	(298)	-5.0%
Middlesex	891	1,652	2,543	891	1,652	2,543	-	0.0%	-	0.0%	-	0.0%
Naugatuck Valley	1,996	4,077	6,073	1,976	4,036	6,012	(20)	-1.0%	(41)	-1.0%	(61)	-1.0%
Northwestern	337	898	1,235	320	853	1,173	(17)	-5.0%	(45)	-5.0%	(62)	-5.0%
Norwalk	1,859	3,687	5,546	1,803	3,577	5,380	(56)	-3.0%	(110)	-3.0%	(166)	-3.0%
Quinebaug Valley	460	968	1,428	437	920	1,357	(23)	-5.0%	(48)	-5.0%	(71)	-5.0%
Three Rivers	1,207	2,709	3,916	1,135	2,546	3,681	(72)	-6.0%	(163)	-6.0%	(235)	-6.0%
Tunxis	1,379	2,353	3,732	1,413	2,412	3,825	34	2.5%	59	2.5%	93	2.5%
CCC Total Headcount	14,734	32,199	46,932	14,440	31,523	45,963	(294)	-2.0%	(676)	-2.1%	(969)	-2.1%

<u>FTE Enrollment</u>	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)
Asnuntuck	601	441	1,042	601	420	1,021	-	0.0%	(21)	-4.8%	(21)	-2.0%
Capital	546	1,127	1,672	575	1,115	1,690	30	5.4%	(12)	-1.0%	18	1.1%
Gateway	1,719	2,040	3,758	1,676	1,989	3,665	(43)	-2.5%	(51)	-2.5%	(93)	-2.5%
Housatonic	1,369	1,395	2,764	1,369	1,395	2,764	-	0.0%	-	0.0%	-	0.0%
Manchester	1,631	1,757	3,388	1,549	1,670	3,219	(82)	-5.0%	(87)	-5.0%	(169)	-5.0%
Middlesex	784	686	1,470	784	686	1,470	-	0.0%	-	0.0%	-	0.0%
Naugatuck Valley	1,778	1,767	3,545	1,760	1,749	3,509	(18)	-1.0%	(18)	-1.0%	(36)	-1.0%
Northwestern	308	354	662	292	336	628	(16)	-5.2%	(18)	-5.1%	(34)	-5.1%
Norwalk	1,657	1,630	3,287	1,608	1,581	3,189	(49)	-3.0%	(49)	-3.0%	(98)	-3.0%
Quinebaug Valley	418	392	810	397	372	769	(21)	-5.0%	(20)	-5.1%	(41)	-5.1%
Three Rivers	1,100	1,163	2,262	1,034	1,093	2,127	(66)	-6.0%	(70)	-6.0%	(135)	-6.0%
Tunxis	1,199	981	2,180	1,229	1,006	2,235	30	2.5%	25	2.5%	55	2.5%
CCC Total FTE	13,109	13,732	26,840	12,874	13,412	26,286	(235)	-1.8%	(320)	-2.3%	(554)	-2.1%

CHARTER OAK**ATTACHMENT G**

Enrollment - Headcount and FTE
FY18 Actual and FY19 Budget

Headcount Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
	FY18 Actual			FY19 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
<u>Undergraduate</u>												
Charter Oak	297	1,216	1,513	292	1,197	1,489	(5)	-1.7%	(19)	-1.6%	(24)	-1.6%
<u>Graduate</u>												
Charter Oak	9	69	78	11	84	95	2	22.2%	15	21.7%	17	21.8%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY19 Budget vs FY18 Actual					
	FY18 Actual			FY19 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
<u>Undergraduate</u>												
Charter Oak	249	540	789	245	531	776	(4)	-1.6%	(9)	-1.7%	(13)	-1.6%
<u>Graduate</u>												
Charter Oak	9	33	42	11	40	51	2	22.2%	7	21.2%	9	21.4%

CONNECTICUT STATE COLLEGES & UNIVERSITIES
ATTACHMENT H
Financial Aid

FY18 Budget, FY18 Projections, FY19 Budget

	FY 18 Budget					FY 18 Projection					FY 19 Budget				
	Total Financial Aid	Federal (1) Financial Aid	State (2) Financial Aid	Private (3) Financial Aid	Institutional Aid	Total Financial Aid	Federal (1) Financial Aid	State (2) Financial Aid	Private (3) Financial Aid	Institutional Aid	Total Financial Aid	Federal (1) Financial Aid	State (2) Financial Aid	Private (3) Financial Aid	Institutional Aid
Central	37,358,017	15,481,000	3,327,000	2,500,000	16,050,017	38,545,753	15,498,181	3,962,652	3,173,985	15,910,935	38,429,031	15,620,000	3,230,000	3,100,000	16,479,031
Eastern	22,684,997	6,579,309	918,346	2,760,044	12,427,298	25,178,259	7,329,630	1,091,552	4,940,924	11,816,153	27,192,351	7,756,724	864,690	6,070,924	12,500,013
Southern	39,572,514	13,807,443	3,076,874	8,859,387	13,828,810	39,610,773	14,007,443	3,315,512	8,959,008	13,328,810	43,900,684	14,800,224	3,327,088	9,556,220	16,217,152
Western	18,929,056	8,085,707	1,250,000	3,253,000	6,340,349	19,032,587	7,779,071	1,679,915	2,985,965	6,587,636	19,179,068	8,095,568	1,677,444	2,847,430	6,558,626
	\$ 118,544,584	\$ 43,953,459	\$ 8,572,220	\$ 17,372,431	\$ 48,646,474	\$ 122,367,372	\$ 44,614,325	\$ 10,049,631	\$ 20,059,882	\$ 47,643,534	\$ 128,701,134	\$ 46,272,516	\$ 9,099,222	\$ 21,574,574	\$ 51,754,822
Manchester	13,149,427	9,427,143	875,525	-	2,846,759	13,543,185	9,433,278	1,240,464	100,784	2,768,659	13,575,173	9,436,768	1,240,464	100,784	2,797,157
Northwestern	2,596,585	1,558,238	250,000	20,000	768,347	2,314,423	1,449,740	250,874	63,139	550,670	2,501,919	1,458,238	250,874	65,000	727,807
Norwalk	11,849,686	7,779,603	585,000	730,000	2,755,083	13,278,009	8,486,589	1,038,754	1,082,442	2,670,224	13,317,027	8,511,888	1,033,568	975,000	2,796,571
Housatonic	12,951,153	9,040,000	1,200,000	197,000	2,514,153	13,710,634	9,770,210	1,086,771	337,500	2,516,153	13,671,381	9,770,210	1,086,771	337,500	2,476,900
Middlesex	5,408,760	3,389,758	581,428	-	1,437,574	4,873,110	3,500,452	27,900	4,975	1,339,783	5,016,067	3,582,952	27,900	5,000	1,400,215
Capital	9,969,096	7,350,000	924,096	-	1,695,000	9,703,732	7,032,940	924,096	-	1,746,696	9,781,096	7,137,000	924,096	-	1,720,000
Naugatuck	13,885,385	9,505,018	1,349,696	83,000	2,947,671	14,424,517	9,913,899	1,418,575	149,585	2,942,458	14,437,730	9,908,618	1,395,966	75,000	3,058,146
Gateway	15,751,185	11,104,318	1,440,000	110,000	3,096,867	15,972,431	11,088,285	1,486,195	83,545	3,314,406	16,587,086	11,820,000	1,350,000	94,501	3,322,585
Tunxis	7,454,232	4,911,353	821,000	75,000	1,646,879	8,742,955	6,142,861	870,859	-	1,729,235	8,995,009	6,272,000	870,587	-	1,852,422
Three Rivers	9,338,360	6,207,240	940,000	190,000	2,001,120	8,706,352	6,100,000	782,971	214,289	1,609,092	9,055,200	6,201,000	700,000	214,289	1,939,911
Quinebaug	3,135,512	2,278,919	248,411	-	608,182	3,119,943	2,278,919	200,000	-	641,024	3,319,864	2,446,457	200,000	-	673,407
Asnuntuck	3,971,551	2,780,428	204,000	87,919	899,204	3,902,231	3,087,987	267,000	-	547,244	3,842,613	2,982,534	275,000	-	585,079
	\$ 109,460,932	\$ 75,332,018	\$ 9,419,156	\$ 1,492,919	\$ 23,216,839	\$ 112,291,522	\$ 78,285,160	\$ 9,594,459	\$ 2,036,259	\$ 22,375,644	\$ 114,100,165	\$ 79,527,665	\$ 9,355,226	\$ 1,867,074	\$ 23,350,200
Charter Oak	\$ 8,450,119	\$ 8,246,475	\$ 100,000	\$ 16,000	\$ 87,644	\$ 8,101,957	\$ 7,756,050	\$ -	\$ 20,526	\$ 325,381	\$ 8,466,562	\$ 8,066,292	\$ -	\$ 20,000	\$ 380,270
Total	\$ 236,455,635	\$ 127,531,952	\$ 18,091,376	\$ 18,881,350	\$ 71,950,957	\$ 242,760,851	\$ 130,655,535	\$ 19,644,090	\$ 22,116,667	\$ 70,344,559	\$ 251,267,861	\$ 133,866,473	\$ 18,454,448	\$ 23,461,648	\$ 75,485,292

Notes:

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

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

(3) Private scholarships, Foundation scholarships and Alumni scholarships

Connecticut State Universities
Unrestricted Net Position (UNP) - Balances
FY 2008-2019

	Actual										Projection	Budget
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Central	45,933,123	44,109,352	48,428,138	52,779,884	51,324,667	46,682,175	46,292,656	25,883,224	37,442,150	35,326,015	35,326,015	35,326,015
Eastern	(5,728,855)	(6,849,410)	(1,120,856)	3,596,179	7,129,239	10,588,795	12,403,873	12,680,295	23,606,177	27,382,226	27,439,094	26,017,409
Southern	17,207,456	12,689,063	22,467,331	24,758,798	23,571,609	46,384,195	46,345,913	41,555,304	40,852,330	45,616,009	45,616,009	45,616,009
Western	15,200,071	12,843,456	18,539,856	24,342,364	24,479,939	23,560,194	21,589,351	14,906,045	12,872,957	14,162,778	14,162,778	14,162,778
System Office	5,932,068	10,671,141	12,615,855	16,327,749	19,601,944	17,854,027	18,501,528	20,076,521	22,001,573	20,563,921	20,660,444	20,660,444
CSU Total	<u>78,543,863</u>	<u>73,463,602</u>	<u>100,930,324</u>	<u>121,804,974</u>	<u>126,107,398</u>	<u>145,069,386</u>	<u>145,133,321</u>	<u>115,101,389</u>	<u>136,775,187</u>	<u>143,050,949</u>	<u>143,204,340</u>	<u>141,782,655</u>
Estimated Unrestricted/Undesignated Reserves										52,928,851	52,985,606	52,459,582
GASB 68 Adjustment for Pension Liability							(480,454,501)	(485,551,034)	(498,378,536)	(572,236,377)		
Adjusted totals							<u>(335,321,180)</u>	<u>(370,449,645)</u>	<u>(361,603,349)</u>	<u>(429,185,428)</u>		

NOTES: Adjustments to UNP balance include the transfer to State per Senate Bill 1601; only the projected Addition to/ (Use of) Funds for FY18 Projections and FY19 Budget are included above.

Does not include expected disbursements for designated projects or potential changes in accruals for FY18 and FY19.

Designated reserves for debt repayment, project set-asides, etc. leaves approximately \$53M in contingency (undesignated) funds available at the end of FY17, which go down by FY19 year-end.

**Connecticut Community Colleges
Unrestricted Net Position (UNP) - Balances
FY 2008-2019**

	Actual										Projection	Budget
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Asnuntuck	1,474,223	1,260,202	1,817,784	1,346,440	1,384,472	727,491	717,800	449,681	913,841	835,336	485,937	485,937
Capital	(266,461)	(713,819)	1,510,273	2,373,350	2,389,314	2,594,774	3,020,979	2,998,652	1,574,843	184,190	(2,542,228)	(4,653,100)
Gateway	1,283,920	1,073,140	1,832,147	1,575,733	(292,615)	(2,389,545)	(4,524,353)	(4,299,244)	(3,629,183)	(3,005,886)	(3,005,886)	(3,005,886)
Housatonic	7,644,812	6,977,882	8,266,079	7,748,356	6,698,946	7,126,326	7,226,552	10,299,902	11,604,555	12,425,037	11,821,716	11,167,069
Manchester	1,531,991	1,259,949	2,344,653	1,685,242	503,456	217,559	441,612	1,746,858	3,608,267	5,141,994	5,141,994	4,289,820
Middlesex	1,182,954	1,168,289	2,276,410	1,872,396	2,015,717	903,066	(514,368)	(799,881)	(253,958)	503,447	948,362	989,491
Naugatuck Valley	1,609,113	(577,226)	200,364	2,083	476,629	831,645	852,309	3,104,674	4,810,976	5,970,608	5,421,631	4,344,191
Northwestern	(109,529)	(396,383)	(61,988)	282,712	271,141	762,762	971,213	1,111,979	924,984	628,255	424,115	(444,380)
Norwalk	146,812	(43,982)	1,175,302	1,336,700	405,845	(897,382)	(434,948)	459,275	748,025	1,542,909	301,256	(531,031)
Quinebaug Valley	2,808,524	1,929,210	2,818,365	2,493,788	2,680,423	2,597,555	3,083,058	4,099,157	5,335,625	5,967,882	6,023,203	5,921,432
System Office	12,544,702	12,438,024	14,190,042	16,017,396	9,958,339	1,260,611	1,791,272	4,796,566	7,300,257	9,197,324	8,858,786	9,157,427
Three Rivers	2,356,619	430,147	2,098,658	3,281,229	3,393,421	3,243,345	3,517,942	4,800,029	6,554,445	8,168,624	7,445,555	7,570,510
Tunxis	625,465	(563,977)	(560,483)	(825,860)	(1,566,786)	(1,803,559)	(2,820,300)	(3,046,682)	(1,832,958)	(1,829,915)	(1,570,189)	(2,198,413)
CCC Total	32,833,145	24,241,457	37,907,606	39,189,564	28,318,301	15,174,648	13,328,768	25,720,966	37,659,719	45,729,805	39,756,270	33,095,087
GASB 68 Adjustment for Pension Liability							(550,024,147)	(546,444,652)	(503,705,512)	(551,251,592)		
Adjusted totals							<u>(536,695,379)</u>	<u>(520,723,686)</u>	<u>(466,045,793)</u>	<u>(505,521,787)</u>		

NOTE: Adjustments to UNP balance include the transfer to State per Senate Bill 1601; only the projected Addition to/ (Use of) Funds for FY18 Projections and FY19 Budget are included above.

Charter Oak State College
Unrestricted Net Position (UNP) - Balances
FY 2012 - 2019

	Actual						Projection	Budget
	2012	2013	2014	2015	2016	2017	2018	2019
Charter Oak	1,010,014	1,554,321	1,451,593	1,220,643	740,000	791,000	202,738	197,427
GASB 68 Adjustment for Pension Liability			(7,869,699)	(9,129,790)	(10,044,340)	(7,400,000)		
Adjusted totals			<u>(7,869,699)</u>	<u>(9,129,790)</u>	<u>(10,044,340)</u>	<u>(7,400,000)</u>		

INFORMATION ITEM

CSCU – Update on Administrative Cost Savings Plan

BACKGROUND

In response to declining state funding since FY15, Connecticut State Colleges & Universities (CSCU), the Board of Regents and management evaluated a number of different cost saving options available to ensure that our institutions maintain a sustainable fiscal future. Doing nothing would result in an untenable fiscal situation which would erode and consume reserves in the next few years. Based on these evaluations, the Board of Regents charged President Ojakian to develop and submit his recommendations for addressing this structural fiscal deficit while maintaining resources devoted to teaching and learning.

On April 6, 2017, President Ojakian proposed and the Board of Regents endorsed two strategies:

1. An administrative consolidation involving all seventeen institutions and system office, targeting to save approximately \$13.26M through collaboration, use of common resources, and efficiencies associated with combining purchasing power.
2. A consolidation of the twelve community colleges into one college, targeting to save approximately \$27.65M via elimination of redundancies and parallel administrative functions.

On February 21, 2018, management presented the Finance and Infrastructure Committee with a revised estimate pertaining to item 1. above.

The original target of \$13M include some elements that overlapped with the college consolidation. After eliminating the overlap and updating some of the initiatives, a revised target of \$11.2M was presented to the Committee. We have attached that same schedule as Attachment A, and have added the approximate split of savings between the Connecticut Community Colleges and the Connecticut State Universities. This estimate remains the same at this writing.

After receiving authorization from the Board, management submitted a Substantive Changes Request to the New England Associations of Schools and Colleges (NEASC), and specifically to its Commission of Institutions of Higher education (CIHE), to seek approval for a singly accredited college to enable CSCU to pursue strategy 2. above.

The Commission's response indicated that the format of the request (substantive change) was not appropriate due to the magnitude of the proposed changes, and that the proposal as provided was not adequate to support a single college accreditation at this time. The

response also suggested that CSCU should apply for candidacy for the single college and that the Commission would be prepared to work with us.

Management further consulted with both NEASC and the National Center for Higher Education Management Systems (NCHEMS), a noted non-profit expert in higher education strategy and system development, in order to develop a move-forward strategy. NCHEMS has been asked to review the substantive change proposal by NEASC, and provided both conceptual support and valuable commentary.

After advice, deliberation and evaluation, management determined that the best solution is to continue to work towards the single college path, but to lay the groundwork in phases; prepare the organization to demonstrate readiness for the single accreditation; and demonstrate that there is not only no disruption, but a measurable benefit, to students under this organizational structure. See discussion below regarding Benefits of Consolidation.

Further, we determined that a considerable portion of the Students First College Consolidation could move forward without impacting the accreditation of the twelve community colleges, and that laying such groundwork will both advance towards a single accreditation, and afford the community colleges with some level of savings desperately required under current fiscal circumstances.

This report addresses the portions of strategy 2. above which we expect to continue to implement, and the estimated savings impact of taking this course of action. This analysis supplants the estimated \$27.65M referenced above, but does not overlap the \$11.2M addressed in Attachment A.

BENEFITS OF CONSOLIDATION

Management continues to contend that a single NEASC-accredited community college with 12 campuses provide significant benefits in our ability to serve students. Key attributes include:

- Consistent practices and procedures among the 12 campuses.
- Seamless movement by students among locations and on-line study to support completion including a single application.
- Improve student success through implementation of best practices.
- Full adoption of Guided Pathway as a vehicle to support students in completing credits, transferring, and attaining jobs.
- Institute clear and strategic enrollment management practices such as best use of limited institutional aid, targeted recruitment, and metrics-driven policies.
- Maintaining the uniqueness, identity and community connections of each campus by underscoring roles and responsibilities of campus chief executive officers.

- Consolidating general education curricula, but accommodating desired differences and options to best serve community and employer requirements and student demand.
- To ensure financial stability through cost savings, but redeploying funds where desperately needed, such as additional advisors, library/study availability, etc.

The proposal, both as originally articulated and in its current form, addresses not only fiscal concerns over the next several years, but priorities that must be funded which support student success.

In the current proposal identified as Phase 1 of the longer term plan for consolidation, we have reduced administrative spending in many areas, but have added back into the cost structure positions for enrollment management, consolidated marketing, and Guided Pathways leadership. We believe that this is consistent with prioritized spending, but still provides cost reductions to offset state funding and wage/fringe benefit cost concerns expressed previously to the Committee.

ANALYSIS

The original targeted savings discussed with the Board was estimated in FY16. Since that time, the institutions have scaled back in personnel costs (attrition and hiring freeze); we have instituted a cost share between Housatonic and Gateway, and between Asnuntuck and Tunxis; and we have taken several operating cost savings actions in order to manage with less funding and rising wages and fringe benefit rates. By the time we compiled the FY17 projections we had already reduced administrative costs by \$2.5M.

In our NEASC proposal, we had estimated an \$23.3M from consolidation based on FY17 payroll data, and were considering additional academic administration reorganization intended to save approximately \$1.5M.

Given the Commission's response, we re-evaluated what could and could not be implemented in the near-term, and we have established a new Phase 1 target under this reduced framework. We consider this the first of 2 – 3 phases in a longer term plan which eventually will result in the original one-college proposal, but may take longer than originally planned. The next phase(s) would further consolidate the leadership structure to create a single accredited institution, thus achieving additional efficiencies.

In order to maintain accreditation at the twelve community colleges, each must have a chief executive officer, a chief academic officer, and a chief financial officer. Each officer must maintain an appropriate structure so that the institution may "fulfill its purposes and objectives and establishes the means to assess the effectiveness of the institution."

The organization structure proposed will respect the positions and the related responsibilities for institutional accreditation, but will seek to consolidate the support activities and share services in order to continue to share services and/or leadership structure to the greatest extent possible. This will enable a great deal of near-term efficiency as originally anticipated, and provide a pathway for the full single college consolidation when appropriate.

Attachment B provides a summary of the revised consolidation targets, along with the original plan for comparative purposes. The following is a summary of the attachment:

<u>SUMMARY</u>	Original Consolidation Plan	Phase 1 - College Unduplicated Admin Reductions	Delta
Dollar Savings	23,301,255	17,297,869	(6,003,386)
Headcount Savings	163	117	(46)
Implementaion Costs	2,161,348	1,560,848	(600,500)

Attachment C provides a description of the revised implementation costs for the revised consolidation structure.

New College Leadership and Regional Structure. This analysis continues the regional structure originally outlined in the college consolidation plan while maintaining the twelve accreditations of the colleges until it is appropriate to seek single accreditation. There will be three regional presidents and three regional budget directors added to the structure to begin to put the organization in place.

Align college curriculum statewide. The implementation plan and cost projections presume continuing faculty-led efforts to align curriculum statewide to ensure a seamless transfer for students both between colleges and with the universities starting with the development of a common general education curriculum. Academic leadership at the campuses remain in the current arrangement.

Student Enrollment and Completion initiatives. It was always contemplated that Guided Pathways would be folded into the CSU structure irrespective of consolidation. This estimate adds two required positions into the permanent cost structure and implementation costs for engaging faculty and staff in establishing these guidelines.

The plan also includes a VP of Enrollment Management as originally contemplated in order to focus the colleges on recruitment, retention and completion.

Shared services. This plan continues to integrate and centralize institutional research, marketing, facilities, human resources and information technology functions over the next few years. Leadership will be provided centrally to the various functional teams at the campuses, but there is an associate dean of business operations on each campus added to liaise among the campus chief executive officer, campus chief financial officer and the system leadership.

The Finance organizations are not impacted as it is expected that the finance directors will be designated as chief financial officers of the colleges, and their staffs remain in place to serve the function.

Shared Resources Across Campuses. We believe there are additional savings and economies of scale available in sharing of resources across campuses including in other areas of administration and academic programming. This has been done through the partnerships at Gateway and Housatonic and Tunxis and Asnuntuck Community Colleges. Both leaders have implemented sharing of resources and programs, but this analysis does not presume such savings so it remains as an opportunity.

CONCLUSIONS

Attachment B provides a breakdown by functional area of the dollar and FTE headcount targeted savings of the College Administrative reductions, and compares these estimates to the original plan of directly creating a single accredited institution. This is Phase 1 of a longer term consolidation plan and estimates savings of \$17.3M based on FY17 year-end data; the estimate does not include the \$2.5M already achieved during FY17. Included in these estimates are new investments in enrollment management and Guided Pathways implementation.

We expect the timing of these savings to be similar to the original plan, i.e. most of the reductions will be realized at the time that job protection under SEBAC expires, or FY22.

CONNECTICUT STATE COLLEGES & UNIVERSITIES

ATTACHMENT A

System-Wide Administrative Improvements

Non-duplicated Cost Reductions, CSCU System-wide Administrative Costs

Revised Targeted Savings - February 2018

<u>Cost Savings Target</u>		<u>Estimated Split</u>			<u>Description</u>	<u>Estimated</u>	<u>Comments</u>
<u>Area</u>	<u>Annual Savings</u>	<u>Colleges</u>	<u>Universities</u>			<u>Timeframe</u>	
Purchasing/Contracts	1,839,453	551,836	1,287,617		Better purchasing power; negotiate purchases	2 - 3 years	4% savings of \$46M general spending
IT Reduction	3,465,295	3,465,295			Implementation of efficiencies	2 - 5 years	Includes fringe benefits
IT Operating Costs	727,400	363,700	363,700		Continue efforts begun at System Office to eliminate hardware	1 - 3 years	Elimination of phones/rationalize printers/modernize support
Facilities	2,453,074	2,453,074			Reduction of OT - Maintainers (Assumes 2.5% OT is acceptable)	2 - 3 years	Normalizes use of overtime
Internal Audit	479,162	239,581	239,581		Restructured audit function	done	Updated savings
Admin Reduction	426,816	213,408	213,408		System Office reductions	done	Updated and includes Fringe Benefits
Recruitment and Retention	1,834,553	1,834,553			Improve enrollment and educate more residents	1 - 3 years	Revenue improvement through Guided Pathways, etc.
TOTAL TARGET IMPROVEMENTS	11,225,752	9,121,447	2,104,306		Non-duplicated Cost Reductions, Administrative Consolidation Strategy		

Estimated split is approximate based on existing cost structure between constituent units.

Estimated Savings - Change from One College to 12 Colleges with Administrative Consolidation
June 6, 2018

FY17 \$ Amounts Including Fringe Benefits

ATTACHMENT B

Current State \$		Future \$ under One College		Savings under One College	Future \$ under 12 Colleges with Administrative Consolidation		Savings under Admin Consol	Reduced Savings	Comments Regarding New Adminstrative Consolidation
	Total		Total	Change \$		Total	Change \$	Delta	
Academic Affairs	44,904,384	Academic Affairs	44,821,368	83,016	Academic Affairs	44,558,935	345,449	262,433	Reductions are personel gone in FY18 who will not be replaced
Administrative Services	8,815,827	Administrative Services	8,118,973	696,854	Administrative Services	3,477,329	5,338,498	4,641,644	Significant reorganization with functional areas reporting to central leaders
Advanced Manufacturing	2,828,688	Advanced Manufacturing	2,828,688	-	Advanced Manufacturing	2,828,688	-	-	No Changes
Comm and Econ Dev	574,913	Comm and Econ Dev	574,913	-	Comm and Econ Dev	574,913	-	-	No Changes
Continuing Education	7,615,632	Continuing Education	6,651,044	964,589	Continuing Education	7,542,947	72,686	(891,903)	Reductions are personnel gone in FY18 who will not be replaced
Center for New Media	200,623	Center for New Media	200,623	-	Center for New Media	200,623	-	-	No Changes
Danbury Campus	564,220	Danbury Campus	564,220	-	Danbury Campus	564,220	-	-	No Changes
Facilities/Maintenance	17,460,641	Facilities/Maintenance	15,883,480	1,577,161	Facilities/Maintenance	15,883,480	1,577,161	-	Reduction of leadship locally; functional reporting will be centralized
Finance	11,098,332	Finance	3,989,453	7,108,879	Finance	11,090,573	7,759	(7,101,119)	The Directors of Finance will be named CFOs of the institutions; they retain their staff
Foundation/Dev/Inst'l Adv	2,683,349	Foundation/Dev/Inst'l Adv	4,056,552	(1,373,203)	Foundation/Dev/Inst'l Adv	2,683,349	-	1,373,203	No Changes
Grants	160,411	Grants	160,411	-	Grants	160,411	-	-	No Changes
Human Resources/Payroll	7,543,694	Human Resources/Payroll	4,364,229	3,179,465	Human Resources/Payroll	4,364,229	3,179,465	-	Reductions taken to create centers of expertise serving all 12 colleges, reporting centrally
Information Technology	14,350,378	Information Technology	10,157,363	4,193,014	Information Technology	9,601,619	4,748,759	555,745	Reduction of leadship locally; functional reporting will be centralized
Institutional Research	2,660,013	Institutional Research	1,443,750	1,216,263	Institutional Research	1,443,750	1,216,263	-	Central reporting/data management expects efficieny of process with fewer employees
Marketing	4,203,095	Marketing	2,389,702	1,813,393	Marketing	2,591,740	1,611,354	(202,039)	Centralize function to eliminate competition among colleges/focus funds to expand enrollment
President's Office	6,249,782	President's Office	2,336,250	3,913,532	President's Office	6,977,600	(727,818)	(4,641,350)	CEOs remain on campus; HR/Marketing reportS centrally; Enrollment Mgt new central function
Public Safety	5,119,073	Public Safety	5,381,573	(262,500)	Public Safety	5,381,573	(262,500)	-	Adding a leader to manage public safety training and staffing for the twelve colleges centrally
Student Affairs	42,359,306	Student Affairs	42,168,512	190,794	Student Affairs	42,168,512	190,794	-	Reductions are personnel gone in FY18 who will not be replaced
Total	179,392,360	Total	156,091,105	23,301,255	Total	162,094,491	17,297,869	(6,003,386)	
5-Year Implementation Costs (One Time)				2,161,348			1,560,848	(600,500)	Approx half in FY19 for continuing curriculum alignment; already included in FY19 Budget

Current State FTE		Future State FTE		Savings under One College	Future FTE under 12 Colleges with Administrative Consolidation		Savings under Admin Consol	Reduced Savings	
	Total		Total	Change FTE		Total	Change FTE	Delta	
Academic Affairs	432.0	Academic Affairs	430	2	Academic Affairs	429	3	1	
Administrative Services	64.1	Administrative Services	49	15	Administrative Services	21	44	28	
Advanced Manufacturing	28.3	Advanced Manufacturing	28	-	Advanced Manufacturing	28	-	-	
Comm and Econ Dev	5.8	Comm and Econ Dev	6	-	Comm and Econ Dev	6	-	-	
Continuing Education	76.4	Continuing Education	70	6	Continuing Education	75	1	(5)	
Center for New Media	2.5	Center for New Media	2	-	Center for New Media	2	-	-	
Danbury Campus	5.9	Danbury Campus	6	-	Danbury Campus	6	-	-	
Facilities/Maintenance	182.4	Facilities/Maintenance	169	14	Facilities/Maintenance	169	14	-	
Finance	85.5	Finance	30	55	Finance	86	(1)	(56)	
Foundation/Dev/Inst'l Adv	24.4	Foundation/Dev/Inst'l Adv	36	(12)	Foundation/Dev/Inst'l Adv	24	-	12	
Grants	3.0	Grants	3	-	Grants	3	-	-	
Human Resources/Payroll	57.8	Human Resources/Payroll	49	9	Human Resources/Payroll	49	9	-	
Information Technology	114.1	Information Technology	85	29	Information Technology	82	32	3	
Institutional Research	22.8	Institutional Research	11	12	Institutional Research	11	12	-	
Marketing	36.2	Marketing	25	11	Marketing	29	7	(3)	
President's Office	34.5	President's Office	14	21	President's Office	39	(4)	(25)	
Public Safety	38.9	Public Safety	40	(1)	Public Safety	40	(1)	-	
Student Affairs	374.8	Student Affairs	372	2	Student Affairs	373	1	(1)	
Total	1,589.4	Total	1,427	163	Total	1,473	117	(46)	

CONNECTICUT STATE COLLEGES & UNIVERSITIES
COLLEGE ONLY - ADMINISTRATIVE COST SAVINGS
ESTIMATED IMPLEMENTATION COSTS

ATTACHMENT C

DESCRIPTION	NOTES	2018	2019	2020	2021	2022	5-Year Costs
Faculty Release	1	-	-	-	-	-	-
Academic Consolidation Co-Chairs	2	79,269	214,221	142,814	-	-	436,304
Travel/Training	3	10,000	79,927	56,618	10,000	-	156,544
Curriculog/Acalog Software	4	-	-	-	-	-	-
System Support	5	-	192,000	192,000	-	-	384,000
Online Content Design	6	-	192,000	192,000	-	-	384,000
Web Design	7	-	150,000	50,000			200,000
TOTAL		<u>98,269</u>	<u>1,068,148</u>	<u>783,932</u>	<u>110,500</u>	<u>100,500</u>	<u>1,560,848</u>

General	Fiscal Year 2018 is for information only when projecting forward; costs are already contemplated in the fiscal year 2018 projections.
	Fiscal Year 2019 costs are already built into the FY19 Budget/Spending Plan.
1	The majority of college faculty members teach 12 credits and are released from 3 credits with Additional Responsibilities (AR) pay. Directions to the
2	We have one full-time and one part-time co-chairs to manage the changes required in curriculum.
3	\$10,000 for fiscal years 2018 through 2021 will be incurred for Guided Pathways and Student Success additional travel for the implementation. The
4	This software will be important to support the curricula and catalogue changes required. As this will be paid for using bond funds, there is no
5	System support will be required to assist in updating our system software. This presumes either one full-time or two part-time support staff.
6	Consolidation of on-line content will be required to assist in aligning the campuses. This presumes either one full-time or two part-time support
7	Will utilize a service to help with the new College website design. The College organization will include a central Web Master and graphics design