



Board of Regents

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, October 15, 2020

Conducted Via Remote Participation

Meeting will stream live at: https://youtu.be/Ty6p_qa6ZRo

1. **Call to Order, Roll Call & 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 Previous Meeting Minutes – September 17, 2020**
7. **Consent**
 - a. **Discontinuations**
 - i. CT Parenting Educator Credential (all 4 levels) – C1 Certificate – Charter Oak State College
 - ii. Certificate in Paraprofessional Studies – C2 Certificate - Charter Oak State College
 - iii. After School Education Credential – C2 Certificate - Charter Oak State College
 - b. **Modifications**
 - i. Instructional Technology Option – MS Education – Western CT State University
[Modification of Instructional Delivery]
 - c. **Appointment of CSU Professor – Raouf Mama – Eastern CT State University**
 - d. **CSCU Accessibility Policy for Electronic Information and Technology**
 - e. **Gateway Community College – Acceptance of Gifts (General Motors Corporation)**
7. **Academic & Student Affairs Committee – Merle Harris, Chair**

Report. No items
8. **Audit Committee – Eleese Wright, Chair**

Report. No items
9. **Finance & Infrastructure Committee – Richard J. Balducci, Chair**

Action Item - Revised FY2021 Spending Plan for The Connecticut State Colleges & Universities

***Opportunity to Address the Board:**

Anyone wishing to address the Board of Regents must sign up at least 24 hours in advance of the meeting by emailing the Assistant Secretary to the Board at pheleen@commnet.edu. Only one sign up per person (one person may not sign up for a group of individuals). A confirmation email with instructions to access the meeting will be forwarded the day before the meeting. 30 minutes in total; in fairness to all who wish to address the Board, each speaker must abide by a three-minute time limit. At the end of each speaker's allotted time, the speaker will be asked to yield to the next speaker. Students will address the Board first, for up to 15 minutes total, followed by up to 15 minutes total for faculty, staff and public. Speakers will be recognized from each list in the order of signing up.

10. Human Resources & Administration Committee – Naomi Cohen, Chair

No Report. No items

11. Executive Committee

No report. No items

12. Executive Session

Discussion concerning employment/performance of a public officer or employee

13. Adjourn

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF REGULAR MEETING
THURSDAY, SEPTEMBER 17, 2020
CONDUCTED VIA REMOTE PARTICIPATION**

REGENTS - PARTICIPATING (Y = yes / N = no)	
Matt Fleury, Chair	Y
Merle Harris, Vice Chair	Y
Richard J. Balducci	Y
Aviva D. Budd	Y
Naomi K. Cohen	Y
Felice Gray-Kemp	Y
Holly Howery	Y
David R. Jimenez	Y
JoAnn Ryan	Y
Ari Santiago	Y
Elese E. Wright	Y
*David Blitz, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Kurt Westby, Labor Commissioner	N
*Deidra Gifford, Public Health Commissioner	N
*David Lehman, DECD Commissioner	N
*Miguel A. Cardona, Education Commissioner	N
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Mark E. Ojakian, CSCU President
Jane Gates, SVP & Provost, Academic & Student Affairs
Alice Pritchard, Chief of Staff/Chief of Operations
Andrew Kripp, VP Human Resources & Labor Relations
Ben Barnes, Chief Financial Officer
Ernestine Y. Weaver, Counsel
Pam Heleen, Asst. Secretary of the Board of Regents (recorder)

CALL TO ORDER

Chair Fleury called the meeting to order at 10:03 a.m. and, following roll call, declared a quorum present.

ADOPTION OF AGENDA

Chair Fleury called for a motion to adopt the meeting agenda as submitted; on a motion by Regent Howery, seconded by Regent Cohen, the Agenda was unanimously adopted as presented.

OPPORTUNITY TO ADDRESS THE BOARD

No public comments were received.

BOR CHAIR MATT FLEURY'S REMARKS

- Chair Fleury introduced Pam Heleen as Assistant Secretary to the Board of Regents. Dr. Pritchard has assumed Secretary to the Board as part of her broader responsibilities as Chief of Staff and COO to the System. The Board is grateful for her outstanding commitment to our System and our students. One of their first initiatives will be to restore live public comment during Board meetings.
- This is the first full Board meeting since President Ojakian's announcement to retire. The Board is grateful for his strong, effective and caring leadership and his outstanding advocacy for students in the issues of diversity and all its aspects. His focus has put the institution in good stead moving forward related to violence, sexual violence, and COVID. And while remaining focused on our students, President Ojakian has attended to the significant challenges of managing the System from a cost and operational basis while ensuring our future viability from a fiscal standpoint. The Presidential transition is one of the Board's solemn duties, and as part of the process, a one dimensional modification to change the end date of President Ojakian's employment agreement is included on the agenda.
- Dr. Toro and her team from Central will present a model for testing and tracking at Central.
- President Ojakian and Ben Barnes will discuss the fiscal impact of COVID and the related economic difficulties.
- A Title IX update will be presented as part of the HR/Admin Committee report.
- There will be an Executive Session at the end of the meeting. There will be no business after the Executive Session, except to adjourn the meeting.

CSCU PRESIDENT OJAKIAN'S REMARKS

- The start of the semester has been going very well for our 17 institutions.
- Our community colleges moved smoothly from their summer offerings to fall courses on ground and have been working closely with their local departments of public health when positive cases emerge. To date there have been a handful and in all cases the college has been able to remain fully operational as contacts have been limited.
- At the universities, all the students have moved into the residence halls and are part of weekly testing. To date, we have 13 residential students who have tested positive out of nearly 2,000 tests given for a positivity rate of less than 1%. 10 of the positive cases are at CCSU, 1 at ECSU, 2 at SCSU and 0 at WCSU which just reopened to students this week. We are monitoring these numbers closely with the state. The schools are providing dashboards with weekly and cumulative results and we are sharing that in our weekly COVID update.
- This week the state provided a three-day pop up testing opportunity for off campus students, faculty and staff as an effort to control a spike in New Britain. Additional testing was conducted across the city as well with churches, food distribution sites, etc. we will know more by the end of the week the results of that testing but we had a great turnout of approximately 600 people who took advantage of the free state testing. Thanks to Dr. Toro and all at CCSU for getting that site up and running for the state so quickly.

- We have been working very closely with the Department of Public Health and the Governor's administration to monitor the virus and support our response. Thank you to the Commissioner and her team. Our contact tracing leads for the universities have weekly office hours with the local public health departments and DPH has a weekly call with all COVID Coordinators for the state's public and private institutions. These calls are very helpful in identifying problems and collecting consistent solutions.
- Our goal remains - the health of our students, faculty, staff, and everyone who works on our campuses. At the same time, we must ensure that students and the state gets the high quality educational opportunity that we can make available.
- President Ojakian welcomed Dr. Toro, George Claffey, and Sal Cintotino who shared CCSU's strategy for contact tracing as an example of what the schools are doing. (The presentation is included as Attachment A to these minutes.)
- COVID Spending - To date, we have spent \$45 million in total. About half is in CSU room and board refunds. So far, we have received \$33 million in Coronavirus Relief Funds (federal funds) from the State. We are continuing to keep track of expenses and to seek additional state funds. More information will be presented at next month's meeting.
 - Regent Budd asked about testing procedures for commuter students. Pres. Ojakian responded that public health protocol does not require the testing of commuters, but to focus attention on contact tracing. All interactions with students living off-campus should be treated the same as those in the general public. We will monitor procedures and expand/adjust as needed.
 - Regent Budd asked: With testing so available, shouldn't we require students to bring negative test results to campus. Dr. Toro explained that over 700 people (a large % were commuter students) have taken advantage of the pop-up testing site on campus. The effort will take place again next weekend. Health questionnaires will be sent out as a follow-up.
 - David Blitz asked in other institutions in CSCU were following this procedure. Dr. Ojakian answered in the affirmative.
- Enrollment Update - As of September 4th, the CSUs were down about 5.5% in enrollment; the community colleges 11% and Charter Oak is up nearly 4%. Those numbers are still being finalized. For the universities, the numbers are stronger than budgeted but far lower for the colleges than planned. This likely reflects the challenging times our students are facing. Our institutions have been working tirelessly to increase enrollment. The community colleges will be holding a retreat to review what worked and didn't work and make plans to start spring enrollment efforts immediately. The retreat will engage Regional Presidents, Campus CEOs/Presidents, Chief Regional Workforce and Budget, Regional Institutional Research Directors, Academic and Student Affairs Deans, campus functional teams from enrollment management related offices and staff from CSCU system office and the new college Central office in planning.
- PACT Update - The community colleges did benefit from the implementation of PACT for the fall semester.
 - 3147 Students enrolled
 - 31% are full Pell students, and get minimum grants of \$250
 - 19% are partial Pell
 - The Board approved the use of reserves to operate the program this fall and made it clear to the State that funding will be needed to run the program in Spring 2021.

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- CEO Searches - Dr. Pritchard reported that we are getting underway with the search process for 5 campus CEO's based on last year's policy and model. We will start and finish earlier than last year as to not completely overlap with the CSCU Presidential search. 5 Campus Advisory Committees will be formed with representatives from those campuses. 5 Regents will play a liaison role to those campuses. Search committees will be led by the 3 Regional Presidents. The process will begin next week and we'll be working again with ACES, the same consultants who led the Regional President and CEO searches. The posting will go up in late October, with semi-finalist and finalist interviews in February and early March. Recommendations are expected to be ready for the Board in March.
 - Workforce update
 - We have been working closely with the Governor's Workforce Council to identify key goals for the upcoming legislative session both programmatically and fiscally.
 - Through our role as leaders on the Education subcommittee we have been able to focus on improvements in career advising, dual credit efforts in key industry areas, and increased focus on computer science and STEM education. These goals have metrics as well that are established in collaboration with public K-12 and public, UCONN, and private higher education institutions so that we can hold ourselves accountable.
 - We are finalizing an updated strategic plan for manufacturing which has been developed in collaboration with the program coordinators and key external partners. We are very excited about the effort.
 - We've received \$763,000 in Coronavirus Relief Fund to support non-credit programming for unemployed individuals. This is critical at this time in our State's efforts. My thanks to the community college Chief Regional Workforce Officers who worked with Ben Barnes to take the lead on this funding opportunity.
 - We have a unique opportunity working with Regent Ryan to offer workshops that businesses can take advantage of in teleworking and the new "normal."
 - Criminal Justice Taskforce - In August, recognizing higher education's crucial role in the promotion of equity not just within our institutions, but in society at large, and given the focus on racial justice in the country and in our State, we announced the formation of the CSCU Criminal Justice Task Force. There is perhaps no more obvious example of our persistent social inequities than within our system of criminal justice. Under the leadership of Provost Gates, the task force will make specific recommendations to advance criminal justice studies at our institutions and contribute to more equitable outcomes in our criminal justice system. It will be co-chaired by Dr. William Lugo, Eastern CT State University and Dr. Tuesday Cooper, Manchester Community College and will include CSCU criminal justice scholars, community members and law enforcement officials. Pres. Ojakian thanked Regent Harris for her contributions to develop the structure and the charge of the task force. Her leadership on this issue made this important initiative possible.
 - CHEFA Funding - CSCU has been awarded a \$350,000 grant from the Connecticut Health and Educational Facilities Authority, or CHEFA, to provide direct funding to undocumented students, who were locked out from receiving CARES Act funding. Payments of approximately \$200 per eligible student will be paid out next week at community colleges. The universities are making these payments independently, as well. This is an important lifeline for students who have been disproportionately impacted by COVID-19, but who are barred by the federal government from receiving most governmental assistance. Thanks to Ben Barnes for his efforts.

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- Budget Update - Ben Barnes provide an overview of the current financial situation. This serves as a budget preview for the Regents. A more in-depth discussion will occur at the next Finance Committee meeting. The adopted July budget was passed with the promise of a full update at the October BOR meeting. (The Revenue Update presentation is included at the end of these minutes as Attachment B.)
 - Chair Fleury commented that it is difficult to find quick savings and the need for bridge support for a year or two is not an easy ask. Policy questions are raised and structural problems are illuminated by COVID.
 - President Ojakian asked the Board for general direction and budgetary focus.
 - Regent Jimenez noted that it is troubling that COVID has evolved to a financial crisis, but it is not unusual. Everything should be on the table for budgetary review. All labor negotiations should be approached with these new realities. Staff should put aside the idea of wage increases. Retirement incentives should be considered given the fact that we are a shrinking organization. We will need a balanced approach when the State is approached for an increase in aid - that we have done our part to cut expenses.
 - Regent Santiago remarked that while continuing to focus on our core purpose, we need to look at everything. We need to maximize our system and key roles and responsibilities. We are accountable to this generation and the next.
 - Regent Balducci stated that these are difficult times and it will not be easy. The scenarios at the community colleges being \$3 - 4 million in the red for reserves will need to be analyzed. PACT money must be replenished; the State must support the next class. The colleges and universities need to look to make real cuts and are being asked to do so for the October Finance meeting. The Board may have to step up to require some of the cuts.
 - Regent Harris identified some priorities for additional funding:
 - State funding for PACT this year
 - Academic and Student Affairs Committee will not approve any new programs that aren't revenue-positive. No hiring of new faculty.
 - Ramp up program review. Dr. Gates is already looking into this.
 - Look for best practices in the quality delivery of our academic online offerings at Charter Oak. Use some of their resources to design and implement.
 - President Ojakian indicated that the Regents approved the use of reserves to fund PACT for the fall, noting that we would not be able to use reserves to fund the program after the fall semester. Continued discussions with State leaders are underway.
 - David Blitz asked Ben Barnes if speeding up the implementation of shared services was focused on the community colleges only or will universities be included. Ben Barnes replied that the community college initiatives will begin more quickly. Prof. Blitz continued to express that IT and HR support locally is most important right now. Pres. Ojakian stated that we will look at services that don't impact students and that everything should be on the table.
 - Regent Wright noted that the consolidation of functions doesn't necessarily mean that they are further away. We need consistency in how the services are provided. We are looking for efficiency and responsiveness.
 - Regent Howery stated that we can no longer rely on bandaids. We must look for creativity to maximize the dollars we have.

- Chair Fleury concluded by saying that we cannot make knee-jerk reactions. We need some measure to reset and reflect on our core mission while dealing with a durational condition. He thanked everyone for their input and stated that there is a strong case to advocate to the State of Connecticut for funding and support. We must continue to offer solutions and innovations. Great ways will surface; we have made an astonishing shift in a short time. Congratulations to the faculty. The college campus experience won't go away for students. Be bold; not all recommendations will be popular or viable, but bring them forward.
- President Ojakian stated that we need both a short-term and long-term approach to how we educate our students.

APPROVAL OF PREVIOUS MEETING MINUTES

On a motion by Regent Cohen, seconded by Regent Wright, the June 18, 2020 and July 29, 2020 meeting minutes were unanimously approved as submitted.

CONSENT AGENDA

Chair Fleury called for a motion on the Consent Agenda. On a motion by Regent Harris, seconded by Regent Howery, the Consent Agenda was unanimously adopted.

A. ACADEMIC PROGRAMS

Discontinuations

- Computer Maintenance Technology - C2 Certificate - Manchester CC
- Criminal Justice - Homeland Security - C2 Certificate - Manchester CC

Accreditation of a Licensed Program

- Registered Medical Assistant - AS - Asnuntuck CC

Modifications

- Business Administration - AS - Manchester CC (Modification of Instructional Modality)
- Health Information Management (On Ground) - AS - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title)
- Health Information Management (On Ground) - Certificate - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title)
- Health Information Management (Online) - AS - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title/Offering Alternate Modality)
- Health Information Management (Online) - Certificate - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title/Offering Alternate Modality)

Replication of a College of Technology (COT) Program

- Technology Studies: Data Science Option - AS - Three Rivers CC

New Program

- Applied Behavior Analysis - MS - Southern CT State University

RESOLUTIONS APPROVED ON CONSENT

Discontinuations

Computer Maintenance Technology - C2 Certificate - Manchester CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Computer Maintenance Technology (CIP Code: 11.0201 / OHE # 008207) leading to a C2 Certificate at Manchester Community College.

Criminal Justice - Homeland Security - C2 Certificate - Manchester CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Criminal Justice-Homeland Security (CIP Code: 43.0107 / OHE # 016476) leading to a C2 Certificate at Manchester Community College.

Accreditation of a Licensed Program

Registered Medical Assistant - AS - Asnuntuck CC

RESOLVED: That the Board of Regents for Higher Education grant continued accreditation of a program in Registered Medical Assistant (CIP Code: 51.0801 OHE # 18544) leading to an Associate of Science at Asnuntuck Community College.

Modifications

Business Administration - AS - Manchester CC (Modification of Instructional Modality)

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program - Business Administration (CIP Code: 52.0101 / OHE# TBD), specifically the addition of online modality to traditional program delivery - leading to an Associate of Science at Manchester Community College.

Health Information Management (On Ground) - AS - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title)

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program - Health Information Management (CIP Code: 51.0713 / OHE# 17387), specifically modification of courses, course substitutions, change in program title to Health Information Technology, and change in CIP code to 51.0707 - leading to an Associate of Science at Middlesex Community College.

Health Information Management (On Ground) - Certificate - Middlesex CC

(Significant Modification of Courses/Course Substitutions and Change in Program Title)

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program - Health Information Management/Onground (CIP Code: 51.0713 / OHE# 17695), specifically modification of courses, course substitutions, change in program title to Clinical Coding Certificate, and change in CIP code to 51.0713 - leading to a C2 Certificate at Middlesex Community College.

RESOLUTIONS APPROVED ON CONSENT (continued)

Health Information Management (Online) - AS - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title/Offering Alternate Modality)

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program - Health Information Management (CIP Code: 51.0713 / OHE# TBD), specifically modification of courses, course substitutions, change in program title to Health Information Technology, change in CIP code to 51.0707, and addition of online modality to traditional program delivery - leading to an Associate of Science at Middlesex Community College.

Health Information Management (Online) - Certificate - Middlesex CC (Significant Modification of Courses/Course Substitutions and Change in Program Title/Offering Alternate Modality)

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program - Health Information Management/Online (CIP Code: 51.0713 / OHE# 17696), specifically modification of courses, course substitutions, change in program title to Clinical Coding Certificate, and change in CIP code to 51.0713 - leading to a C2 Certificate at Middlesex Community College.

Replication of a College of Technology (COT) Program

Technology Studies: Data Science Option - AS - Three Rivers CC

RESOLVED: That the Board of Regents for Higher Education approve the replication of a College of Technology Program in Technology Studies: Data Science Option (CIP Code: 30.7001) with a program modification - leading to an Associate of Science at Three Rivers Community College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

New Program

Applied Behavior Analysis - MS - Southern CT State University

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Applied Behavior Analysis (CIP Code: 42.2814 OHE# TBD) - leading to a Master of Science at Southern Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

B. HUMAN RESOURCES AND ADMINISTRATION

CSCU President Employment Agreement

WHEREAS Mark E. Ojakian has served as the President of the Connecticut State Colleges and Universities ("CSCU") since September 28, 2015 under contract with the BOR, said contract expired on August 31, 2020; and

WHEREAS despite the BOR's continued desire to employ Mr. Ojakian as President of the CSCU, Mr. Ojakian announced that he will be retiring from employment effective December 31, 2020, now therefore be it

RESOLVED, the BOR Chairman Matt Fleury is authorized to execute an Employment Agreement attached hereto and made a part hereof between the Board of Regents for Higher Education and Mark Ojakian, for a term ending December 31, 2020.

ACADEMIC & STUDENT AFFAIRS COMMITTEE

No Report, No Exhibits

AUDIT COMMITTEE

No Report, No Exhibits

FINANCE & INFRASTRUTURE COMMITTEE

No Report, No Exhibits

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

A. Search Policy for appointment of CSCU System President

Committee Chair Cohen summarized the Staff Report as follows:

- The Committee seeks approval for a resolution to establish a Board policy for the search and appointment of the CSCU System President.
- The policy follows the same procedure used to select and appoint other university and college presidents.
- The policy establishes two committees - a BOR Search Committee and a Search Advisory Committee.
- Membership for the committees is described in the Staff Report. The Search Advisory Committee will select its own membership and the BOR Search Committee is appointed by the Chair.
- Both committees assist in developing a position profile, reviewing resumes, and participating in semi-finalist and finalist interviews.
- The BOR has the statutory responsibility to govern the System and select a President to act as CEO.
- The BOR shall vote on the candidate, ensure a national search, and follow all affirmative action policies thus securing a diverse applicant pool.
- External constituents will sit on the Advisory Committee.
- This process has been very successful in the past.

The resolution was brought forward by Regent Cohen and seconded by Regent Wright. Discussion followed:

- David Blitz noted that he had sent a list of five questions to Committee Chair Cohen; he appreciated her response and will bring it to the attention of the Faculty Advisory Committee. He did make a request that the number of university representatives to the Advisory Committee be increased to 4 from 3 to better represent each university and for better buy-in.
- Committee Chair Cohen responded by saying that in identifying the 37 members of the Advisory Committee we should keep in mind that we are searching for a System President not an institution president, that the size of the committee should be manageable, and that any amendment to the membership could lead to additional amendments. In approaching the membership as a whole, Regent Cohen suggested that leadership would be able to assemble a representative group from the membership outlined in the policy. The HR/Admin Committee was supportive of the model with almost 50% of the membership coming from faculty or support staff.
- Regent Harris reminded all that the AAUP union representative could be appointed from a campus that was not represented by another faculty member.
- Chair Fleury asked Committee Chair Cohen if there was consideration for balancing student representation with constituent units. Regent Cohen responded that three student representatives were specifically identified to participate. Chair Fleury indicated that student headcount was, in aggregate, pretty similar across colleges and universities and reflected in the committee balance.

Following a first and second motion, as well as discussion, the resolution below, was unanimously approved.

WHEREAS, The University and College Presidential Search Policy ("Policy") sets forth a policy governing the search process and procedures for the selection and appointment of university and college presidents based on open, competitive and inclusive search processes; and

WHEREAS, the process delineated in said Policy does not include a process to govern the search process and procedures for the selection and appointment of the CSCU System President; and

WHEREAS, Consistent with the inclusiveness of said Policy and responsive to input received from the Board's Human Resources & Administration Committee in support of that Policy, the attached policy sets forth the general procedures for the search process for a CSCU System President; and now therefore be it

RESOLVED, That the Board of Regents for Higher Education hereby approves the attached policy for the Appointment of a CSCU System President; and now therefore be it also

RESOLVED, that there be established a Board of Regents Search Committee and a Search Advisory Committee to be composed of a diversity of CSCU constituent units and external stakeholder groups as presented in the staff report.

- Chair Fleury announced the members of the BOR Search Committee. He will co-chair the committee with Regent Wright. Regent Jimenez, Regent Balducci, and Regent Ryan will also be members of the Committee. Chair Fleury thanked Regent Cohen for her work with the HR/Admin Committee and her assistance in designing the policy and asked that she join the Committee in an ex-officio capacity. The Committee will convene in the near future.

B. Informational Item - Title IX Presentation

- Committee Chair Cohen asked that everyone read the presentation. She thanked Ernestine Weaver, Andy Kripp, and Angelo Simoni for all their efforts. The BOR is very proud that CSCU is in compliance and committed to ensuring a safe environment for students and employees.

EXECUTIVE SESSION

On a motion by Regent Cohen, seconded by Regent Howery, the Board voted unanimously to go into Executive Session at 12:17 p.m. for discussion concerning the appointment or evaluation of a public officer or employee.

At the request of Chair Fleury, Alice Pritchard and President Ojakian remained with the Board.

The Board came out of Executive Session at 1:17 p.m. at which time Chair Fleury noted there were no votes taken in executive session and that discussion was limited pending litigation and the evaluation of a public officer or employee.

ADJOURNMENT

Chair Fleury declared the meeting adjourned at 1:17 p.m.

Submitted,

Alice Pritchard
Secretary of the CT Board of Regents for Higher Education

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

October 15, 2020

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Connecticut Parenting Education Credential Levels 1-4 (CIP Code: 19.0799 / OHE #s 018092, 018093, 018094, 018095) leading to a C1 Certificate at Charter Oak State College.

A True Copy:

Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Connecticut Parenting Education Credential Levels 1-4 leading to a C1 Certificate at Charter Oak State College.

BACKGROUND

Charter Oak State College seeks to discontinue its Parenting Educator Credential, developed in partnership with the CT Parenting Educator Network, CT-PEN. Since the program was developed, it has had few inquiries and very few students have enrolled. Currently, the program has an enrollment of 0. A total of 11 students have applied and received the credential in the past five years. In 2019, one student applied, but she did not follow-through with completing the program.

A job search showed that there are jobs for parenting educators in CT and nationally. However, the job requirements have changed. A search of the job openings show that the current requirements are a bachelor's degree, usually in sociology or human services, and Positive Parenting certification or similar certification.

Since there are no students enrolled in this program, the program can be discontinued by removing information from the college website and eliminating the applications for students to enroll.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Student Affairs that the Board of Regents approve the discontinuation of this C1 Certificate.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

October 15, 2020

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Paraprofessional Studies (CIP Code: 13.1501 / OHE #16817) leading to a C2 Certificate at Charter Oak State College, effective September 2021.

A True Copy:

Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Paraprofessional Studies leading to a C2 Certificate at Charter Oak State College, effective September 2021.

BACKGROUND

The Certificate in Paraprofessional Studies has had limited enrollment since it was first developed. Charter Oak State College admissions office has reached out to school districts and to the CT State Department of Education and attended Paraprofessional Symposiums and CREC job fairs for paraprofessionals in an attempt to increase enrollment. While students do apply to complete the paraprofessional certificate program, they do not follow through in taking courses due to lack of financial aid to support them in paying for tuition and fees. Other students, who currently work as paraprofessionals, enroll in the early childhood education major and not the paraprofessional certificate program.

Since most interest from paraprofessionals is for a degree program, Charter Oak State College applied to the Board of Regents to offer an AS major in Paraprofessional Studies, to begin in fall 2020. The Board of Regents recently approved this new major, which allows for the elimination of this certificate program. Students in the AS in Paraprofessional Studies will be eligible to apply for Federal Financial Aid.

There are currently two students enrolled in the Certificate in Paraprofessional Studies. Both students have not registered for courses due to the lack of financial aid. The two students will have three options available to them as the college phases out this certificate:

- Register for courses and begin taking courses in either summer or fall 2020.
- Transition to the new AS in Paraprofessional Studies in fall 2020.
- Allow their application to expire naturally, which occurs after one year if no progress is made towards completing the certificate.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Student Affairs that the Board of Regents approve the discontinuation of this C2 Certificate.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

October 15, 2020

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in After School Education (CIP Code: 13.9999 / OHE #15443) leading to a C2 Certificate at Charter Oak State College.

A True Copy:

Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in After School Education (CIP Code: 13.9999 / OHE #15443) leading to a C2 Certificate at Charter Oak State College.

BACKGROUND

Charter Oak offers a credential in After School Education (ASE) as well as a concentration in Child and Youth Development. The credential comprises courses in the concentration. The credential is 13-15 credits, depending if the student is employed in the field. If the student is not employed in the ASE field, they complete a 3-credit practicum instead of a 1-credit practicum. Since its development in 2009, 84 students enrolled in the credential and 22 graduated. The credential is not eligible for financial aid, therefore students either have to pay themselves or have their place of employment pay, thus making it unattractive since these positions are often not highly paid and are often part-time.

There are no students currently enrolled in the program and we are not admitting any students into the program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Student Affairs that the Board of Regents approve the discontinuation of this C1 Certificate.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

October 15, 2020

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program – Education: Instructional Technology Option (CIP Code: 13.0101 / OHE# TBD), specifically the replacement of the existing on ground modality with online modality – leading to a Master of Science at Western Connecticut State University.

A True Copy:

Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Program modification to the Education: Instructional Technology Option, specifically the replacement of the existing on ground modality with online modality leading to a Master of Science at Western Connecticut State University.

BACKGROUND

The revised Master of Science in Education Degree: Instructional Technology Option is a 30 credit M.S. created by reallocating content from existing graduate courses to create a 6-course technology sequence. This program revision also includes a new focus on online pedagogy, which is the primary reason for changing the format to an online modality. Given the recent COVID-19 crisis, the online option is imperative to the development of good pedagogical practices among K-12 teachers. The new format would also allow working teachers and candidates from other states to enroll in the program.

While WCSU does not anticipate a significant change in the financials of this program, by moving online, WCSU has reviewed what the earnings will be with cohorts of 12. Assumptions were that tuition and salaries would increase annually at the rate of 4.5% and that the attrition rate for each cohort would be 10%. Current staffing includes two full professors (of three total), with very high (85%) fringe rates. Nevertheless, revenue generated by the completion of year 3 (when two cohorts are running simultaneously) is projected to be \$5,802 after expenses.

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 Student Affairs concurs with this recommendation.

10/02/2020 – BOR -Academic and Student Affairs Committee

10/15/2020 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

AWARD OF THE TITLE

CONNECTICUT STATE UNIVERSITY PROFESSOR

TO

Raouf Mama

October 15, 2020

WHEREAS, The faculty at Eastern Connecticut State University through its CSU Professor Advisory Committee has recommended Dr. Raouf Mama for the title of Connecticut State University Professor; and

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

WHEREAS, Professor Mama, a highly distinguished teacher, prolific scholar and renowned academic with an international reputation, has served Eastern Connecticut State University since 1990 and is currently a tenured Professor of English; and

WHEREAS, Professor Mama has been recognized as a Distinguished Professor at Eastern Connecticut State University and has received international awards for his storytelling of African and Caribbean oral traditions and publications that sustain the cultural heritage of Benin; and

WHEREAS, Professor Mama has published seven books with leading university presses as well as fourteen articles; and

WHEREAS, Professor Mama has been recognized by the Connecticut Commission of the Arts as a Master Teaching Artist; and

WHEREAS, Professor Mama has served as a consultant to the U.S. State Department as a Senior English Specialist; and

WHEREAS, Professor Mama received Benin's Kwabo Trophy of Excellence and Merit in Literature in 2009; and

WHEREAS, Professor Mama in 2019 received the Benin National Teachers of English Association Outstanding Storytelling and Service to English Teaching Award; therefore, be it

RESOLVED, That the title of Connecticut State University Professor is herewith awarded by the Board of Regents to Dr. Raouf Mama of Eastern Connecticut State University effective October 15, 2020, pursuant to the BOR/AAUP Collective Bargaining Agreement; and be it further

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

A True Copy:

Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Award of the title Connecticut State University (CSU) Professor to Raouf Mama of Eastern Connecticut State University

BACKGROUND

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

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

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

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

RECOMMENDATION

President Elsa Nunez endorses the recommendation of Eastern's nominating committee and requests that the Board of Regents award the title CSU Professor to Raouf Mama of the Department of English. The System President Mark E. Ojakian and Provost Jane M. Gates concur with this recommendation. President Nunez's letter of recommendation is attached.



EASTERN CONNECTICUT STATE UNIVERSITY

A Liberal Education. Practically Applied.

Office of the President

September 11, 2020

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

RE: CSU Professor

Dear Dr. Gates,

This past spring semester the CSU Professorship Advisory Committee at Eastern Connecticut State University received multiple high-quality nominations of faculty for the title of CSU Professor. From those nominations, the committee enthusiastically endorses Professor Raouf Mama of the English Department for this appointment. Based on Professor Mama's distinguished career, I believe he admirably fulfills the requirements for the position of CSU Professor. Pursuant to Article 5.6 of the CSU Collective Bargaining Agreement between the Board of Regents and the American Association of University Professors, I am pleased to endorse the committee's recommendation, and further request that it be effective as soon as possible.

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

Dr. Mama is a distinguished faculty member and a renowned academic with an international reputation as a charismatic storyteller of African cultural traditions. He is a prolific scholar who has balanced his creative and professional activity with his teaching and service to Eastern and to his department. His letters of support from colleagues at Eastern and outside letters from scholars in Benin and Panama attest to his work and international reputation.

Dr. Mama joined the English faculty at Eastern in 1990 as an Assistant Professor and has achieved the rank of Full Professor. He has been recognized as a Distinguished Professor at Eastern and has received international awards for his storytelling of African and Caribbean oral

traditions and publications that sustain the cultural heritage of Benin. He is also proficient in six languages.

Scholarly Works

Since beginning his career at Eastern, Dr. Mama has published seven books with leading university presses, several of which have been released in both English and French. He has published fourteen articles, and remains current with the literature on storytelling as a reflection of culture. He is currently working on a new novel, while collaborating on a book of Beninese riddles, and also translating several Beninese stories into French.

His storytelling has given unique life to oral cultural traditions that would otherwise have been lost, and he shares his scholarly pursuits with the public and academe through numerous workshops, visiting professorships, and invited presentations. He is also an active scholar in African literature and folklore, and English as a second language, reflecting his Ph.D. in both English and Education. Letters written in support of Dr. Mama provide further testament to his academic contributions, his ability to enthrall audiences, and the impact his efforts have on his students and others he encounters.

Contributions to the Profession

Like his scholarly work, Dr. Mama's contributions to the profession extend from Willimantic to the national and international communities. He has been recognized by the Connecticut Commission on the Arts as a Master Teaching Artist, and he has served as a consultant to the U.S. State Department as a Senior English Language Specialist. In 2019, he received the Benin National Teachers of English Association Outstanding Storytelling and Service to English Teaching Award. Additionally, Dr. Mama received Benin's Kwabo Trophy of Excellence and Merit in Literature in 2009, Benin's highest award, which was described in one supporting letter as the equivalent to the Presidential Medal of Freedom in the U.S. In his thirty-year career, he totals more than 200 performances, workshops, lectures, and speeches on four continents.

Professor Raouf Mama is an eminent scholar of international reputation, clearly representing the high quality and continuous professional excellence indicative of the CSU Professor title. His accomplishments clearly demonstrate that he has a significant body of scholarly work that is recognized internationally. He has published in multiple academic presses and has contributed immensely to his varied scholarly fields. Based on these considerations, I fully recommend Professor Mama to the Board of Regents for the title of CSU Professor.

Sincerely,



Elsa M. Núñez
President

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

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

CSCU Accessibility Policy for Electronic Information and Technology

October 15, 2020

WHEREAS Connecticut State Colleges and Universities (CSCU) provides equal opportunity to its educational and administrative services, programs and activities in accordance with federal and state law;

WHEREAS CSCU is committed to ensuring equal access to information, programs, and activities through its information technologies, web pages, web-based applications, operating system-based applications, digital instructional content, services, and resources (“electronic information and technology” or “EIT”);

WHEREAS Digital information, websites, technology, coursework, and email need to be accessible by all in an understandable way in accordance with federal and state laws including the Americans with Disabilities Act of 1990 (ADA), and the Amendments Act of 2008, and Section 504 of the Rehabilitation Act of 1973, Section 508 of the 1973 Rehabilitation Act as amended and the State of Connecticut’s Universal Website Accessibility Policy for state websites; and

WHEREAS The purpose of this policy is to establish standards for the accessibility of EIT considered necessary to ensure compliance with applicable local, state and federal regulations and laws;

NOW, THEREFORE, BE IT RESOLVED: That the Board of Regents for Higher Education approves the CSCU Accessibility Policy for Electronic Information and Technology.

A True Copy:

Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Approval of the CSCU Accessibility Policy for Electronic Information and Technology.

BACKGROUND

In January 2019, a system-wide Accessibility Advisory Council with representation from all 17 institutions and various roles within those institutions was formed. The purpose of this council is to champion the efforts of inclusive and equitable learning opportunities for all.

While the Americans with Disabilities Act, Section 504 and Section 508 are in force federally, CSCU does not have any policy or procedures in place to guide faculty, staff and administrators in creating accessible digital learning experiences. The CSCU Accessibility Policy for Electronic Information and Technology introduces accessibility standards that guide us towards not only meeting federal requirements, but also meeting the Students First goals of equitable and inclusion education.

As we expand online and remote learning options, the need for accessible learning experiences is critical and the risk for non-compliance also grows. The policy and standards are informed by national best practices and recent institutional settlements.

The policy was developed by an Accessibility Advisory Council subcommittee with representation from two-year and four-year institutions as well as faculty and staff. The policy has been vetted through the 40+ member council as well as their connected constituent groups. An opportunity for institutional feedback was presented and all feedback received was evaluated for inclusion. CSCU Legal Affairs has reviewed each policy iteration.

RECOMMENDATION

That the Board of Regents for Higher Education adopts the proposed resolution concerning the CSCU Accessibility Policy for Electronic Information and Technology.

09/02/2020 – BOR -Academic and Student Affairs Committee

09/15/2020 – Board of Regents

CSCU Accessibility Policy for Electronic Information and Technology

Background and rationale

The Connecticut State Colleges and Universities ("CSCU") provides equal opportunity to its educational and administrative services, programs and activities in accordance with federal and state law. CSCU is committed to ensuring equal access to information, programs, and activities through its information technologies, web pages, web-based applications, operating system-based applications, digital instructional content, services, and resources ("electronic information and technology" or "EIT"). Therefore, digital information, websites, technology, coursework, and email need to be accessible by all in an understandable way. This is in accordance with federal and state laws including the Americans with Disabilities Act of 1990 (ADA), and the Amendments Act of 2008, and Section 504 of the Rehabilitation Act of 1973, Section 508 of the 1973 Rehabilitation Act as amended and the State of Connecticut's Universal Website Accessibility Policy for state websites.

Purpose of the Policy

The purpose of the CSCU Accessibility Policy for EIT ("CSCU Accessibility Policy" or "Policy") is to establish standards for the accessibility of EIT considered necessary to ensure compliance with applicable local, state and federal regulations and laws. CSCU is committed to designing, developing, and procuring EIT that is accessible to all individuals with disabilities.

Implementation of the Policy

CSCU Institutions are required to develop local procedures to implement, monitor and ensure compliance to the established standards in this Policy.

Enforcement of the Policy

Enforcement of this Policy is the responsibility of institutional and system leadership.

Compliance of the Policy

All CSCU administrators, faculty, staff, and students are responsible for fulfilling the requirements of the Policy.

Non-compliance may result in barriers that impact students' ability to succeed within our institutions as well as faculty or staff members' ability to successfully complete their duties. If those actions are deemed in violation of applicable laws, the responsible individual, institution, or system may be at risk for litigation or loss of federal funding.

Policy Statement

This Policy extends to the electronic information and technologies used in administrative services and in and out of the classroom, and applies to their procurement, design, development, implementation, ongoing maintenance and use. Providing equal and effective electronic information and technology access is the responsibility of all CSCU administrators, faculty, staff and students.

The review of this Policy will occur biennially.

Definitions

"Accessible" means that individuals with disabilities are able to independently acquire the same information, engage in the same interactions, and enjoy the same services within the same timeframe as individuals without disabilities, with substantially equivalent ease of use.

"Archived EIT" refers to EIT developed, maintained, procured, materially revised, or hosted by the institution before this Policy's effective date and is retained by the institution solely for informational or regulatory purposes.

"CSCU" or "CSCU institution(s)" includes the CSCU System Office, the four constituent Connecticut State Universities, Charter Oak State College, and twelve Connecticut State Community Colleges.

"Disability" means a physical or mental impairment that substantially limits one or more major life activities.

"Electronic information and technology" or "EIT" includes information technology and any equipment or interconnected system or subsystem of equipment that is used in the creation, conversion, or duplication of data or information. The term includes, but is not limited to, the internet and intranet websites, content delivered in digital form; including, but not limited to, word processing documents, PDFs, presentations, publications, and spreadsheets which are scanned, uploaded, posted, or otherwise published or distributed electronically, electronic books and electronic book reading systems, search engines and databases, learning management systems, classroom technology and multimedia, and personal response systems ("clickers"). It also includes any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, creation, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. This term includes telecommunication products (such as telephones), information kiosks, Automated Teller Machines (ATMs) transaction machines, computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. In cases where multiple telecommunication devices exist within the same location (and it is not reasonable to ensure all devices meet Policy standards), at least one telecommunication device must be accessible. Experimental electronic information and technology in a production environment are not exempt from this Policy.

"Equally effective" means that the alternative format or medium communicates the same information in as timely a fashion as does the original format or medium.

"Legacy EIT" refers to EIT developed, maintained, procured, materially revised, or hosted by the institution before this Policy's effective date and that remains in active use. Legacy EIT must be updated to be in compliance with the applicable standards and guidelines described in the Procedures section of this Policy, or the content must otherwise be made available in an equally effective accessible format and in a timely manner to any individual requesting access. The unit responsible for its maintenance must make it compliant with the applicable standards or provide an equally effective accommodation.

Each college, department, program, or unit must establish its own priorities and timetables for updating legacy EIT; or plan for its transition to archival status or its removal. Priority must be given to creating accessible EIT for core institutional information such as course work, registration, advising, admission, and catalogs; and student, faculty, and staff information.

“New EIT” refers to EIT developed, maintained, procured, materially revised, or hosted by the institution after this Policy’s effective date.

Responsible Persons

CSCU Executive Leadership has overall responsibility for the implementation of this Policy. CSCU faculty, staff, and administrators all share in the CSCU responsibility for accessible EIT. Each shall execute this Policy and undertake reasonable efforts to bring EIT developed, maintained, revised, procured, or hosted within their purview into compliance with applicable state and federal law and the technical standards specified above as well as outlined within the procedures section. Creators of any digital content are responsible for meeting accessibility standards.

Technical Standards

CSCU’s technical standards for measuring accessibility are those published by the Web Accessibility Initiative (WAI) of the World Wide Web Consortium (W3C). CSCU will endeavor to follow the most current published version of the Web Content Accessibility Guidelines (WCAG), however, the minimum technical standards are (a) [WCAG 2.1 Level AA for Web-based EIT](#) and (b) [Guidance on Applying WCAG 2.0 to Non-Web Information and Communications Technologies](#) (WCAG2ICT). These technical standards may be updated as needed to remain current with the most recent WCAG guidelines or compliant with applicable law. CSCU will also look for guidance to applicable provisions of the United States Access Board’s Electronic and Information Technology Accessibility Standards under Section 508 of the Rehabilitation Act of 1973 as well as State of Connecticut’s Universal Website Accessibility Policy for State Websites.

Standards

1. Standards: Document and Media Accessibility

1.1 Electronic Documents

1.1.1 Scope

These standards apply to all electronic documents produced and maintained by all CSCU institutions as well as documents and media produced by third parties. Electronic documents include, but are not limited to, word processing documents, PDFs, presentations, publications and spreadsheets which are scanned, uploaded, posted, or otherwise published or distributed electronically. Documents not currently in use must be made accessible when used or upon request, if the document sought is not currently accessible.

1.1.2 Standards

Electronic documents, optional and required, must be accessible. Electronic interaction with CSCU policies, procedures, notifications, and other documents must be as effective and usable for persons

with disabilities as it is for persons without disabilities. Electronic documents must meet the standards outlined in the WCAG Guidelines (as defined in the **Technical Standards** section).

1.1.3 Roles

All Faculty, Staff, Administrators, Contractors, and Vendors:

- Implement procedures for ensuring that electronic documents produced, maintained or distributed by the department are accessible to individuals with disabilities.

Libraries:

- Implement procedures for ensuring that materials digitized or hosted by the library are accessible to individuals with disabilities.

1.1.4 Resources

Faculty and Staff involved in Centers for Teaching and Learning, Course Design, Distance Education, Accessibility/Disability Services, Information Technology, Webmasters:

- Provide accessible document instruction and support for campus community members.

1.2. Digital Media Accessibility and Captioning

1.2.1 Scope

Media resources used in all CSCU programs and activities must be accessible. This includes, but is not limited to, media that is instructional, informational, marketing, and promotional as well as institution-wide, live-streaming events. CSCU events that are live streamed through third party platforms are not subject to this Policy. However, events streamed on a third-party platform but embedded within a CSCU website are within the scope of the Policy.

1.2.2 Standards

All video content created and produced by CSCU and posted on an external-facing CSCU website must provide, at the time of posting, captioning that is 99% accurate, synchronous, complete, and properly placed, or is otherwise consistent with industry standards. Audio resources must be transcribed and be 99% accurate. This includes any CSCU Massive Open Online Courses (MOOCs).

Upon request from any member of the public, all audio or video content created and produced at CSCU and posted on a CSCU website prior to the effective date of this Policy must be captioned within five business days of the request.

All such requests are encouraged to be submitted via the “Report a Web Accessibility Concern” form (See Section 6.3). Any such requests received through another channel should be entered into this form by a member of the CSCU community upon receipt.

1.2.3 Roles

All Faculty, Staff, Administrators, Contractors, and Vendors:

- Purchase only captioned versions of audio/visual media whenever possible. Caption all other media that will be used on the web or in instruction.
- Purchase only transcribed versions of audio media whenever possible.
- Update any non-transcribed audio and any non-captioned video upon use.

Libraries:

- Maintain collections that include transcribed audio and captioned video resources.
- Obtain collections that include transcriptions/captioning. In instances where collections consist of non-transcribed audio and non-captioned media, seek out accessible alternatives for transcription and captioning.

IT:

- Continuously assess classroom and presentation equipment to ensure caption-compatibility.

Communications/Marketing:

- Produce all multimedia communications and promotional materials that are captioned or transcribed.
- Produce all digital communications including emails, newsletters, social media posts and website announcements that meet accessibility standards.
- Assess and update existing inaccessible communications and promotional materials upon use.

1.2.4 Resources

Libraries:

- Serve as a resource for faculty seeking to identify materials that are captioned prior to purchase.

Centers for Teaching/Faculty Development:

- Incorporate captioning and media accessibility information into training.
- Provide assistance in creating videos and coordinating captioning services.

Accessibility/Disability Services:

- Coordinate captioning services on behalf of students registered with Accessibility/Disability Services.
- Provide guidance for establishing account(s) with third-party captioning vendors.
- Provide assistance to faculty who have students registered with Accessibility/Disability Services in their classes.

Faculty and Staff involved in Centers for Teaching and Learning, Course Design, Distance Education, Accessibility/Disability Services, Information Technology, Webmasters

- Maintain and continue to provide instructions on media accessibility (such as captioning media and transcribing audio) as well as how to show captioned media in classrooms.
- Incorporate accessibility into faculty training on AV equipment.
- Ensure digital media services provide for closed captioning and audio description services.

2. Standards: External-Facing EIT

2.1 Web Accessibility

2.1.1 Scope

These standards apply to all Connecticut State College and University (CSCU) institution web pages and programs in digital format, including all digital instructional material, made publicly available. The scope covers all content produced internally or through a 3rd party.

A “CSCU website” has four elements:

1. It is a “website or web-based application;”
2. It is “external-facing;”
3. It resides “within a CSCU-controlled domain;”
4. It is “used to conduct CSCU business by CSCU faculty or staff.”

To the extent that any digital material does not meet all four requirements, it is not a CSCU website subject to the requirements of the Policy.

2.1.2 Standards

Web pages, websites, digital instructional material, and web-based software published, hosted, and/or linked to by all CSCU institutions are to meet the standards and guidelines outlined in the applicable WCAG Guidelines (as defined in the **Technical Standards** section).

Roles

All Faculty, Staff, Administrators, Contractors, and Vendors:

- Comply with the web accessibility standards (as defined in the **Technical Standards** section) when creating web content, sites, and programs.

IT, Webmasters, Media, Communications, Content Owners

- At least bi-monthly, run accessibility checks on external-facing websites and provide content owners with details for remediation or correct issues if feasible.

2.1.4 Resources

Faculty and Staff involved in Centers for Teaching and Learning, Course Design, Distance Education, Accessibility/Disability Services, Information Technology, Webmasters:

- Provide instruction and support for campus community members creating CSCU institutional websites, website pages and content so that individuals who author web content can be trained according to these standards.
- Recommend that any digital content authoring tool or platform proposed and supported by central IT conform to WCAG and ATAG standards.

3. Standards: Internal-Facing EIT

3.1 Instructional Materials Accessibility

These procedures apply to digital instructional materials (including but not limited to websites, documents, media, syllabi, textbooks, presentations, and handouts). This includes digital instructional materials delivered within the institution’s learning management system, in face-to-face classes, or in an

alternate fashion (email, blogs, etc.) and electronic instructional activities (online collaborative writing, web conferencing, etc.).

3.1.2 Standards

Internally facing digital instructional materials, optional and required, must be accessible and as effective and usable **upon request** for persons with disabilities as they are for persons without disabilities. Instructional materials must meet applicable WCAG standards and guidelines as outlined in these procedures and be made available to all students at the same time. If the materials cannot be identical, an equivalent alternative must be provided.

3.1.3 Roles

All Faculty, Staff, Administrators, Contractors, and Vendors:

- Provide instructional materials that comply with all requirements outlined in these procedures.
- Maintain physical and virtual classrooms that use and deliver accessible information and communication technology.
- Ensure assistive technologies such as screen reading software and screen magnification in computer labs provided for student use.
- Check that applications developed on campus (web, desktop, etc.) are accessible according to principles of WCAG 2.1 AA level, WAI-Aria 1.1, and ATAG 2.0 standards (extrapolated as needed for non-web environments).

Faculty and Instructional Staff:

- Create and present instructional material that can be made readily accessible.

IT:

- Facilitate the hosting of online activities in an accessible learning management system and related hosted systems (such as web conferencing) that are accessible.
- Use accessible information and communication technology in IT-designed and supported Technology Classrooms.
- Monitor informational IT web pages and implement accessible software and procedures found on those pages.

Libraries:

- Provide an accessible tool for searching across all library collections, including, but not limited to, eJournals, databases, and eBooks.
- Ensure all digital collections, including but not limited to databases, eBooks, and eJournals, meet accessibility standards.
- At least bi-monthly, coordinate accessibility scans to ascertain whether any posted content is inaccessible. The Library will notify content authors if corrections to pages are needed and of reasonable timelines for corrections to be made. The Library will note if corrective action has been taken during the next monthly scan.

3.1.4 Resources

Faculty and Staff involved in Centers for Teaching and Learning, Course Design, Distance Education, Accessibility/Disability Services, Information Technology, Webmasters:

- Provide instruction and support for campus community members creating online courses and online instructional content.
- Coordinate support for non-central IT and campus units needing assistance with accessibility in departmentally supported technology classrooms.

Accessibility/Disability Services Office:

- Serve as a clearing house for information about assistive technology and modifications recommended.
- Provide students with assistive technology software and hardware and instruct them how to install and use it.

4. Standards: Software, Hardware and Systems Accessibility

4.1 Scope

Software, hardware and systems purchased, developed, and maintained must be accessible and must produce accessible products. Accessible, in this context, means compatible with assistive technology. Examples of software, hardware and systems include, but are not limited to, learning, library, and content management systems, communication and administrative management systems such as email, finance, registration and human resources, and all software, hardware and software services used for student services. Software includes freeware, shareware, desktop, enterprise, subscription and remotely-hosted options.

4.2 Standards

The following standards and guidelines are to be used to assess accessibility:

- [US Access Board's Guide 508 Standards - Software Applications and Operating Systems](#)
- [How to Meet WCAG \(Quick Reference\)](#)

Procurement

[Section 508 of the Rehabilitation Act](#) (29 U.S.C. § 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220) requires federal agencies to develop, procure, maintain and use information and communications technology (ICT) that is accessible to people with disabilities - regardless of whether or not they work for the federal government.

The [US Access Board](#) established the Section 508 standards that implement the law and provides the requirements for accessibility.

Since CSCU receives federal funding, it must adhere to the revised Section 508 standards during the selection and procurement of ICT.

4.3 Roles

All Departments, Programs, Instructors, Employees, Contractors, and Vendors:

- Check that software, hardware, local interfaces and modifications and electronic systems are accessible.
- Check that all applications locally developed (web, desktop, etc.) are accessible according to principles of WCAG 2.1, [WAI-ARIA 1.1](#), and ATAG 2.0 standards (extrapolated as needed for non-web environments).
- Alert appropriate staff members about any confirmed issues that a student reports regarding any software or hardware maintained by the institution.
- Follow established Procurement protocols in selecting/purchasing accessible digital content and tools.
 - The [Accessibility Requirements Tool](#) (ART) provides an automated tool and pre-determined requirements and solicitation language for standard ICT procurement categories.
 - [Partnership on Employment and Accessible Technology](#) (PEAT) offers a step-by-step guide to selecting and purchasing accessible technology.

Disability Services Office:

- Make assistive technologies readily available to students working in campus labs or on publicly accessed campus computers.
- Provide students information on how to use assistive technologies on-campus computers and on their personal computers if they prefer to use them.

Human Resources:

- Make assistive technologies available in a timely manner for all employees, including student employees.

IT:

- Coordinate campus processes for providing campus software, hardware and software system accessibility.

4.4 Resources

IT

- Evaluate vendor documentation that certifies the product meets this Policy's accessibility standards
- Evaluate product functionality related to accessibility

Vendors

- Provide documentation, such as a VPAT, that certifies the product meets this Policy's accessibility standards

HR/Office of Diversity/Equity/Inclusion

- Provide guidance on faculty and staff needs in relation to vendor product where appropriate

Accessibility Services

- Provide guidance on student needs in relation to vendor product where appropriate

Distance Education/Educational Technology

- Provide guidance on faculty and student needs in relation to vendor product where appropriate

5. Standards: Procurement

5.1 Scope

This process applies to all Electronic Information and Technology (EIT) content, software, hardware and services purchased for use by two or more people.

5.2 Standards

5.2.1 Purchase Orders & Contracts

When CSU institutions purchase EIT including but not limited to content, software, hardware, and services, it must be accessible. This includes required course materials, like iClickers or MatLab. Purchase orders and contracts for EIT must include the following clause:

“Contractor agrees that no institutional funds may be expended for the purchase of EIT including, but not limited to content, software, hardware, and services for use by employees, program participants, or members of the public unless it provides equal and effective access to all individuals in accordance with federal and state laws and regulations, including, but not limited to the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, and Section 508 of the 1973 Rehabilitation Act.”

5.2.2 RFPs (Request for Proposals)

The following language is necessary to include in RFPs:

“Please confirm in this proposal that the product/service conforms to the Web Content Accessibility Guidelines (WCAG) 2.1 (minimum Level AA conformance), or the most recent WCAG guidelines, whichever is the current standard, and describe how this compliance has been verified by providing a Voluntary Product Accessibility Template (VPAT) and written description of compatibility of the product/service with commonly used assistive technology products, such as screen readers, and a description of the process used to evaluate such compatibility.”

In some cases, a fully compliant EIT is not available. In this case, RFPs should include the following language:

“Please include in any proposal that the product/service conforms to the guidelines for accessibility as set forth in Web Content Accessibility Guidelines (WCAG) 2.1 (minimum Level AA

conformance) or the most recent WCAG guidelines, whichever is the current standard. If the product/service is not in compliance, please describe plans and a timeframe for achieving compliance by providing a VPAT and written description of compatibility of the product/service with commonly used assistive technology products, such as screen readers, and a description of the process used to evaluate such compatibility. A vendor providing electronic information and technology products or services to CSCU is required to promptly respond to and resolve any complaint regarding the accessibility of its platform.”

5.2.3 Open Source/Free EIT

In the case of open-licensed/sourced and/or free EIT, there may not be a VPAT, statement of compliance, or a person to contact regarding the accessibility of the software. It is the responsibility of the person who procures this product to confirm its compliance with the CSCU Accessibility Policy or seek out appropriate staff to assist in the accessibility review of the product.

5.3 Roles

All Departments, Programs, Instructors, Employees, Contractors, and Vendors:

- Must meet accessibility standards and requirements for all EIT purchases regardless of dollar value.
- Purchase or otherwise acquire accessible EIT, in accordance with these procedures.
- Purchasing guidelines have been revised to record that accessibility factors have been considered.
- Provide written justification where accessibility criteria are not met.

5.4 Resources

Accessibility Services, IT, Instructional Designers, Webmasters, Digital Accessibility Compliance Committee

- Serve as a resource for EIT purchases and other acquisitions for compliance with accessibility requirements.
- Provide guidance on WCAG Guidelines

6. Standards: Accessibility Web Presence/Link

6.1 Scope

CSCU Accessibility Policy requires that all Colleges and Universities have a centralized accessibility web link located on the footer of each webpage. This will assist with having a centralized location for accessibility services on campus.

6.2 Standards/Required Information

The accessibility link should provide comprehensive information on accessibility on campus.

The following should be included:

- CSCU Accessibility Policy
- Website Accessibility Statement
- Accessibility Services for Students
- Accessibility Services for Staff/Faculty
- Accessibility Services for Visitors
- Campus ADA Contact Information
- Campus Disability/Accessibility Services Contact Information
- Reporting an Accessibility Barrier
- Link to “Report a Web Accessibility Concern” form
([See Harvard University example](#))
- Any other relevant policies and/or information.

6.3 Reporting and Responding to Accessibility Issues

The CSCU Accessibility Policy expects CSCU websites to indicate commitment to accessibility by including a link to this Policy from each website. The “Report a Web Accessibility Concern” form will be linked to from the Policy page, providing the primary means for users to submit requests or express concern about a particular CSCU website.

Each CSCU institution will designate a responsible individual to triage requests submitted via this form and route them to the relevant webmaster and campus Disability/Accessibility Services Contact or Compliance Specialist for follow-up. Webmasters who learn of a user accessibility issue through other channels also should submit the issue using the “Report a Web Accessibility Concern” form so that all such concerns can be catalogued centrally. Webmasters should ensure that prompt efforts are undertaken to address any reported barriers to access. If webmasters are unable to address the issue promptly, the webmaster and the Disability/Accessibility Services Contact or Compliance Specialist should contact the campus ADA Contact to discuss options for an accommodation.

6.4 Roles

IT, Webmasters, Communications

- Provide and maintain a website/page/link dedicated to this Policy’s web presence standard

Accessibility Services/HR/Diversity/Equity/Inclusion

- Provide timely and relevant information related to the policy’s web presence standard

6.5 Resources

Webmasters, IT

- Provide guidance and support on the creation of a web presence
- Create Website Accessibility Statement page following the template provided by the [W3C Web Accessibility Initiative](#)

Accessibility Services/HR/Diversity/Equity/Inclusion

- Provide guidance and information for the web presence
- [W3C Web Accessibility Initiative Accessibility Statement Generator](#)

7: Standards: Accessibility Training

7.1 Scope

The CSCU Accessibility Policy requires that all agents of the institution, including faculty and staff, who create or contribute to the creation or procurement of websites, software, applications, electronic course content, or the content provided in any of these, must complete annual EIT Accessibility training. New hires must complete the training requirement within the first six months of employment. Completing this training not only fulfills a compliance requirement but also provides the CSCU community with the necessary baseline understanding of creating accessible course materials, websites and other electronic content and systems for persons with disabilities. This training is critical in the CSCU's ability to fulfill the mandate of the Americans with Disabilities Act which states that no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefit of services, programs, or activities offered by CSCU.

7.2 Standards

The following standards apply to anyone who creates, manages, purchases or edits content or instructional materials within the CSCU system.

- All Instructors, Employees, Contractors, and Vendors
 - General awareness of different types of disabilities and barriers
 - Access vs. accommodation and social vs. medical model
- Instructors, Employees
 - Familiarity with assistive technologies used by students, faculty and staff
 - Familiarity with relevant laws and policies
 - Familiarity with WCAG standards and how they apply to instructional materials, IT software and websites
 - Using accessible design principles to help create more accessible instructional documents, including Word documents, PowerPoints and PDFs.
 - Using accessibility evaluation tools to assess the accessibility of instructional materials
 - Ability to add/edit captions to multimedia content
- Contractors, Vendors
 - Understanding of Section 508, VPATs and a purchasing workflow that only accepts acquisition of accessible electronic information technology

7.3 Roles

All roles listed below should use the provided list of resources to learn about accessibility and meet the relevant standards outlined in section 7.2.

- All department and program staff
- Content creators
- Content/tool selectors
- EIT purchasers
- Webmasters
- Disability/Accessibility Services staff
- Faculty
- Human Resources staff

7.4 Responsibilities/Resources

All Departments, Programs, Instructors, Employees, Contractors, and Vendors

- [Introduction to Web Accessibility](#)
- [How People with Disabilities Use the Web](#)

Instructors, Employees

- [Accessible Documents: Word, PowerPoint and Acrobat online course from WebAIM](#)
- [Accessibility Fundamentals: Disabilities, Guidelines and Laws from Deque University](#)
- [Reference Guides \(cheat sheets\) for Accessible Documents](#)
- [Caption Video Content for Accessibility with Blackboard](#)
- [Blackboard Closed Captioning Instructions](#)
- [Captioning Key from the Described and Captioned Media Program](#)
- [Ally for LMS Help for Instructors](#)

8. Standards: Exceptions

8.1 Scope

The CSCU Accessibility Policy requires that all digital information and digital services developed, acquired, managed, or otherwise meet the CSCU accessibility standards. **If an exception is required, the college or university must document the process by which the college or university will ensure to provide effective access, with substantially equivalent ease of use, to digital information and digital services for eligible individuals in a timely manner.**

8.2 Required Information

Exception requests must contain the following elements in order to be considered:

8.2.1 Requesting Unit Contacts

Contact information for the below parties:

- The individual making the request
- The requesting unit
- The staff responsible for oversight and administration of the Equally Effective Access Accommodation Plan (EEAP)

8.2.2 Rationale

The requesting unit must document how this request fits into one or more of the following categories:

- Compliance is not technically possible or feasible given current technology
- The digital information or digital service is used by a limited audience, when the audience is known, and whose needs can be accounted for in advance

- For third party, vendor delivered products, no accessible alternative for the digital information or digital service exists
- The EIT that best meets the college or university needs is not the most accessible option, when other more accessible options have been considered
- Making the Digital Information or Digital Service accessible would require extraordinary measures that constitute an undue burden to the university

Note: For the purposes of determining if an undue burden exists, CSCU is considered to be a single entity, and thus a burden would be analyzed according to the impact to the system as a whole and not to the unit requesting the exception.

8.2.3 Equally Effective Access Accommodation Plan (EEAAP)

This plan should address how access barriers in the digital information or digital service will be mitigated, and any benefits or opportunities afforded by the digital information or digital service will be provided, in a timely manner for eligible individuals who are unable to effectively use or interact with the digital information or digital service.

Depending on the nature of the digital information or digital service, examples of an EEAAP might include:

- Providing an alternative that effectively provides an equivalent result, e.g. an alternative software that performs the same or similar function.
- Providing assistance to the eligible individual either in-person or over the phone.
- Providing the digital information in a format that meets our accessibility standards.

This plan should take into account the critical nature and timeliness of the digital information or digital service and address a method to ensure that the eligible individual can access the accommodation without any adverse consequences resulting from the need for the accommodation. For example, any deadlines imposed by the digital information or digital service that are not met due to the use of an accommodation must be waived, and the requesting unit must have a plan to ensure this occurs.

Timeliness should be considered in light of the nature of the digital information or digital service. The accommodation plan should also address the timeline for delivering the accommodation, and the process by which any benefits or opportunities afforded by the digital information or digital service will be provided to the eligible individual.

8.2.4 Communication Plan

The requesting unit must document a plan to ensure that eligible individuals are made aware of the availability of the EEAAP, and the steps they must take to request access, if applicable. These communications should be readily accessible in the same places that any other general communication regarding access to the digital information or digital service are present.

8.2.5 Compliance Plan

Requesting units should document their plan to bring the digital information into compliance with our accessibility standards.

These plans might include:

- Contract language obligating the vendor of third-party digital information or digital services to bring their software or content into compliance within a period of time.
- For internally developed digital information or digital services, a timeline for making them accessible and compliant with CSCU accessibility standards.
- Detailed collaboration with the vendor to bring their digital information or digital service into compliance.
- Advocacy for accessibility by contributing to open source products and services.

The requesting unit must, if the digital information or digital service is not internally developed, have a compliance plan if the third party fails to make their digital information or digital service accessible.

Examples include:

- Contract termination
- Financial penalties
- Selection of an alternative product
- Development of accessible front end
- Replacement with internally developed alternative
- Contributing to an open source product or service's accessibility features

8.2.6 Accessible Alternative Justification

The requesting unit must document if their purchasing process evaluated other alternatives that were more accessible. If so, the requesting unit must explain what accessibility reasons necessitate the selection of the less accessible option. If accessible alternatives did not exist at time of use or purchase, the unit must document their plan to ensure that a search for a more accessible alternative is conducted when the contract or exception expires.

RESOLUTION

concerning

ACCEPTANCE OF GIFTS

GATEWAY COMMUNITY COLLEGE - AUTOMOTIVE TECHNOLOGY PROGRAM

October 15, 2020

WHEREAS, Gateway Community College is the recipient of a generous donation of six (6) General Motors (GM) vehicles for laboratory and experiential instruction in the college's Automotive Technology Program; and

WHEREAS, The donation will allow Gateway Community College to include the latest diesel technology in the automotive technology curriculum and provide the students with learning and career opportunities that they previously did not have; now, therefore, be it

RESOLVED THAT, The Board of Regents accepts and acknowledges with appreciation the following gifts from General Motors:

Description:

- 2018 Cadillac CTS, VIN: IG6AXX5SX2J0104503, Donation No: GM VEH2020-087, Value \$7,752.06
- 2019 GMC Sierra Denali 1500 4 WD Crew Cab, VIN: IGTU9FET9KZ351422, Donation No: GM VEH2020-140, Value \$20,870.94
- 2019 GMC Sierra 1500 2WD Crew Cab SLE, VIN: 3GTP8BET4KG100333, Donation No: GM VEH2020-141, Value \$20,870.94
- 2019 GMC Sierra 1500 4WD BDL Elevation, VIN: IGTV9CET00KZ343924, Donation No: GM VEH2020-142, Value \$20,870.94
- 2019 Chevrolet Silverado 4WD LT DBL, VIN: IGCYDET8KZ35430, GM VEH2020-143, Value \$20,870.94
- 2019 Chevrolet Silverado 4WD RST Crew, VIN: 3 GCUYEET4KG100322, GM VEH2020-144, Value \$20,870.94

Total Current Market Value: \$112,106.76

A True Copy:

Alice Pritchard, Secretary
Board of Regents for Higher Education

FY 2021 Budget Revisions

Finance and Infrastructure Committee

October 7, 2020

Ben Barnes, CFO

CSCU





**Connecticut State
Colleges & Universities**

FY 2021 Budget Revisions: Context

- Revenues to the colleges and universities have dropped significantly below the levels expected in the original spending plan.
- For the colleges, this revenue shortfall comes from lower enrollment than expected.
- For the universities, the revenue shortfall results from lower residence hall occupancy than expected.
- Charter Oak State College has enjoyed enrollment growth, and is not effected by revenue loss experienced by the rest of CSCU.

FY 2021 Budget Revisions: Context

COVID has led to steep drops in Community College enrollment and university students choosing to live on campus.

FY 2021: Budget deficits and enrollment assumptions, original and revised							
	Original Budget				Revised Budget		
	Enrollment Change	Housing Occupancy	Budget Deficit		Enrollment Change	Housing Occupancy	Budget Deficit
State Universities	-8%	76%	(33.0)		-6% 	53% 	(52.5)
Community Colleges	0%	na	(15.0)		-15% 	na	(16.4)
Charter Oak State College	0%	na	(0.0)		2% 	na	(0.0)
CSCU Total	na	na	(48.0)		na	na	(69.0)

FY 2021 Budget Revisions

- These revenue shortfalls impact the colleges and universities in different ways.
 - Lower college enrollment allows for expense reductions related to fewer class sections.
 - University loss of housing revenue comes with few opportunities for savings, as debt-service, facilities maintenance, and food service contracts remain with limited opportunities to economize.
 - In addition, the Universities used up federal CARES Act funding to replace lost revenue in FY20, whereas those funds are available to address revenue shortfalls at the colleges for FY 21.

FY 2021 Budget Revisions: Reserves

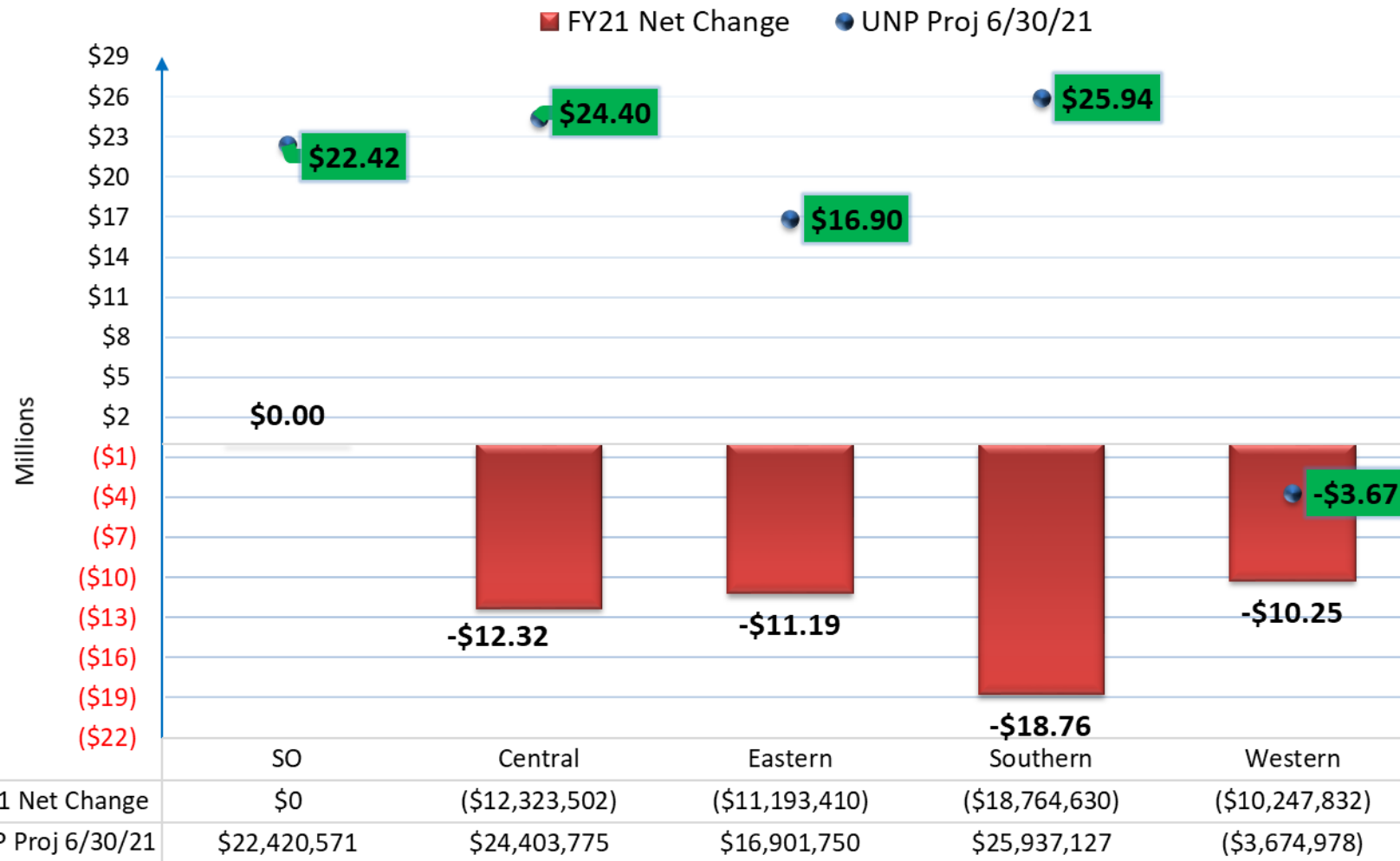
- Operating deficits will reduce reserves in both colleges and universities by a combined 40%.
- University reserves are projected to drop to 11.5% of annual operating expenditures.
- College reserves will end the year at only 3.0% of annual spending. This is extremely low, and is the reason for the significant cuts proposed to college budgets here.

FY 2021 Budget Revisions

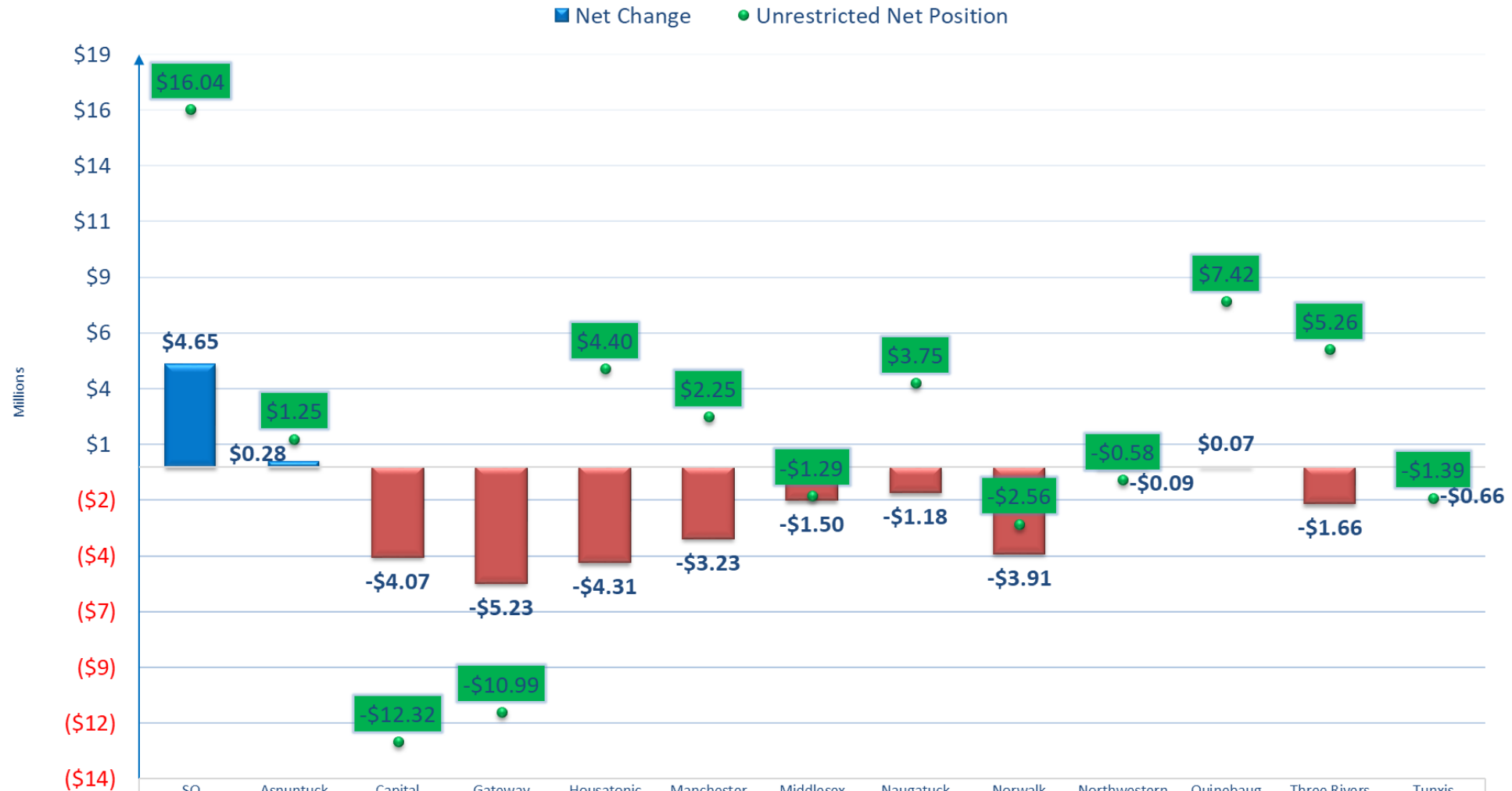
% Change in Reserves (UNP)

\$ millions	UNP Proj 6/30/20	UNP Proj 6/30/21	% Change
State Universities	\$ 138.5	\$ 86.0	-37.9%
Connecticut Community Colleges	32.1	15.7	-51.2%
Charter Oak State College	3.7	3.7	-0.4%
Board of Regents	n.a.	n.a.	n.a.
CSCU Total	<u>\$ 174.3</u>	<u>\$ 105.3</u>	<u>-39.6%</u>

CSU Budget Deficit and Projected Reserves

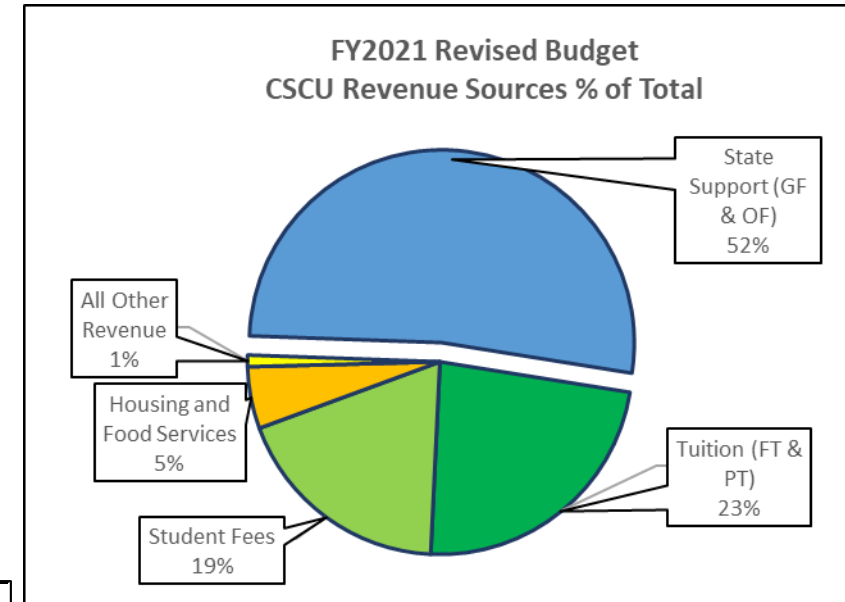


CCC Budget Deficit and Projected Reserves

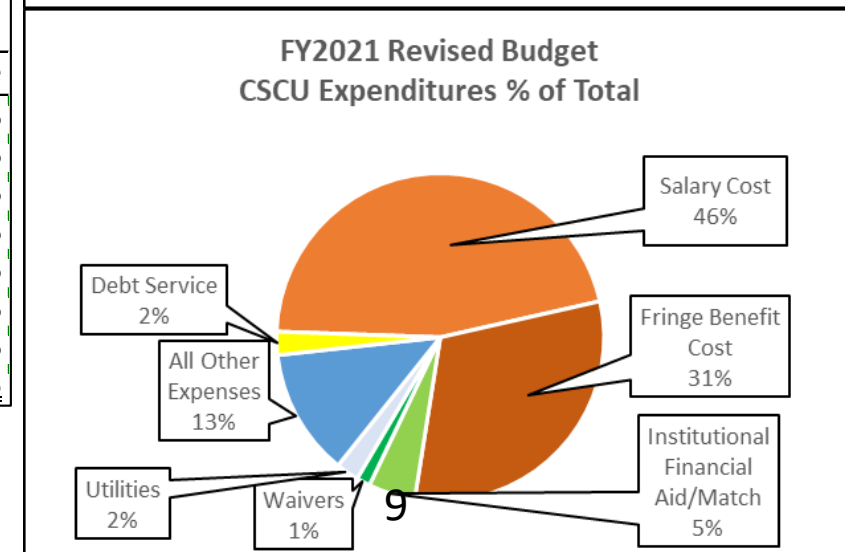


CSCU FY21 Revenue and Expenditures Overview

CSCU Revenue (\$ Millions)	FY2021 Budget			
	Original	Revised	\$ Change	% Change
State Appropriations	\$315.5	\$314.8	(\$0.7)	0%
Fringe Paid by State	322.2	320.5	(1.6)	-1%
Tuition (FT & PT)	296.2	283.9	(12.3)	-4%
Student Fees	229.6	227.7	(1.8)	-1%
Housing and Food Services	94.3	63.5	(30.8)	-33%
All Other Revenue	12	12	(0.2)	-2%
Total	\$1,269.8	\$1,222.4	(\$47.4)	-4%



CSCU Expenditures (\$ Millions)	FY2021 Budget			
	Original	Revised	\$ Change	% Change
Salary Cost	\$613.4	\$604.9	(\$8.5)	-1%
Fringe Benefit Cost	415.9	408.9	(\$6.9)	-2%
Institutional Financial Aid/Match	59.6	60.9	\$1.3	2%
Waivers	18.3	17.8	(\$0.4)	-2%
Utilities	31.2	29.6	(\$1.6)	-5%
All Other Expenses	178.9	164.1	(\$14.8)	-8%
Debt Service	29.3	30.2	\$0.9	3%
Total	\$1,346.5	\$1,316.4	(\$30.1)	-2%



CSU FY21 Revised vs. Original Budget

\$ Millions

FY2021

Revenue	Original Budget	Revised Budget	\$ Change	% Change
State Appropriations	\$155.3	\$154.1	(\$1.2)	-0.8%
Fringe Paid by State	147.2	146.1	(1.1)	-0.7%
Tuition (FT & PT)	163.6	167.7	4.1	2.5%
Student Fees	173.4	177.7	4.3	2.5%
Housing and Food Services	94.3	63.5	(30.8)	-32.6%
All Other Revenue	11.0	10.8	(0.2)	-2.2%
	\$744.8	\$719.9	(\$24.9)	-3.3%
Expenditures				
Salary Cost	338.7	340.4	1.7	0.5%
Fringe Benefit Cost	227.1	225.9	(1.3)	-0.6%
Institutional Financial Aid/Match	42.6	45.6	3.0	7.0%
Waivers	13.4	13.2	(0.2)	-1.8%
Utilities	21.7	20.1	(1.6)	-7.3%
All Other Expenses	110.3	105.4	(4.9)	-4.4%
Debt Service	29.3	30.2	0.9	3.0%
	\$783	\$781	(\$2)	-0.3%
Transfers & Other Funds	5.4	8.4	2.9	54.3%
Net Change	<u>(\$33.0)</u>	<u>(\$52.5)</u>	<u>(\$19.5)</u>	<u>59.2%</u>

CCC FY21 Revised vs. Original Budget

<i>\$ Millions</i>		FY2021		
Revenue	Original Budget	Revised Budget	\$ Change	% Change
State Appropriations	\$156.6	\$157.0	\$0.5	0.3%
Fringe Paid by State	171.4	170.9	(0.5)	-0.3%
Tuition (FT & PT)	122.1	105.7	(16.4)	-13.4%
Student Fees	55.6	49.5	(6.1)	-10.9%
All Other Revenue	0.28	0.31	0.03	10.7%
	\$506.0	\$483.4	(\$22.5)	-4.5%
Expenditures				
Salary Cost	265.5	255.4	(10.1)	-3.8%
Fringe Benefit Cost	182.2	176.5	(5.7)	-3.1%
Institutional Financial Aid/Match	16.0	14.3	(1.7)	-10.6%
Waivers	4.5	4.3	(0.2)	-4.7%
Utilities	9.4	9.4	(0.0)	-0.3%
All Other Expenses	66.5	56.6	(9.9)	-14.9%
	\$544	\$517	(\$28)	-5.1%
Transfers & Other Funds	23.3	12.3	(11.0)	-47.3%
System-wide Additional Reductions		4.4	4.4	NA
Net Change	<u>(\$15.0)</u>	<u>(\$16.4)</u>	<u>(\$1.5)</u>	<u>10.0%</u>

CARES Act Issues

HEERF funding (direct to CSU institutions):

- CSU funding (approx. \$13m) applied to FY 20 to offset room and board refunds
- Spending plan revisions include using \$12.2m of CC HEERF funds to offset FY21 revenue losses.

GEERF funding (Federal funds controlled by Governor): \$1m to support laptops and related expenses in FY 2020.

Coronavirus Relief Fund (CRF, federal funds controlled by Governor):

- In FY20 OPM reimbursed \$5,530,650
- In total CSU's have \$3.1 million FY 20 CRF Expenses still to be reimbursed, and \$8.5 million in FY21 CRF Expenses to be reimbursed by OPM. **If these reimbursements occur, they will reduce CSU spending below revised budget levels.**



Students First and CSCC

CSCU

***Connecticut State
Colleges & Universities***

Students First & CT State Community College

In 2017 the Board of Regents adopted Students First to:

- Improve unacceptable student outcomes;
- Improve enrollment; and
- Achieve financial stability

The goals of Students First are more important than ever.

Students First & CT State Community College

The revised spending plan includes the following provisions related to Students First and CSCC:

- Slows the filling of vacant positions at CSCC, saving \$4.4 million while still advancing the most critical work on enrollment management, Guided Pathways, and academic alignment across colleges.
- Resumes aggressive implementation of shared services after pandemic-related delays this summer.
- Advances campus staffing changes required under Students First in late FY 21 and FY22.

Budget Revisions to CSCC

The original budget provided CSCC \$38.6 million for FY 21, yet through expenditure reductions of \$4.3 million and reallocations of \$17.7 million, the revised CSCC budget is \$16.5 million.

CT State Community College Budget				
	FY 21 Original Budget	FY 21 Revised Budget	Reduction	% Reduction
Personal Services	8,968,881	6,311,887	(2,656,994)	
Fringe Benefits	5,865,696	4,134,286	(1,731,410)	
Total PS and Fringe	14,834,577	10,446,173	(4,388,404)	-30%
	FY 21 Original Budget	FY 21 Revised Budget	Reallocation	% Change
Other Expenses	23,812,082	6,082,160	(17,729,922)	-74%
GRAND TOTAL	38,646,659	16,528,333	(22,118,326)	-57%

CSCC Staffing

FY 21 CSCC Hiring Plan:

- To date hired or transferred 29 staff to build CSCC infrastructure.
- Provides over \$400,000 in faculty stipends for curriculum alignment work.
- Plan to hire 24 additional staff primarily in Academic Affairs and Enrollment Management, areas critical for NECHE accreditation process.
- Implement Guided Pathways.

CSCC positions are being filled by existing employees in most cases:

- Of the 29 positions filled so far, only 4 – three regional presidents and the interim CFO – have been filled with outside hires.
- 44 of the planned positions – mostly Guided Pathways advisors – in CSCC filled this year will be union jobs.

Fulfilling the Promise of Students First: Guided Pathways

The revised CSCC budget provides \$2.9 million to transfer or hire 35 staff by February to implement a Holistic Case Management Advising model on three campuses:

- 3 Regional Advising Directors
- 3 Campus Advising Leads
- 15 Advisors at Housatonic Community College
- 9 Advisors at Middlesex Community College
- 5 Advisors at Northwestern Community College

Investing in more advisors is critical to efforts to improve student outcomes and rebuild college enrollment.

The background of the slide is a blue-tinted photograph of a large group of graduates wearing black academic caps and gowns. They are seen from behind, looking towards the front of a ceremony. The image is framed by a white border.

Everything on the Table

CSCU

***Connecticut State
Colleges & Universities***

Budget Revision Process

- At the time of original spending plan adoption, BOR requested an update and any necessary revisions in October.
- Revisions to include details of across-the-board cuts at universities and colleges.
- Enrollment and occupancy shortfalls prompt need for spending reductions to limit use of reserves.
- CC Regions and universities recommended necessary technical adjustments AND spending cuts.

Reductions Identified by Universities and CC Regions

- University and CC Regional adjustments reduced the budget deficit as shown here:

\$ millions	Deficit in Original Plan	Revenue and Technical changes	Starting Point for spending plan revisions	Cuts proposed by Regions and CSUs	Other Adjustments	Deficit based on CSU/Region revisions
CSUs	-33.00	-24.90	-57.90	3.30	2.10	-52.50
CC Regions	-15.00	-26.70	-41.70	18.70	6.60	-16.40

Recommended System-wide cuts at Colleges

- In order to further preserve community college reserves, additional system-wide cuts are recommended for the Community Colleges:
 - Capture Savings from Hiring Freeze: \$2.5m
 - Reduce non-salary (OE) budgets by 2%: \$1.0 m
 - Reduce Overtime: \$0.4 m
 - Reduce Part Time Lecturers to reflect reduction in discretionary release time provided to FT Faculty: \$0.5 m

Other Budget Actions

- Recommended budget actions include some items that may benefit CSCU in the current year, but benefits cannot be quantified:
 - Request state general fund support to offset revised deficit
 - Participate in Governor's study of staffing and retirement patterns (***Boston Consulting Group*** study)
 - Press for current year concessions from CSCU unions, which cannot be implemented without agreement. Recent request for union participation has not yet resulted in meaningful financial solutions.

Potential for Current Year Concessions

- Unionized workers receive \$20 million in raises at CSCU this year under 2017 agreement.

Raises to CSCU Employees, FY 2021					
Employee group	TOTAL CSCU	State Universities	Community Colleges	Charter Oak	Value of one furlough day
Unionized Faculty	9,973,320	5,235,330	4,737,990	-	742,650
Unionized staff	9,870,569	5,912,648	3,713,405	244,516	843,690
Non-union staff	-	-	-	-	146,071
Total	19,843,889	11,147,978	8,451,395	244,516	1,732,412

- A single furlough day will save \$1.7 million, including \$146,000 from Management / Confidential employees.
- Management / Confidential raises totaling \$1.2 million were not awarded this summer.

Long-term Budget Initiatives

- Some areas of potential savings and improvements at the Colleges and Universities require study and planning to produce future results.
 - Need to accommodate transition to one college under Students First in most cost-effective manner
 - Need to ensure that programs are effective and aligned with CSCU mission
 - Need to ensure that staffing of all institutions meets the needs of students and can provide cost-effective services that meet NECHE accreditation standards.
- Budget revisions include comprehensive efforts to review operations across colleges and universities, to produce formal recommendations to Regents for further action.

Long-term Budget Initiatives: Colleges

Comprehensive effort at colleges will include:

- Formal review of academic and student support programs to ensure that:
 - Credit-bearing programs are meeting mission and goals in cost-effective manner
 - Non-credit programs are self-supporting, or exceptions are acknowledged
 - Student support services are structured and staffed to effectively enhance student success
- Evaluation of staff assignments at each campus and system office to
 - Support right-sizing of administrative costs
 - Develop detailed plans for staffing transition under Students First
 - Review non-instructional time approval for full-time faculty

Long-term Budget Initiatives: Universities

Comprehensive effort at the universities will include:

- Review non-instructional time approval for full-time faculty at universities.
- Evaluate expansion of shared services to additional services.
- Universities will conduct staffing analysis to determine if changes are recommended for FY 2022, once job security protections expire.

RESOLUTION

concerning

REVISED FY 2021 SPENDING PLAN
FOR
THE CONNECTICUT STATE COLLEGES & UNIVERSITIES
October 15, 2020

- 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, 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 college, university and the System Office submitted a budget for FY 2021 to the Board of Regents, which adopted an FY 2021 spending plan for CSCU on June 18, 2020; and
- WHEREAS, The COVID19 pandemic created considerable uncertainty regarding enrollment levels, class modality and campus operations, prompting the Board of Regents to require the institutions that comprise CSCU to submit spending plan revisions to the Finance and Infrastructure Committee at its October 2020 meeting; and
- WHEREAS, The colleges have experienced 15% reductions in enrollment during the fall of 2020 and the Universities have had a 30% reduction in residence hall occupancy compared to the adopted spending plan; and
- WHEREAS, The resulting revenue shortfalls will result in significant operating deficits for Community Colleges and the four universities; and
- WHEREAS, The Revised FY 2021 Spending Plan was developed by CSCU in order to mitigate the financial losses of the system in FY 2021 while ensuring that the system can still serve students and sustain efforts to improve student success and secure financial sustainability; and

- WHEREAS, The Board of Regents, at its September 17 meeting, tasked the administration to consider alternatives with “all options on the table”, including measures that have not been taken in the past and measures that require extensive analysis, negotiation, and restructuring within the organization; and
- WHEREAS, Management has undertaken and continues to implement the Students First plan, which, in conjunction with other anticipated savings and demographic trends, will enable the Community College system to recover from the financial harm caused by the COVID19 pandemic and return to sustainable, balanced operations in the coming years; and
- WHEREAS, Management has recommended additional measures that will allow CSCU to reduce its budget deficit in FY 2021 and future years, including a hiring freeze, and a comprehensive effort to review and identify savings in areas including staffing, academic programming, shared administrative services and collective bargaining; and
- WHEREAS, Each institution commits to adhere to the revised budget, to maintain expenditure control within the challenging spending caps established, and to carry out the additional measures instituted by the Board of Regents to address the budget deficit; and
- WHEREAS, The Revised FY 2021 Spending Plan has been developed based on the approved state budget and state appropriations to CSCU dated June 5, 2019 and 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 Board of Regents has reviewed and discussed the budget proposal and determined that the losses reflected in the spending plans are so great as to jeopardize the financial viability of the system; now, therefore, be it
- RESOLVED THAT, The Board of Regents approves the Revised FY 2021 Spending Plan as summarized in Attachment A; and be it further
- RESOLVED THAT, The Board of Regents requires that management and each institution participate in a comprehensive effort to review academic and student support programs to ensure that they meet the mission of CSCU in a cost-effective manner; and be it further

RESOLVED THAT, The Board of Regents requires that management and each institution participate in a comprehensive review of staffing levels and the organization of administrative services, particularly for the community colleges, in order to carry out the administrative streamlining required under the Students First plan; and be it further

RESOLVED THAT, The Board of Regents requires that management continue to seek additional savings through concessions under collective bargaining agreements to which CSCU is a party, and to seek additional financial and other assistance from the state of Connecticut to mitigate the financial harm caused by the COVID19 pandemic.

A True Copy:

Alice Pritchard, Secretary
Board of Regents for Higher Education

Connecticut State Colleges & Universities
CONSOLIDATED
FY2020-21 Revised Operating Budget

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL FUNDS	ADDITIONAL REDUCTIONS (1)	NET
State Universities										
Central Connecticut State University	229,463,937	107,005,017	69,383,398	58,372,592	234,761,007	(9,199,368)	(1,057,289)	3,230,225	-	(12,323,502)
Eastern Connecticut State University	131,555,436	59,439,333	40,691,952	36,347,779	136,479,064	(6,685,716)	(1,057,289)	1,473,223	-	(11,193,410)
Southern Connecticut State University	223,009,625	107,915,805	71,558,866	54,671,704	234,146,375	(8,579,315)	(1,057,289)	2,210,717	-	(18,562,637)
Western Connecticut State University	127,370,540	60,940,425	40,852,753	30,495,280	132,288,458	(5,732,393)	(1,057,289)	1,459,768	-	(10,247,832)
CSU System Office	8,501,196	4,905,181	3,396,015	4,429,156	12,730,352	-	4,229,156		-	-
State Universities Total	719,900,734	340,205,761	225,882,984	184,316,511	750,405,256	(30,196,792)	-	8,373,933	-	(52,327,381)
Community Colleges										
Asnuntuck Community College	20,415,299	10,083,282	7,358,714	2,458,807	19,900,803	n/a	(844,557)	607,719	-	277,658
Capital Community College	33,608,315	19,826,850	13,181,104	4,266,832	37,274,786	n/a	(1,417,090)	1,016,011	-	(4,067,549)
Gateway Community College	59,642,984	31,784,270	21,443,302	10,639,920	63,867,492	n/a	(3,156,682)	2,148,362	-	(5,232,828)
Housatonic Community College	41,374,146	22,565,681	15,413,550	7,081,165	45,060,396	n/a	(2,351,286)	1,725,435	-	(4,312,101)
Manchester Community College	50,573,137	26,901,516	20,499,149	5,524,706	52,925,371	n/a	(2,494,567)	1,617,601	-	(3,229,200)
Middlesex Community College	24,746,862	13,156,091	8,931,749	3,577,217	25,665,057	n/a	(1,245,677)	661,690	-	(1,502,182)
Naugatuck Valley Community College	58,864,364	30,169,317	22,562,722	6,204,890	58,936,929	n/a	(3,016,050)	1,909,764	-	(1,178,851)
Northwestern Community College	46,789,235	26,041,803	15,753,248	7,981,182	49,776,233	n/a	(2,517,641)	1,594,831	-	(3,909,807)
Norwalk Community College	16,731,015	8,632,135	6,175,824	1,726,710	16,534,669	n/a	(590,689)	301,133	-	(93,210)
Quinebaug Valley Community College	16,923,844	8,748,042	5,991,914	1,907,035	16,646,991	n/a	(648,099)	444,524	-	73,278
Three Rivers Community College	35,678,225	18,899,551	12,378,599	5,281,526	36,559,676	n/a	(1,909,708)	1,126,615	-	(1,664,545)
Tunxis Community College	36,865,974	18,588,257	13,224,964	5,278,306	37,091,527	n/a	(1,524,820)	1,092,753	-	(657,620)
CCC System Office	2,556,404	1,461,689	916,867	290,210	2,668,766	n/a	290,210	(3,000,000)	-	(2,822,152)
Shared Services	22,688,452	12,197,948	8,552,953	16,379,832	37,130,733		16,375,474	-	-	1,933,193
CSCC	15,988,520	6,311,887	4,134,286	6,082,160	16,528,333		6,082,160	-	-	5,542,347
System-wide Additional Reductions									4,400,000	4,400,000
Community Colleges Total	483,446,776	255,368,319	176,518,944	84,680,498	516,567,762	-	1,030,978	11,246,438	4,400,000	(16,443,570)
Charter Oak State College	18,247,785	8,708,895	6,154,622	3,397,476	18,260,993	-	-		-	(13,208)
Board of Regents	762,329	404,258	358,071	-	762,329	-	-	-	-	-
GRAND TOTAL CSCU	1,222,357,624	604,687,233	408,914,621	272,394,485	1,285,996,340	(30,196,792)	1,030,978	19,620,371	4,400,000	(68,784,159)

(1) Additional Reduciton (\$) Amount per College to be distributed

CONNECTICUT STATE COLLEGES & UNIVERSITIES

ATTACHMENT B

Expenditure Plan General & Operating Funds

FY21 Revised Budget vs. Original

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Bud vs. Original Inc (Dec)	
			Dollars (\$)	Percent %
Revenue:				
Tuition (FT and PT Gross)	296,242,510	283,944,361	(12,298,149)	-4.20%
Student Fees	229,551,543	227,739,432	(1,812,111)	-0.80%
State Appropriations	306,226,681	304,389,443	(1,837,238)	-0.60%
Additional State Approp (Dev Edu, Outcomes and IMRP)	9,303,222	10,424,154	1,120,932	12.00%
Fringe Benefits Paid By State	285,618,973	283,988,710	(1,630,263)	-0.60%
CCC (OF) Fringe Benefits Paid by State	36,550,000	36,550,000	-	0.00%
Accident Insurance	655,467	676,552	21,085	3.20%
Housing	62,426,136	42,969,715	(19,456,421)	-31.20%
Food	31,872,846	20,567,070	(11,305,776)	-35.50%
All Other Revenue	21,310,444	20,499,493	(810,951)	-3.80%
Less: Contra Revenue	(9,972,042)	(9,391,308)	580,734	-5.80%
Total Revenue	1,269,785,782	1,222,357,622	(47,428,159)	-3.70%
Expenditures:				
<u>Personnel Services:</u>				
Full-Time	446,739,637	441,463,069	(5,276,568)	-1.20%
<u>Part-Time</u>				
Lecturers (PTLs)	95,469,120	93,369,092	(2,100,028)	-2.20%
Lecturer (NCLs)	7,309,650	7,048,474	(261,176)	-3.60%
Permanent Part-time	2,944,333	2,912,069	(32,264)	-1.10%
Temporary Part-time	23,209,547	22,179,189	(1,030,358)	-4.40%
CSU University Assistants	4,294,799	4,206,543	(88,256)	-2.10%
CSU Graduate Assistants	2,391,183	2,189,189	(201,994)	-8.40%
Student Labor	12,548,224	12,325,424	(222,800)	-1.80%
Overtime	4,889,304	4,869,804	(19,500)	-0.40%
All Other Personnel Services	13,584,188	14,124,380	540,192	4.00%
Subtotal Personnel Services	613,379,985	604,687,233	(8,692,752)	-1.40%
Fringe Benefits	415,857,071	408,914,621	(6,942,450)	-1.70%
Total P.S. & Fringe Benefits	1,029,237,057	1,013,601,854	(15,635,203)	-1.50%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	59,602,465	60,900,150	1,297,685	2.20%
Waivers	18,277,045	17,827,508	(449,537)	-2.50%
Utilities	31,183,811	29,578,810	(1,605,001)	-5.10%
All Other Expenses	178,871,774	164,088,016	(14,783,758)	-8.30%
Total Other Expenses	287,935,094	272,394,484	(15,540,610)	-5.40%
Total Expenditures	1,317,172,151	1,285,996,338	(31,175,813)	-2.40%
Addition to (Use of) Funds Before Transfers	(47,386,369)	(63,638,716)	(16,252,346)	34.30%
CSU Transfers				
Debt Service	(29,312,081)	(30,196,792)	(884,711)	3.00%
CARES Act Funding Support and Additional Scholarships	-	2,729,360	2,729,360	NA
CRF Funding Approved	-	5,399,569	5,399,569	NA
CCSU Projected Reduction plans to address shortfall	5,180,519	-	(5,180,519)	-100.00%
Total CSU Transfers	(24,131,562)	(22,067,863)	2,063,699	-8.60%
CCC Transfers				
Transfer in	23,786,746	23,782,298	(4,448)	0.00%
Transfer out	(22,752,291)	(22,751,320)	971	0.00%
CARES Act Funding Support	12,325,512	14,246,438	1,920,926	15.60%
Holdback	12,943,836	-	(12,943,836)	-100.00%
Total CCC Transfers	26,303,803	15,277,416	(11,026,387)	-41.90%
Net Change Subtotal	(45,214,129)	(70,429,163)	(25,215,034)	55.80%
WCSU Foundation Reserves - Tuition Offset	245,004	245,004	-	0.00%
CCC systemwide marketing campaign	(3,000,000)	(3,000,000)	-	0.00%
CCC System-wide Additional Reductions	-	4,400,000	4,400,000	NA
Net Change	(47,969,125)	(68,784,159)	(20,815,034)	43.40%

State Universities
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Bud vs. Original Inc (Dec)	
			Dollars (\$)	Percent %
Revenue:				
Tuition (FT and PT Gross)	163,584,933	167,690,716	4,105,783	2.50%
Student Fees	173,439,372	177,704,624	4,265,252	2.50%
State Appropriations	153,315,495	152,182,340	(1,133,155)	-0.70%
Additional State Approp (Dev Edu, Outcomes and IMRP)	1,940,572	1,900,572	(40,000)	-2.10%
Fringe Benefits Paid By State	147,182,875	146,095,047	(1,087,828)	-0.70%
Accident Insurance	655,467	676,552	21,085	3.20%
Housing	62,426,136	42,969,715	(19,456,421)	-31.20%
Food	31,872,846	20,567,070	(11,305,776)	-35.50%
All Other Revenue	17,948,599	17,186,614	(761,985)	-4.20%
Less: Contra Revenue	(7,574,001)	(7,072,517)	501,484	-6.60%
Total Revenue	744,792,295	719,900,733	(24,891,562)	-3.30%
Expenditures:				
<u>Personnel Services:</u>				
Full-Time	266,930,373	268,624,074	1,693,701	0.60%
<u>Part-Time</u>				
Lecturers (PTLs)	35,027,007	35,168,054	141,047	0.40%
Lecturers (NCLs)	3,555,745	3,555,745	(0)	0.00%
Perm/Intermit PT	1,389,240	1,356,976	(32,264)	-2.30%
University Assistants	4,294,799	4,206,543	(88,256)	-2.10%
Graduate Assistants	2,391,183	2,189,189	(201,994)	-8.40%
Student Labor	10,478,723	10,255,923	(222,800)	-2.10%
Other Part Time	1,908,949	1,908,949	-	0.00%
Overtime	3,851,241	3,831,741	(19,500)	-0.50%
All Other Personnel Services (Vac, Sick, Accr Abs)	8,920,567	9,108,567	188,000	2.10%
Subtotal Personnel Services	338,747,827	340,205,761	1,457,934	0.40%
Fringe Benefits	227,139,222	225,882,984	(1,256,238)	-0.60%
Total P.S. & Fringe Benefits	565,887,049	566,088,745	201,696	0.00%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	42,642,208	45,645,907	3,003,699	7.00%
Waivers	13,410,448	13,172,622	(237,826)	-1.80%
Utilities	21,659,275	20,079,275	(1,580,000)	-7.30%
All Other Expenses	110,308,229	105,418,706	(4,889,523)	-4.40%
Total Other Expenses	188,020,160	184,316,510	(3,703,650)	-2.00%
Total Expenditures	753,907,209	750,405,255	(3,501,954)	-0.50%
Addition to (Use of) Funds Before Transfers	(9,114,914)	(30,504,522)	(21,389,608)	234.70%
Transfers, Additional Funds and Commitments				
Debt Service	(29,312,081)	(30,196,792)	(884,711)	3.00%
CARES Act Funding Institutional Support	-	2,729,360	2,729,360	NA
CRF Funding Approved		5,399,569	5,399,569	NA
CCSU Projected Reduction plans to address shortfall	5,180,519	-	(5,180,519)	-100.00%
Total Transfers, Additional Funds and Commitments	(24,131,562)	(22,067,863)	2,063,699	-8.60%
Net Change Subtotal	(33,246,476)	(52,572,385)	(19,325,909)	58.10%
WCSU Foundation Reserves - Tuition Offset	245,004	245,004	-	0.00%
Net Change	(33,001,472)	(52,327,381)	(19,325,909)	58.60%

Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Bud vs. Original Inc (Dec)	
			Dollars (\$)	Percent %
Revenue:				
Tuition (FT and PT Gross)	122,135,604	105,731,672	(16,403,932)	-13.40%
Student Fees	55,568,463	49,491,099	(6,077,364)	-10.90%
State Appropriations	149,218,817	148,518,817	(700,000)	-0.50%
Additional State Approp (Dev Edu, Outcomes and IMRI)	7,362,650	8,523,582	1,160,932	15.80%
Fringe Benefits Paid By State	134,856,063	134,317,245	(538,818)	-0.40%
OF Fringe Benefits Paid by State	36,550,000	36,550,000	-	0.00%
All Other Revenue	2,682,117	2,633,151	(48,966)	-1.80%
Less: Contra Revenue	(2,398,041)	(2,318,791)	79,250	-3.30%
Total Revenue	505,975,672	483,446,775	(22,528,897)	-4.50%
Expenditures:				
Personnel Services:				
Full-Time	173,567,664	166,601,478	(6,966,186)	-4.00%
Part-Time			-	NA
Lecturers (PTL and ECL, 601302 and 601301)	58,069,038	55,827,963	(2,241,075)	-3.90%
Contractual (NCL, 601300)	3,753,905	3,492,729	(261,176)	-7.00%
Permanent Part-time (601100)	1,301,835	1,301,835	-	0.00%
Temporary Part-time (601200, 02, 03, 04, 601303)	21,195,292	20,164,934	(1,030,358)	-4.90%
Student Labor (601400, 01, 02, 601406)	1,990,726	1,990,726	0	0.00%
Overtime (601501, 601502)	1,038,063	1,038,063	-	0.00%
All Other Personnel Services	4,598,399	4,950,591	352,192	7.70%
Subtotal Personnel Services	265,514,922	255,368,319	(10,146,603)	-3.80%
Fringe Benefits	182,201,540	176,518,944	(5,682,596)	-3.10%
Total P.S. & Fringe Benefits	447,716,462	431,887,263	(15,829,199)	-3.50%
Other Expenses:				
Inst. Financial Aid/Match	16,040,304	14,334,290	(1,706,014)	-10.60%
Waivers	4,539,661	4,327,950	(211,711)	-4.70%
Utilities	9,442,005	9,417,005	(25,000)	-0.30%
All Other Expenses	66,495,488	56,601,253	(9,894,235)	-14.90%
Total Other Expenses	96,517,458	84,680,498	(11,836,960)	-12.30%
Total Expenditures	544,233,920	516,567,761	(27,666,159)	-5.10%
Addition to (Use of) Funds Before Transfers	(38,258,247)	(33,120,986)	5,137,261	-13.40%
Transfers, Additional Funds and Commitments				
CCC Transfer in	23,786,746	23,782,298	(4,448)	0.00%
CCC Transfer out	(22,752,291)	(22,751,320)	971	0.00%
CARES Act Funding Institutional Support	12,325,512	12,246,435	(79,077)	-0.60%
CARES Act Funding Additional Scholarships	-	2,000,003	2,000,003	NA
Holdback	12,943,836	-	(12,943,836)	-100.00%
Total Transfers, Additional Funds and Commitments	26,303,803	15,277,416	(11,026,387)	-41.90%
Net Change Subtotal	(11,954,445)	(17,843,570)	(5,889,125)	49.30%
CCC systemwide marketing campaign	(3,000,000)	(3,000,000)	-	0.00%
Net Change	(14,954,445)	(20,843,570)	(5,889,125)	39.40%
System-wide Additional Reductions (1)				
Hiring Freeze	-	2,500,000	2,500,000	NA
Reduce All Other Expense budgets by 2%	-	1,000,000	1,000,000	NA
Reduce Overtime	-	400,000	400,000	NA
Reduce Part-time Lecturers	-	500,000	500,000	NA
	-	4,400,000	4,400,000	NA
Net Change	(14,954,445)	(16,443,570)	(3,780,598)	30%

(1) Additional Reduction (\$) Amount per College to be distributed.

Charter Oak State College
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

Account Name	FY21 Original Budget	FY21 Revised Budget	FY21 Rev Bud vs. Original	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:				
Tuition (Gross)	10,521,973	10,521,973	-	0.00%
Student Fees	543,709	543,709	-	0.00%
State Appropriations	3,284,028	3,284,028	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	-	-	-	NA
Fringe Benefits Paid By State	3,218,347	3,218,347	-	0.00%
All Other Revenue	679,728	679,728	-	0.00%
Less: Contra Revenue	-	-	-	NA
Total Revenue	18,247,785	18,247,785	-	0.00%
Expenditures:				
<u>Personnel Services:</u>				
Full-Time	5,833,259	5,833,259	-	0.00%
<u>Part-Time</u>		-	-	NA
Lecturers	2,373,075	2,373,075	-	0.00%
Permanent Part-time	253,258	253,258	-	0.00%
Student Labor	78,775	78,775	-	0.00%
Temporary Part Time	105,306	105,306	-	0.00%
Overtime	-	-	-	NA
All Other Personnel Services	65,222	65,222	-	0.00%
Subtotal Personnel Services	8,708,895	8,708,895	-	0.00%
Fringe Benefits	6,154,622	6,154,622	-	0.00%
Total P.S. & Fringe Benefits	14,863,517	14,863,517	-	0.00%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	919,953	919,953	-	0.00%
Waivers	326,936	326,936	-	0.00%
Utilities	82,530	82,530	-	0.00%
All Other Expenses	2,068,057	2,068,057	-	0.00%
Total Other Expenses	3,397,476	3,397,476	-	0.00%
Total Expenditures	18,260,993	18,260,993	-	0.00%
Addition to (Use of) Funds Before Transfers	(13,208)	(13,208)	-	0.00%
Net Change	(13,208)	(13,208)	-	0.00%

Connecticut State Colleges & Universities - System Office
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

Account Name	FY21 Original Budget	FY21 Revised Budget	FY21 Rev Bud vs. Original	
			Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:				
Tuition (Gross)			-	NA
Fees			-	NA
State Appropriations	408,341	404,258	(4,083)	-1.00%
Additional State Approp (Dev Edu, Outcomes and IMRI	-		-	NA
Fringe Benefits Paid By State	361,688	358,071	(3,617)	-1.00%
Sales of Educational Activities			-	NA
All Other Revenue			-	NA
Less: Contra Revenue			-	NA
Total Revenue	770,029	762,329	(7,700)	-1.00%
Expenditures:				
Personnel Services:				
Full-Time	408,341	404,258	(4,083)	-1.00%
Permanent Part-time	-	-	-	NA
Student Labor	-	-	-	NA
Other Part Time		-	-	NA
Overtime	-	-	-	NA
All Other Personnel Services	-	-	-	NA
Subtotal Personnel Services	408,341	404,258	(4,083)	-1.00%
Fringe Benefits	361,688	358,071	(3,617)	-1.00%
Total P.S. & Fringe Benefits	770,029	762,329	(7,700)	-1.00%
Other Expenses:				
Inst. Financial Aid/Match	-	-	-	NA
Waivers	-	-	-	NA
Utilities	-	-	-	NA
All Other Expenses	-	-	-	NA
Total Other Expenses	-	-	-	NA
Total Expenditures	770,029	762,329	(7,700)	-1.00%
Addition to (Use of) Funds Before Transfers	-		-	NA
Net Change	-	-	-	NA

CONNECTICUT STATE UNIVERSITIES

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

FY21 Revised Budget vs. Original

Attachement C

	FY21 Original Budget	FY21 Revised Budget	FY21 Revised vs. Original Bud	
	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:				
Tuition FT and PT (Gross)	163,584,933	167,690,716	4,105,783	2.50%
Student Fees	173,439,372	177,704,624	4,265,252	2.50%
State Appropriations	153,315,495	152,182,340	(1,133,155)	-0.70%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	1,940,572	1,900,572	(40,000)	-2.10%
Fringe Benefits Paid By State	147,182,875	146,095,047	(1,087,828)	-0.70%
Accident Insurance	655,467	676,552	21,085	3.20%
Housing	62,426,136	42,969,715	(19,456,422)	-31.20%
Food Service	31,872,846	20,567,070	(11,305,776)	-35.50%
All Other Revenue	17,948,599	17,186,614	(761,985)	-4.20%
Less: Contra Revenue	(7,574,001)	(7,072,517)	501,484	-6.60%
Total Revenue	744,792,295	719,900,733	(24,891,562)	-3.30%
Expenditures:				
Personal Services:				
Total Full Time	266,930,373	268,624,074	1,693,701	0.60%
Part Time:				
Lecturers (PTLs)	35,027,007	35,168,054	141,047	0.40%
Lecturers (NCLs)	3,555,745	3,555,745	-	0.00%
Perm/Intermit PT	1,389,240	1,356,976	(32,264)	-2.30%
University Assistants	4,294,799	4,206,543	(88,256)	-2.10%
Graduate Assistants	2,391,183	2,189,189	(201,994)	-8.40%
Student Labor	10,478,723	10,255,923	(222,800)	-2.10%
Other Part Time	1,908,949	1,908,949	-	0.00%
Total Part Time	59,045,646	58,641,379	(404,267)	-0.70%
Overtime	3,851,241	3,831,741	(19,500)	-0.50%
All Other Personal Services	8,920,567	9,108,567	188,000	2.10%
Subtotal Personal Services	338,747,827	340,205,761	1,457,934	0.40%
Fringe Benefits	225,991,466	224,836,559	(1,154,907)	-0.50%
Worker's Comp. Recovery	1,147,756	1,046,425	(101,331)	-8.80%
Total P.S. & Fringe Benefits	565,887,049	566,088,745	201,696	0.00%
Other Expenses:				
Inst. Financial Aid/Match	42,642,208	45,645,907	3,003,699	7.00%
Waivers	13,410,448	13,172,622	(237,826)	-1.80%
Utilities	21,659,275	20,079,275	(1,580,000)	-7.30%
All Other Expenses	110,308,229	105,418,706	(4,889,523)	-4.40%
Total Other Expenses	188,020,160	184,316,510	(3,703,650)	-2.00%
Total Expenditures	753,907,209	750,405,255	(3,501,954)	-0.50%
Addition to (Use of) Funds Before Transfers	(9,114,914)	(30,504,522)	(21,389,608)	234.70%
Designated Transfers				
Debt Service	(29,312,081)	(30,196,792)	(884,711)	3.00%
Auxiliary Renewal and Replacement	-	-	-	NA
Total Designated Transfers	(29,312,081)	(30,196,792)	(884,711)	3.00%
Other Requests, Transfers and Additional Commitments				
Transfer to SO - GF/OF swap	-	-	-	NA
CARES Act Funding Support Received	-	2,729,360	2,729,360	NA
CRF Funding Approved	-	5,399,569	5,399,569	NA
CCSU Projected Reduction plans to address shortfall	5,180,519	-	(5,180,519)	-100.00%
Total Transfers and Commitments	5,180,519	8,128,929	2,948,410	56.90%
Net Change Subtotal	(33,246,476)	(52,572,385)	(19,325,909)	58.10%
WCSU Foundation Reserves - Tuition Offset	245,004	245,004	-	0.00%
Net Change	(33,001,472)	(52,327,381)	(19,325,909)	58.60%

CONNECTICUT STATE UNIVERSITIES

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

FY21 Revised Budget

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	167,690,716	59,364,123	24,488,393	54,613,176	29,225,024	-
Student Fees	177,704,624	61,123,687	26,789,774	59,756,873	30,034,290	-
State Appropriations	152,182,340	45,307,524	30,331,861	43,146,880	28,290,894	5,105,181
Additl State Appropriation (Dev Education, Outcomes and	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	146,095,047	46,860,086	26,311,275	44,591,739	24,935,932	3,396,015
Accident Insurance	676,552	-	183,984	317,055	175,513	-
Housing	42,969,715	7,978,503	17,327,507	11,375,798	6,287,907	-
Food Service	20,567,070	5,462,007	5,541,792	6,163,167	3,400,104	-
All Other Revenue	17,186,614	5,292,450	1,378,961	4,659,794	5,855,409	-
Less: Contra Revenue	(7,072,517)	(2,669,587)	(1,183,254)	(2,000,000)	(1,219,676)	-
Total Revenue	719,900,733	229,463,937	131,555,436	223,009,625	127,370,540	8,501,196
Expenditures:						
Personal Services:						
Total Full Time	268,624,074	85,738,794	46,377,038	83,767,024	47,849,297	4,891,921
Part Time:						
Lecturers (PTLs)	35,168,054	10,776,260	5,441,712	11,927,021	7,023,061	-
Lecturers (NCLs)	3,555,745	1,300,000	351,648	1,323,000	581,097	-
Perm/Intermit PT	1,356,976	268,355	263,271	727,489	97,861	-
University Assistants	4,206,543	960,000	1,330,181	1,137,577	765,525	13,260
Graduate Assistants	2,189,189	604,800	250,000	1,137,577	196,812	-
Student Labor	10,255,923	2,890,000	2,394,901	3,204,602	1,766,420	-
Other Part Time	1,908,949	635,000	355,869	485,033	433,047	-
Total Part Time	58,641,379	17,434,415	10,387,582	19,942,299	10,863,823	13,260
Overtime	3,831,741	802,000	1,058,000	1,048,286	923,455	-
All Other Personal Services	9,108,567	3,029,808	1,616,713	3,158,196	1,303,850	-
Subtotal Personal Services	340,205,761	107,005,017	59,439,333	107,915,805	60,940,425	4,905,181
Fringe Benefits	224,836,559	69,022,880	40,491,066	71,258,866	40,667,732	3,396,015
Worker's Comp. Recovery	1,046,425	360,518	200,886	300,000	185,021	-
Total P.S. & Fringe Benefits	566,088,745	176,388,415	100,131,285	179,474,671	101,793,178	8,301,196
Other Expenses:						
Inst. Financial Aid/Match	45,645,907	14,134,300	12,100,000	13,616,607	5,795,000	-
Waivers	13,172,622	2,780,420	1,458,121	7,752,235	1,181,846	-
Utilities	20,079,275	5,062,141	4,325,899	6,671,500	4,019,735	-
All Other Expenses	105,418,706	36,395,731	18,463,759	26,631,361	19,498,699	4,429,156
Total Other Expenses	184,316,510	58,372,592	36,347,779	54,671,703	30,495,280	4,429,156
Total Expenditures	750,405,255	234,761,007	136,479,064	234,146,374	132,288,458	12,730,352
Addition to (Use of) Funds Before Transfers	(30,504,522)	(5,297,070)	(4,923,628)	(11,136,749)	(4,917,918)	(4,229,156)
Designated Transfers						
Debt Service	(30,196,792)	(9,199,368)	(6,685,716)	(8,579,315)	(5,732,393)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(30,196,792)	(9,199,368)	(6,685,716)	(8,579,315)	(5,732,393)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,057,289)	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
CARES Act Funding Support	2,729,360	815,608	527,027	1,096,207	290,518	-
CRF Funding Approved	5,399,569	2,414,617	946,196	1,114,510	924,246	-
Total Transfers and Commitments	8,128,929	2,172,936	415,934	1,153,428	157,475	4,229,156
Net Change Subtotal	(52,572,385)	(12,323,502)	(11,193,410)	(18,562,636)	(10,492,836)	(0)
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	245,004	-
Net Change	(52,327,381)	(12,323,502)	(11,193,410)	(18,562,636)	(10,247,832)	(0)

CONNECTICUT STATE UNIVERSITIES

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

FY21 Original Budget

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	163,584,933	56,328,218	26,080,550	52,911,025	28,265,140	-
Student Fees	173,439,372	58,609,862	28,235,439	56,773,052	29,821,019	-
State Appropriations	153,315,495	45,645,299	30,557,990	43,468,547	28,501,807	5,141,852
Additl State Appropriation (Dev Education, Outcomes and	1,940,572	785,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	147,182,875	47,222,333	26,507,604	44,936,787	25,120,136	3,396,015
Accident Insurance	655,467	-	183,741	304,172	167,554	-
Housing	62,426,136	15,710,462	21,278,192	15,627,067	9,810,416	-
Food Service	31,872,846	10,963,874	7,087,902	8,575,937	5,245,133	-
All Other Revenue	17,948,599	6,597,559	2,261,692	4,720,000	4,369,349	-
Less: Contra Revenue	(7,574,001)	(3,090,895)	(1,263,430)	(2,000,000)	(1,219,676)	-
Total Revenue	744,792,295	238,771,855	141,314,823	225,701,730	130,466,021	8,537,867
Expenditures:						
Personal Services:						
Total Full Time	266,930,373	87,134,576	47,274,208	82,063,482	45,529,515	4,928,592
Part Time:						
Lecturers (PTLs)	35,027,007	11,235,213	5,441,712	11,327,021	7,023,061	-
Lecturers (NCLs)	3,555,745	1,300,000	351,648	1,323,000	581,097	-
Perm/Intermit PT	1,389,240	268,355	263,271	727,489	130,125	-
University Assistants	4,294,799	960,000	1,550,437	1,005,577	765,525	13,260
Graduate Assistants	2,391,183	604,800	250,000	1,339,571	196,812	-
Student Labor	10,478,723	2,890,000	2,617,701	3,204,602	1,766,420	-
Other Part Time	1,908,949	635,000	355,869	485,033	433,047	-
Total Part Time	59,045,646	17,893,368	10,830,638	19,412,293	10,896,087	13,260
Overtime	3,851,241	802,000	1,058,000	1,148,286	842,955	-
All Other Personal Services	8,920,567	3,029,808	1,616,713	3,064,196	1,209,850	-
Subtotal Personal Services	338,747,827	108,859,752	60,779,559	105,688,257	58,478,407	4,941,852
Fringe Benefits	225,991,466	71,191,020	42,271,348	69,743,948	39,389,135	3,396,015
Worker's Comp. Recovery	1,147,756	370,378	205,185	400,000	172,193	-
Total P.S. & Fringe Benefits	565,887,049	180,421,150	103,256,092	175,832,205	98,039,735	8,337,867
Other Expenses:						
Inst. Financial Aid/Match	42,642,208	14,134,300	11,396,109	11,196,392	5,915,407	-
Waivers	13,410,448	3,202,530	1,395,714	7,532,640	1,279,564	-
Utilities	21,659,275	5,762,141	4,325,899	7,051,500	4,519,735	-
All Other Expenses	110,308,229	37,538,596	18,720,119	29,981,361	19,638,997	4,429,156
Total Other Expenses	188,020,160	60,637,567	35,837,841	55,761,893	31,353,703	4,429,156
Total Expenditures	753,907,209	241,058,717	139,093,933	231,594,098	129,393,438	12,767,023
Addition to (Use of) Funds Before Transfers	(9,114,914)	(2,286,862)	2,220,890	(5,892,369)	1,072,583	(4,229,156)
Designated Transfers						
Debt Service	(29,312,081)	(8,836,368)	(6,937,812)	(7,970,572)	(5,567,329)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(29,312,081)	(8,836,368)	(6,937,812)	(7,970,572)	(5,567,329)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,057,289)	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
CARES Act Funding Support	-	-	-	-	-	-
Reduction plans to address shortfall	5,180,519	5,180,519	-	-	-	-
Total Transfers and Commitments	5,180,519	4,123,230	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
Net Change Subtotal	(33,246,476)	(7,000,000)	(5,774,211)	(14,920,230)	(5,552,035)	(0)
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	245,004	-
Net Change	(33,001,472)	(7,000,000)	(5,774,211)	(14,920,230)	(5,307,031)	(0)

CENTRAL CONNECTICUT STATE UNIVERSITY

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

FY21 Revised Budget vs. Original

	FY21 Original Budget	FY21 Revised Budget	FY21 Revised vs. Original Bud	
	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:				
Tuition (Gross)	44,856,831	47,403,239	2,546,408	5.70%
Part Time Tuition (Gross)	11,471,387	11,960,884	489,497	4.30%
General University Fee (PT students)	10,882,388	11,389,476	507,088	4.70%
University General Fee (excluding Accident Ins.)	27,209,000	28,863,000	1,654,000	6.10%
University Fee (DS)	6,438,000	6,801,000	363,000	5.60%
Extension Fee (Gross)	11,394,684	11,456,584	61,900	0.50%
All Other Student Fees	2,685,790	2,613,627	(72,163)	-2.70%
Accident Insurance	-	-	-	NA
State Appropriations	45,645,299	45,307,524	(337,775)	-0.70%
Addtl State Appropriation (Dev Education, Outcomes and IMRP)	785,143	745,143	(40,000)	-5.10%
Fringe Benefits Paid By State	47,222,333	46,860,086	(362,247)	-0.80%
Housing	15,710,462	7,978,503	(7,731,959)	-49.20%
Food Service	10,963,874	5,462,007	(5,501,867)	-50.20%
All Other Revenue	6,597,559	5,292,450	(1,305,108)	-19.80%
Less: Contra Revenue	(3,090,895)	(2,669,587)	421,308	-13.60%
Total Revenue	238,771,855	229,463,937	(9,307,918)	-3.90%
Expenditures:				
Personal Services:				
Total Full Time	87,134,576	85,738,794	(1,395,782)	-1.60%
Part Time:				
Lecturers (PTLs)	11,235,213	10,776,260	(458,953)	-4.10%
Lecturers (NCLs)	1,300,000	1,300,000	-	0.00%
Perm/Intermit PT	268,355	268,355	-	0.00%
University Assistants	960,000	960,000	-	0.00%
Graduate Assistants	604,800	604,800	-	0.00%
Student Labor	2,890,000	2,890,000	-	0.00%
Other Part Time	635,000	635,000	-	0.00%
Total Part Time	17,893,368	17,434,415	(458,953)	-2.60%
Overtime	802,000	802,000	-	0.00%
All Other Personal Services	3,029,808	3,029,808	-	0.00%
Subtotal Personal Services	108,859,752	107,005,017	(1,854,735)	-1.70%
Fringe Benefits	71,191,020	69,022,880	(2,168,140)	-3.00%
Worker's Comp. Recovery	370,378	360,518	(9,860)	-2.70%
Total P.S. & Fringe Benefits	180,421,150	176,388,415	(4,032,735)	-2.20%
Other Expenses:				
Inst. Financial Aid/Match	14,134,300	14,134,300	-	0.00%
Waivers	3,202,530	2,780,420	(422,110)	-13.20%
Utilities	5,762,141	5,062,141	(700,000)	-12.10%
All Other Expenses	37,538,596	36,395,731	(1,142,865)	-3.00%
Total Other Expenses	60,637,567	58,372,592	(2,264,975)	-3.70%
Total Expenditures	241,058,717	234,761,007	(6,297,710)	-2.60%
Addition to (Use of) Funds Before Transfers	(2,286,862)	(5,297,070)	(3,010,208)	131.60%
Designated Transfers				
Debt Service (University Fee)	(6,325,000)	(6,688,000)	(363,000)	5.70%
Debt Service Residence Halls	(1,000,000)	(1,000,000)	-	0.00%
Debt Service Parking Garage (Welte & W/D Design)	(791,118)	(791,118)	-	0.00%
Debt Service Parking Garage (W/D Garage Construction)	(720,250)	(720,250)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	NA
Total Designated Transfers	(8,836,368)	(9,199,368)	(363,000)	4.10%
Other Requests, Transfers and Additional Commitments				
Transfer to SO - GF/OF swap	(1,057,289)	(1,057,289)	-	0.00%
CARES Act Funding Institutional Support FY20	-	815,608	815,608	NA
CRF Funding Approved	-	2,414,617	-	-100.00%
Projected reduction plan to address shortfall	5,180,519	-	(5,180,519)	-47.30%
Total Transfers and Commitments	4,123,230	2,172,936	(1,950,294)	76.10%
Net Change	(7,000,000)	(12,323,502)	(5,323,502)	

EASTERN CONNECTICUT STATE UNIVERSITY

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

FY21 Revised Budget vs. Original

	FY21 Original Budget	FY21 Revised Budget	FY21 Revised vs. Original Bud	
	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:				
Tuition (Gross)	24,498,230	22,681,521	(1,816,709)	-7.40%
Part Time Tuition (Gross)	1,582,320	1,806,872	224,552	14.20%
General University Fee (PT students)	1,760,142	2,028,018	267,876	15.20%
University General Fee (excluding Accident Ins.)	19,098,191	17,885,686	(1,212,505)	-6.30%
University Fee (DS)	3,765,874	3,510,374	(255,500)	-6.80%
Extension Fee (Gross)	2,834,850	2,589,314	(245,536)	-8.70%
All Other Student Fees	776,382	776,382	-	0.00%
Accident Insurance	183,741	183,984	243	0.10%
State Appropriations	30,557,990	30,331,861	(226,129)	-0.70%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	26,507,604	26,311,275	(196,329)	-0.70%
Housing	21,278,192	17,327,507	(3,950,685)	-18.60%
Food Service	7,087,902	5,541,792	(1,546,110)	-21.80%
All Other Revenue	2,261,692	1,378,961	(882,731)	-39.00%
Less: Contra Revenue	(1,263,430)	(1,183,254)	80,176	-6.30%
Total Revenue	141,314,823	131,555,436	(9,759,387)	-6.90%
Expenditures:				
<u>Personal Services:</u>				
Total Full Time	47,274,208	46,377,038	(897,170)	-1.90%
<u>Part Time:</u>				
Lecturers (PTLs)	5,441,712	5,441,712	-	0.00%
Lecturers (NCLs)	351,648	351,648	-	0.00%
Perm/Intermit PT	263,271	263,271	-	0.00%
University Assistants	1,550,437	1,330,181	(220,256)	-14.20%
Graduate Assistants	250,000	250,000	-	0.00%
Student Labor	2,617,701	2,394,901	(222,800)	-8.50%
Other Part Time	355,869	355,869	-	0.00%
Total Part Time	10,830,638	10,387,582	(443,056)	-4.10%
Overtime	1,058,000	1,058,000	-	0.00%
All Other Personal Services	1,616,713	1,616,713	-	0.00%
Subtotal Personal Services	60,779,559	59,439,333	(1,340,226)	-2.20%
Fringe Benefits	42,271,348	40,491,066	(1,780,282)	-4.20%
Worker's Comp. Recovery	205,185	200,886	(4,299)	-2.10%
Total P.S. & Fringe Benefits	103,256,092	100,131,285	(3,124,807)	-3.00%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	11,396,109	12,100,000	703,891	6.20%
Waivers	1,395,714	1,458,121	62,407	4.50%
Utilities	4,325,899	4,325,899	-	0.00%
All Other Expenses	18,720,119	18,463,759	(256,360)	-1.40%
Total Other Expenses	35,837,841	36,347,779	509,938	1.40%
Total Expenditures	139,093,933	136,479,064	(2,614,869)	-1.90%
Addition to (Use of) Funds Before Transfers	2,220,890	(4,923,628)	(7,144,518)	-321.70%
Designated Transfers				
Debt Service (University Fee)	(3,715,712)	(3,463,616)	252,096	-6.80%
Debt Service Residence Halls	(2,724,727)	(2,724,727)	-	0.00%
Debt Service Parking Garage	(497,373)	(497,373)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	NA
Total Designated Transfers	(6,937,812)	(6,685,716)	252,096	-3.60%
Transfers and Additional Commitments				
Transfer to SO - GF/OF swap	(1,057,289)	(1,057,289)	-	0.00%
CARES Act Funding Institutional Support FY20	-	527,027	527,027	NA
CRF Funding Approved	-	946,196	946,196	NA
Total Transfers and Commitments	(1,057,289)	415,934	1,473,223	-139.30%
Net Change	(5,774,211)	(11,193,410)	(5,419,199)	93.90%

SOUTHERN CONNECTICUT STATE UNIVERSITY

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

FY21 Revised Budget vs. Original

	FY21 Original Budget	FY21 Revised Budget	FY21 Revised vs. Original Bud	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:				
Tuition (Gross)	44,648,322	46,251,528	1,603,206	3.60%
Part Time Tuition (Gross)	8,262,703	8,361,648	98,945	1.20%
General University Fee (PT students)	9,239,462	8,649,404	(590,058)	-6.40%
University General Fee (excluding Accident Ins.)	28,884,426	30,120,337	1,235,911	4.30%
University Fee (DS)	6,445,572	7,078,219	632,647	9.80%
Extension Fee (Gross)	10,393,961	12,099,282	1,705,321	16.40%
All Other Student Fees	1,809,631	1,809,631	-	0.00%
Accident Insurance	304,172	317,055	12,883	4.20%
State Appropriations	43,468,547	43,146,880	(321,667)	-0.70%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	44,936,787	44,591,739	(345,048)	-0.80%
Housing	15,627,067	11,375,798	(4,251,269)	-27.20%
Food Service	8,575,937	6,163,167	(2,412,770)	-28.10%
All Other Revenue	4,720,000	4,659,794	(60,206)	-1.30%
Less: Contra Revenue	(2,000,000)	(2,000,000)	-	0.00%
Total Revenue	225,701,730	223,009,625	(2,692,105)	-1.20%
Expenditures:				
Personal Services:				
Total Full Time	82,063,482	83,767,024	1,703,542	2.10%
Part Time:				
Lecturers (PTLs)	11,327,021	11,927,021	600,000	5.30%
Lecturers (NCLs)	1,323,000	1,323,000	-	0.00%
Perm/Intermit PT	727,489	727,489	-	0.00%
University Assistants	1,005,577	1,137,577	132,000	13.10%
Graduate Assistants	1,339,571	1,137,577	(201,994)	-15.10%
Student Labor	3,204,602	3,204,602	-	0.00%
Other Part Time	485,033	485,033	-	0.00%
Total Part Time	19,412,293	19,942,299	530,006	2.70%
Overtime	1,148,286	1,048,286	(100,000)	-8.70%
All Other Personal Services	3,064,196	3,158,196	94,000	3.10%
Subtotal Personal Services	105,688,257	107,915,805	2,227,548	2.10%
Fringe Benefits	69,743,948	71,258,866	1,514,918	2.20%
Worker's Comp. Recovery	400,000	300,000	(100,000)	-25.00%
Total P.S. & Fringe Benefits	175,832,205	179,474,671	3,642,466	2.10%
Other Expenses:				
Inst. Financial Aid/Match	11,196,392	13,616,607	2,420,215	21.60%
Waivers	7,532,640	7,752,235	219,595	2.90%
Utilities	7,051,500	6,671,500	(380,000)	-5.40%
All Other Expenses	29,981,361	26,631,361	(3,350,000)	-11.20%
Total Other Expenses	55,761,893	54,671,703	(1,090,190)	-2.00%
Total Expenditures	231,594,098	234,146,374	2,552,276	1.10%
Addition to (Use of) Funds Before Transfers	(5,892,369)	(11,136,749)	(5,244,381)	89.00%
Designated Transfers				
Debt Service (University Fee)	(6,270,572)	(6,903,219)	(632,647)	10.10%
Debt Service Residence Halls	(800,000)	(800,000)	-	0.00%
Debt Service Parking Garage	(900,000)	(876,096)	23,904	-2.70%
Auxiliary Renewal and Replacement	-	-	-	NA
Total Designated Transfers	(7,970,572)	(8,579,315)	(608,743)	7.60%
Transfers and Additional Commitments				
Transfer to SO - GF OF swap	(1,057,289)	(1,057,289)	-	0.00%
CARES Act Funding Institutional Support FY20	-	1,096,207	1,096,207	NA
CRF Funding Approved	-	1,114,510	1,114,510	NA
Total Transfers and Commitments	(1,057,289)	1,153,428	2,210,717	-209.10%
Net Change	(14,920,230)	(18,562,636)	(3,642,407)	24.40%

WESTERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY21 Revised Budget vs. Original

	FY21 Original Budget	FY21 Revised Budget	FY21 Revised vs. Original Bud	
	Dollars (\$)	Dollars (\$)	Inc (Dec)	
			Dollars (\$)	Percent %
Revenue:				
Tuition (Gross)	22,795,251	23,894,191	1,098,940	4.80%
Part Time Tuition (Gross)	5,469,889	5,330,833	(139,056)	-2.50%
General University Fee (PT students)	4,715,642	4,293,963	(421,679)	-8.90%
University General Fee (excluding Accident Ins.)	15,734,987	16,487,459	752,472	4.80%
University Fee (DS)	3,444,809	3,609,873	165,064	4.80%
Extension Fee (Gross)	3,890,275	4,013,671	123,396	3.20%
All Other Student Fees	2,035,306	1,629,324	(405,982)	-19.90%
Accident Insurance	167,554	175,513	7,959	4.80%
State Appropriations	28,501,807	28,290,894	(210,913)	-0.70%
Addtl State Appropriation (Dev Education, Outcomes and IMRP)	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	25,120,136	24,935,932	(184,204)	-0.70%
Housing	9,810,416	6,287,907	(3,522,509)	-35.90%
Food Service	5,245,133	3,400,104	(1,845,029)	-35.20%
All Other Revenue	4,369,349	5,855,409	1,486,060	34.00%
Less: Contra Revenue	(1,219,676)	(1,219,676)	-	0.00%
Total Revenue	130,466,021	127,370,540	(3,095,481)	-2.40%
Expenditures:				
<u>Personal Services:</u>				
Total Full Time	45,529,515	47,849,297	2,319,782	5.10%
<u>Part Time:</u>				
Lecturers (PTLs)	7,023,061	7,023,061	-	0.00%
Lecturers (NCLs)	581,097	581,097	-	0.00%
Perm/Intermit PT	130,125	97,861	(32,264)	-24.80%
University Assistants	765,525	765,525	-	0.00%
Graduate Assistants	196,812	196,812	-	0.00%
Student Labor	1,766,420	1,766,420	-	0.00%
Other Part Time	433,047	433,047	-	0.00%
Total Part Time	10,896,087	10,863,823	(32,264)	-0.30%
Overtime	842,955	923,455	80,500	9.50%
All Other Personal Services	1,209,850	1,303,850	94,000	7.80%
Subtotal Personal Services	58,478,407	60,940,425	2,462,018	4.20%
Fringe Benefits	39,389,135	40,667,732	1,278,597	3.20%
Worker's Comp. Recovery	172,193	185,021	12,828	7.40%
Total P.S. & Fringe Benefits	98,039,735	101,793,178	3,753,443	3.80%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	5,915,407	5,795,000	(120,407)	-2.00%
Waivers	1,279,564	1,181,846	(97,718)	-7.60%
Utilities	4,519,735	4,019,735	(500,000)	-11.10%
All Other Expenses	19,638,997	19,498,699	(140,298)	-0.70%
Total Other Expenses	31,353,703	30,495,280	(858,423)	-2.70%
Total Expenditures	129,393,438	132,288,458	2,895,020	2.20%
Addition to (Use of) Funds Before Transfers	1,072,583	(4,917,918)	(5,990,501)	-558.50%
Designated Transfers				
Debt Service (University Fee)	(3,444,809)	(3,609,873)	(165,064)	4.80%
Debt Service Residence Halls	(1,370,086)	(1,370,086)	-	0.00%
Debt Service Parking Garage	(681,460)	(681,460)	-	0.00%
Debt Service WS Parking Garage	(70,974)	(70,974)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	NA
Total Designated Transfers	(5,567,329)	(5,732,393)	(165,064)	3.00%
Transfers and Additional Commitments				
Transfer to SO - GF OF swap	(1,057,289)	(1,057,289)	-	0.00%
CARES Act Funding Institutional Support FY20	-	290,518	290,518	NA
CRF Funding Approved	-	924,246	924,246	NA
Total Transfers and Commitments	(1,057,289)	157,475	1,214,764	-114.90%
Net Change Subtotal	(5,552,035)	(10,492,836)	(4,940,801)	89.00%
WCSU Foundation Reserves - Tuition Offset	245,004	245,004	-	0.00%
Net Change	(5,307,031)	(10,247,832)	(4,246,982)	400.60%

SYSTEM OFFICE/SYSTEMWIDE/MANDATES

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

FY21 Revised Budget vs. Original

	FY21 Original Budget	FY21 Revised Budget	FY21 Revised vs. Original Bud	
	Dollars (\$)	Dollars (\$)	Inc (Dec)	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	5,141,852	5,105,181	(36,671)	-0.70%
Addtl State Appropriation (Dev Education, Outcomes and IMRP)	-	-	-	NA
Fringe Benefits Paid By State	3,396,015	3,396,015	-	0.00%
Housing	-	-	-	NA
Food Service	-	-	-	NA
All Other Revenue	-	-	-	NA
Less: Contra Revenue	-	-	-	NA
Total Revenue	8,537,867	8,501,196	(36,671)	-0.40%
Expenditures:				
Personal Services:				
Total Full Time	4,928,592	4,891,921	(36,671)	-0.70%
Part Time:				
Lecturers (PTLs)	-	-	-	NA
Lecturers (NCLs)	-	-	-	NA
Perm/Intermit PT	-	-	-	NA
University Assistants	13,260	13,260	-	0.00%
Graduate Assistants	-	-	-	NA
Student Labor	-	-	-	NA
Other Part Time	-	-	-	NA
Total Part Time	13,260	13,260	-	0.00%
Overtime	-	-	-	NA
All Other Personal Services	-	-	-	NA
Subtotal Personal Services	4,941,852	4,905,181	(36,671)	-0.70%
Fringe Benefits	3,396,015	3,396,015	-	0.00%
Worker's Comp. Recovery	-	-	-	NA
Total P.S. & Fringe Benefits	8,337,867	8,301,196	(36,671)	-0.40%
Other Expenses:				
Inst. Financial Aid/Match	-	-	-	NA
Waivers	-	-	-	NA
Utilities	-	-	-	NA
All Other Expenses	4,429,156	4,429,156	-	0.00%
Total Other Expenses	4,429,156	4,429,156	-	0.00%
Total Expenditures	12,767,023	12,730,352	(36,671)	-0.30%
Addition to (Use of) Funds Before Transfers	(4,229,156)	(4,229,156)	-	0.00%
Transfers and Additional Commitments				
Transfer to SO - GF OF swap	4,229,156	4,229,156	-	0.00%
Other Transfers to Univ	-	-	-	NA
Total Transfers and Commitments	4,229,156	4,229,156	-	0.00%
Net Change	(0)	(0)	-	0.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

Attachment D

Colleges: Consolidated

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	122,135,604	105,731,672	(16,403,932)	-13%
Fees	55,568,463	49,491,099	(6,077,364)	-11%
State Appropriations	149,218,817	148,518,817	(700,000)	-1%
Addtl State Appropriation (Dev Edu and Outcomes)	7,362,650	8,523,582	1,160,933	16%
GF Fringe Benefits Paid by State	134,856,063	134,317,245	(538,818)	0%
OF Fringe Benefits Paid by State	36,550,000	36,550,000	(0)	0%
Private Gifts, Grants and Contracts	123,500	123,500	-	NA
Sales of Educational Activities	608,557	524,149	(84,408)	-14%
All Other Revenue	1,950,059	1,985,502	35,443	2%
Less Contra Revenue	(2,398,041)	(2,318,791)	79,250	-3%
Total Revenue	505,975,672	483,446,776	(22,528,897)	-5%
Expenditures:				
Personnel Services:				
Full Time (601000)	173,567,663	166,601,478	(6,966,185)	-4%
Continuing Part Time (601100)	1,301,835	1,301,835	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	21,195,292	20,164,934	(1,030,358)	-5%
Clinical EA (601201)	6,471,758	6,471,758	-	NA
Contractual PTL (601302)	44,353,757	42,609,989	(1,743,768)	-4%
Contractual NCL (601300)	3,753,905	3,492,729	(261,176)	-7%
Contractual ECL (601301)	7,243,524	6,746,216	(497,308)	-7%
Student Labor (601400, 01, 02, 601406)	1,990,726	1,990,726	-	NA
Overtime (601501, 601502)	1,038,063	1,038,063	-	NA
All Other Personnel Services	4,598,399	4,950,591	352,192	8%
Subtotal Personnel Services	265,514,922	255,368,319	(10,146,603)	-4%
Fringe Benefits	182,201,540	176,518,944	(5,682,595)	-3%
Total P.S. & Fringe Benefits	447,716,462	431,887,263	(15,829,198)	-4%
Other Expenses:				
Inst. Financial Aid/Match	16,040,304	14,334,290	(1,706,014)	-11%
Waivers	4,539,661	4,327,950	(211,711)	-5%
Utilities	9,442,005	9,417,005	(25,000)	0%
All Other Expenses	66,495,487	56,601,253	(9,894,234)	-15%
Total Other Expenses	96,517,457	84,680,498	(11,836,959)	-12%
Total Expenditures	544,233,919	516,567,762	(27,666,157)	-5%
Addition to (Use of) Funds Before Transfers	(38,258,247)	(33,120,986)	5,137,261	-13%
Transfers, Additional Funds and Commitments				
Transfer in	23,786,746	23,782,298	(4,448)	0%
Transfer out	(22,752,291)	(22,751,320)	971	0%
CARES Act Funding Institutional Support	12,325,512	12,246,435	(79,077)	-1%
CARES Act Funding Additional Scholarships	-	2,000,003	2,000,003	NA
Holdback	12,943,836	-	(12,943,836)	-100%
Total Transfers, Additional Funds and Commitments	26,303,803	15,277,416	(11,026,387)	-42%
Net Change Subtotal	(11,954,444)	(17,843,570)	(5,889,126)	49%
Use of Unrestricted Reserves for PACT	(3,000,000)	(3,000,000)	-	NA
Net Change	(14,954,444)	(20,843,570)	(5,889,126)	39%
System-wide Additional Reductions (1)				
Hiring Freeze		2,500,000	2,500,000	NA
Reduce All Other Expense budgets by 2%		1,000,000	1,000,000	NA
Reduce Overtime		400,000	400,000	NA
Reduce Part-time Lecturers		500,000	500,000	NA
Net Change	(14,954,444)	(16,443,570)	(1,489,126)	10%

(1) Additional Reduction (\$) Amount per College to be distributed.

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget
All Colleges Consolidated

Account Name	CSCC Consolidated	CSCC	Shared Services	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:																
Tuition (Gross)	105,731,672	-	-	-	3,219,000	7,159,028	15,622,504	10,652,628	12,219,153	5,794,436	14,098,001	12,621,382	3,451,198	3,357,761	8,316,843	9,219,738
Fees	49,491,099	-	-	-	2,438,308	3,719,447	7,734,002	3,178,200	5,039,487	3,257,232	6,222,297	5,563,087	1,163,422	1,392,109	4,646,797	5,136,711
State Appropriations	148,518,817	8,926,807	13,230,602	1,555,797	6,804,108	9,421,841	16,302,779	11,991,138	13,801,019	6,847,414	16,090,144	12,568,371	5,800,311	5,695,043	9,690,630	9,792,813
Addtl State Appropriation (Dev Edu and Outcor	8,523,582	1,196,017	-	-	227,607	497,682	1,045,228	726,004	998,942	395,569	964,825	856,270	184,424	244,785	601,703	584,526
GF Fringe Benefits Paid by State	134,317,245	5,865,696	-	1,000,607	7,337,257	9,971,215	15,864,619	11,951,153	14,259,368	7,243,931	16,519,955	12,050,374	6,053,000	6,036,147	9,980,359	10,183,565
OF Fringe Benefits Paid by State	36,550,000	-	9,457,850	-	293,852	2,965,528	3,154,964	2,680,023	4,826,805	1,027,281	4,940,076	2,858,751	-	-	2,419,479	1,925,391
Private Gifts, Grants and Contracts	123,500	-	-	-	-	-	-	-	-	12,000	-	-	111,000	-	-	500
Sales of Educational Activities	524,149	-	-	-	19,100	30,000	10,000	130,000	-	4,000	111,049	190,000	-	-	-	30,000
All Other Revenue	1,985,502	-	-	-	184,396	123,575	213,400	290,000	(421,637)	280,000	148,016	339,600	62,010	220,999	347,413	197,730
Less Contra Revenue	(2,318,791)	-	-	-	(108,329)	(280,000)	(304,512)	(225,000)	(150,000)	(115,000)	(230,000)	(258,600)	(94,350)	(23,000)	(325,000)	(205,000)
Total Revenue	483,446,776	15,988,520	22,688,452	2,556,404	20,415,299	33,608,315	59,642,984	41,374,146	50,573,137	24,746,862	58,864,364	46,789,235	16,731,015	16,923,844	35,678,225	36,865,974
Expenditures:																
Personnel Services:																
Full Time (601000)	166,601,478	6,106,156	12,197,948	1,461,689	4,771,796	12,614,146	18,532,086	15,058,727	18,253,781	8,707,997	19,326,204	17,021,721	6,273,892	5,468,846	10,250,580	10,555,910
Continuing Part Time (601100)	1,301,835	-	-	-	-	-	150,570	163,808	20,000	75,893	217,912	197,822	-	180,213	-	295,617
Temporary Part Time (601200, 02, 03, 04, 6013)	20,164,934	-	-	-	3,205,608	1,837,976	2,708,516	1,426,983	1,518,822	840,290	2,132,794	983,735	243,082	908,874	2,296,990	2,061,264
Clinical EA (601201)	6,471,758	-	-	-	-	1,877,687	1,020,761	-	109,103	-	1,299,760	881,118	337,663	-	641,032	304,634
Contractual PTL (601302)	42,609,989	-	-	-	1,412,460	2,155,224	7,147,005	4,460,060	4,853,608	2,402,299	5,486,677	4,407,591	1,349,706	1,531,290	3,761,856	3,642,213
Contractual NCL (601300)	3,492,729	-	-	-	241,497	312,000	573,935	-	275,000	214,725	348,151	486,824	47,070	168,776	345,723	479,028
Contractual ECL (601301)	6,746,216	-	-	-	233,021	465,500	977,275	378,103	913,681	428,149	741,611	789,992	134,722	138,467	896,544	649,150
Student Labor (601400, 01, 02, 601406)	1,990,726	205,732	-	-	45,913	40,225	250,000	228,000	220,000	199,843	114,230	305,000	26,000	11,324	200,000	144,459
Overtime (601501, 601502)	1,038,063	-	-	-	7,100	60,000	344,000	210,000	90,000	25,000	105,740	75,000	20,000	45,000	15,000	41,223
All Other Personnel Services	4,950,591	-	-	-	165,887	464,092	80,122	640,000	647,521	261,895	396,237	893,000	200,000	295,252	491,826	414,759
Subtotal Personnel Services	255,368,319	6,311,887	12,197,948	1,461,689	10,083,282	19,826,850	31,784,270	22,565,681	26,901,516	13,156,091	30,169,317	26,041,803	8,632,135	8,748,042	18,899,551	18,588,257
Fringe Benefits	176,518,944	4,134,286	8,552,953	916,867	7,358,714	13,181,104	21,443,302	15,413,550	20,499,149	8,931,749	22,562,722	15,753,248	6,175,824	5,991,914	12,378,599	13,224,964
Total P.S. & Fringe Benefits	431,887,263	10,446,173	20,750,901	2,378,556	17,441,996	33,007,954	53,227,572	37,979,231	47,400,665	22,087,840	52,732,039	41,795,051	14,807,959	14,739,956	31,278,150	31,813,221
Other Expenses:																
Inst. Financial Aid/Match	14,334,290	-	-	-	371,664	880,000	2,546,348	1,883,400	1,784,873	905,204	1,064,924	1,749,599	329,125	329,143	1,174,026	1,315,984
Waivers	4,327,950	-	-	-	184,168	245,000	361,000	460,000	170,000	257,000	1,355,289	647,408	233,085	55,000	235,000	125,000
Utilities	9,417,005	-	-	900	362,267	770,218	913,800	982,000	1,100,000	350,000	1,240,000	1,235,000	514,500	237,820	900,000	810,500
All Other Expenses	56,601,253	6,082,160	16,379,832	289,310	1,540,708	2,371,614	6,818,772	3,755,765	2,469,833	2,065,013	2,544,677	4,349,175	650,000	1,285,072	2,972,500	3,026,822
Total Other Expenses	84,680,498	6,082,160	16,379,832	290,210	2,458,807	4,266,832	10,639,920	7,081,165	5,524,706	3,577,217	6,204,890	7,981,182	1,726,710	1,907,035	5,281,526	5,278,306
Total Expenditures	516,567,762	16,528,333	37,130,733	2,668,766	19,900,803	37,274,786	63,867,492	45,060,396	52,925,371	25,665,057	58,936,929	49,776,233	16,534,669	16,646,991	36,559,676	37,091,527
Addition to (Use of) Funds Before Transfers	(33,120,986)	(539,813)	(14,442,281)	(112,362)	514,496	(3,666,470)	(4,224,508)	(3,686,250)	(2,352,234)	(918,195)	(72,565)	(2,986,998)	196,346	276,853	(881,452)	(225,553)
Transfers, Additional Funds and Commitments																
Transfer in	23,782,298	6,082,160	16,375,474	290,210	25,085	-	64,272	-	412,672	-	-	200,000	-	35,575	-	296,850
Transfer out	(22,751,320)	-	-	-	(869,642)	(1,417,090)	(3,220,954)	(2,351,286)	(2,907,239)	(1,245,677)	(3,016,050)	(2,717,641)	(590,689)	(683,674)	(1,909,708)	(1,821,670)
CARES Act Funding Institutional Support	12,246,435	-	-	-	607,719	1,016,011	1,500,402	1,237,530	1,617,601	309,163	1,751,838	1,594,831	-	391,972	1,126,615	1,092,753
CARES Act Funding Additional Scholarships	2,000,003	-	-	-	-	-	647,960	487,905	-	352,527	157,926	-	301,133	52,552	-	-
Holdback	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Transfers, Additional Funds and Commitm	15,277,416	6,082,160	16,375,474	290,210	(236,838)	(401,079)	(1,008,320)	(625,851)	(876,966)	(583,987)	(1,106,286)	(922,810)	(289,556)	(203,575)	(783,093)	(432,067)
Net Change Subtotal	(17,843,570)	5,542,347	1,933,193	177,848	277,658	(4,067,549)	(5,232,828)	(4,312,101)	(3,229,200)	(1,502,182)	(1,178,851)	(3,909,807)	(93,210)	73,278	(1,664,545)	(657,620)
Use of Unrestricted Reserves for PACT	(3,000,000)	-	-	(3,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	(20,843,570)	5,542,347	1,933,193	(2,822,152)	277,658	(4,067,549)	(5,232,828)	(4,312,101)	(3,229,200)	(1,502,182)	(1,178,851)	(3,909,807)	(93,210)	73,278	(1,664,545)	(657,620)

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Original Budget

All Colleges Consolidated _____

Account Name	CSCC Consolidated	CSCC	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:															
Tuition (Gross)	122,135,604	-	-	3,929,411	8,271,567	17,640,653	13,241,000	14,946,251	6,406,695	16,703,016	14,375,000	3,445,440	3,528,579	9,466,566	10,181,426
Fees	55,568,463	-	-	2,870,172	4,251,390	8,119,092	3,509,009	6,176,551	3,248,149	7,153,483	7,136,500	1,188,169	1,602,602	4,866,372	5,446,974
State Appropriations	149,218,817	8,968,881	1,563,130	7,344,263	10,294,178	18,261,450	13,421,650	15,564,612	7,607,470	17,928,099	14,215,687	6,172,758	6,121,319	10,852,045	10,903,275
Addtl State Appropriation (Dev Edu and Outcom	7,362,650	-	-	228,697	500,065	1,050,232	729,480	1,003,725	397,463	969,444	860,370	185,307	245,957	604,584	587,325
GF Fringe Benefits Paid by State	134,856,063	5,865,696	1,000,607	7,365,169	10,012,687	15,924,876	11,998,291	14,318,527	7,274,341	16,586,709	12,097,779	6,054,631	6,110,648	10,020,341	10,225,762
OF Fringe Benefits Paid by State	36,550,000	-	-	655,352	3,554,595	4,493,875	3,657,611	6,035,309	1,545,094	6,193,811	3,988,658	245,542	284,195	3,213,321	2,682,637
Private Gifts, Grants and Contracts	123,500	-	-	-	-	-	-	-	12,000	-	-	111,000	-	-	500
Sales of Educational Activities	608,557	-	-	19,100	30,000	10,000	130,000	4,408	4,000	111,049	190,000	-	-	-	110,000
All Other Revenue	1,950,059	-	-	184,396	123,575	213,400	290,000	(291,124)	180,000	149,559	239,600	72,010	218,500	347,413	222,730
Less Contra Revenue	(2,398,041)	-	-	(108,329)	(280,000)	(304,512)	(225,000)	(209,250)	(115,000)	(230,000)	(258,600)	(94,350)	(23,000)	(325,000)	(225,000)
Total Revenue	505,975,672	14,834,577	2,563,737	22,488,231	36,758,056	65,409,066	46,752,041	57,549,009	26,560,211	65,565,171	52,844,994	17,380,507	18,088,800	39,045,643	40,135,629
Expenditures:															
<u>Personnel Services:</u>															
Full Time (601000)	164,804,514	-	1,563,130	5,382,030	13,800,929	20,631,178	16,277,375	20,495,637	9,349,620	21,821,456	18,715,096	6,863,856	6,193,514	11,818,872	11,891,821
Continuing Part Time (601100)	1,301,835	-	-	-	-	150,570	163,808	20,000	75,893	217,912	197,822	-	180,213	-	295,617
Temporary Part Time (601200, 02, 03, 04, 6013	30,164,173	8,968,881	-	3,277,968	1,890,733	2,829,771	1,995,620	1,575,150	840,290	2,192,770	1,016,010	252,381	908,874	2,155,437	2,260,288
Clinical EA (601201)	6,471,758	-	-	-	1,877,687	1,020,761	-	109,103	-	1,299,760	881,118	337,663	-	641,032	304,634
Contractual PTL (601302)	50,219,453	5,865,696	-	1,608,390	2,197,525	7,267,505	4,689,560	4,853,608	2,437,226	5,713,232	4,683,091	1,327,500	1,573,278	4,088,974	3,913,868
Contractual NCL (601300)	3,753,905	-	-	241,497	312,000	573,935	-	275,000	214,725	348,151	728,000	47,070	188,776	345,723	479,028
Contractual ECL (601301)	7,243,524	-	-	409,438	465,500	1,108,373	378,103	778,682	428,149	741,611	889,992	134,722	198,951	896,544	813,458
Student Labor (601400, 01, 02, 601406)	1,784,994	-	-	45,913	40,225	250,000	228,000	220,000	199,843	114,230	305,000	26,000	11,324	200,000	144,459
Overtime (601501, 601502)	1,038,063	-	-	7,100	60,000	344,000	210,000	90,000	25,000	105,740	75,000	20,000	45,000	15,000	41,223
All Other Personnel Services	4,598,399	-	-	165,887	464,092	-	640,000	547,521	261,895	396,237	893,000	200,000	295,252	319,756	414,759
Subtotal Personnel Services	271,380,617	14,834,577	1,563,130	11,138,223	21,108,691	34,176,093	24,582,466	28,964,701	13,832,641	32,951,100	28,384,129	9,209,192	9,595,182	20,481,338	20,559,155
Fringe Benefits	182,201,540	5,865,696	1,000,607	8,122,951	13,997,330	23,222,550	16,736,295	21,985,510	9,650,737	23,635,616	17,164,309	6,556,749	6,383,048	13,379,275	14,500,867
Total P.S. & Fringe Benefits	453,582,157	20,700,273	2,563,737	19,261,174	35,106,021	57,398,643	41,318,761	50,950,211	23,483,378	56,586,716	45,548,438	15,765,941	15,978,230	33,860,613	35,060,022
<u>Other Expenses:</u>															
Inst. Financial Aid/Match	16,040,304	-	-	499,624	1,025,000	2,546,348	1,883,400	2,171,550	905,204	1,455,676	1,974,599	329,125	411,429	1,374,885	1,463,464
Waivers	4,539,661	-	-	184,168	245,000	361,000	460,000	260,000	257,000	1,380,000	647,408	233,085	77,000	235,000	200,000
Utilities	9,442,005	-	900	362,267	770,218	913,800	982,000	1,100,000	350,000	1,240,000	1,235,000	514,500	262,820	900,000	810,500
All Other Expenses	66,495,487	23,812,082	289,310	1,970,349	2,611,542	8,330,221	4,922,867	3,307,180	2,420,182	3,581,369	5,496,375	850,506	1,533,381	3,588,945	3,781,178
Total Other Expenses	96,517,457	23,812,082	290,210	3,016,408	4,651,760	12,151,369	8,248,267	6,838,730	3,932,386	7,657,045	9,353,382	1,927,216	2,284,630	6,098,830	6,255,142
Total Expenditures	550,099,614	44,512,355	2,853,947	22,277,582	39,757,781	69,550,012	49,567,028	57,788,941	27,415,764	64,243,761	54,901,820	17,693,157	18,262,860	39,959,443	41,315,164
Addition to (Use of) Funds Before Transfers	(38,258,247)	(23,812,082)	(290,210)	210,649	(2,999,724)	(4,140,946)	(2,814,987)	(239,932)	(855,553)	1,321,410	(2,056,826)	(312,650)	(174,060)	(913,801)	(1,179,535)
Transfers, Additional Funds and Commitments															
Transfer in	23,786,746	22,462,082	290,210	25,085	-	64,272	-	412,672	-	-	200,000	-	35,575	-	296,850
Transfer out	(22,752,291)	-	-	(869,642)	(1,417,090)	(3,220,954)	(2,351,736)	(2,907,239)	(1,245,677)	(3,016,050)	(2,718,162)	(590,689)	(683,674)	(1,909,708)	(1,821,670)
CARES Act Funding Support	12,325,512	1,350,000	-	460,774	240,605	1,814,136	1,420,438	1,246,329	525,452	1,602,137	1,179,948	249,534	349,756	944,849	941,554
Holdback	12,943,836	2,889,170	-	445,552	795,156	1,391,000	991,341	1,155,779	548,315	1,284,875	1,098,036	353,863	365,257	799,189	826,303
Total Transfers, Additional Funds and Commitme	26,303,803	26,701,252	290,210	61,769	(381,329)	48,454	60,043	(92,459)	(171,910)	(129,038)	(240,178)	12,708	66,914	(165,670)	243,037
Net Change Subtotal	(11,954,444)	2,889,170	0	272,418	(3,381,053)	(4,092,492)	(2,754,944)	(332,391)	(1,027,463)	1,192,372	(2,297,003)	(299,942)	(107,146)	(1,079,471)	(936,498)
Use of Unrestricted Reserves for PACT	(3,000,000)	-	(3,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	(14,954,444)	2,889,170	(3,000,000)	272,418	(3,381,053)	(4,092,492)	(2,754,944)	(332,391)	(1,027,463)	1,192,372	(2,297,003)	(299,942)	(107,146)	(1,079,471)	(936,498)

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

ATTACHMENT F

College: One College

Account Name	FY21 Original Budget	FY21 Revised Budget	FY21 Rev Budget vs. Original	
	Dollars (\$)	Dollars (\$)	Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	-	-	-	NA
Fees	-	-	-	NA
State Appropriations	8,968,881	8,926,807	(42,074)	-1%
Addtl State Appropriation (Dev Edu and Outcomes)	-	1,196,017	1,196,017	NA
GF Fringe Benefits Paid by State	5,865,696	5,865,696	-	NA
OF Fringe Benefits Paid by State	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	-	-	-	NA
All Other Revenue	-	-	-	NA
Less Contra Revenue	-	-	-	NA
Total Revenue	14,834,577	15,988,520	1,153,943	8%
Expenditures:				
Personnel Services:				
Full Time (601000)	8,763,150	6,106,156	(2,656,994)	-30%
Continuing Part Time (601100)	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-	-	NA
Clinical EA (601201)	-	-	-	NA
Contractual PTL (601302)	-	-	-	NA
Contractual NCL (601300)	-	-	-	NA
Contractual ECL (601301)	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	205,732	205,732	-	NA
Overtime (601501, 601502)	-	-	-	NA
All Other Personnel Services	-	-	-	NA
Subtotal Personnel Services	8,968,881	6,311,887	(2,656,994)	-30%
Fringe Benefits	5,865,696	4,134,286	(1,731,410)	-30%
Total P.S. & Fringe Benefits	14,834,577	10,446,173	(4,388,404)	-30%
Other Expenses:				
Inst. Financial Aid/Match	-	-	-	NA
Waivers	-	-	-	NA
Utilities	-	-	-	NA
All Other Expenses	23,812,082	6,082,160	(17,729,922)	-75%
Total Other Expenses	23,812,082	6,082,160	(17,729,922)	-75%
Total Expenditures	38,646,659	16,528,333	(22,118,326)	-57%
Addition to (Use of) Funds Before Transfers	(23,812,082)	(539,813)	23,272,269	-98%
Transfers, Additional Funds and Commitments				
Transfer in	22,462,082	6,082,160	(16,379,922)	-73%
Transfer out	-	-	-	NA
CARES Act Funding Institutional Support	1,350,000	-	(1,350,000)	-100%
CARES Act Funding Additional Scholarships	-	-	-	-
Holdback - One College Delayed Hiring	2,889,170	-	(2,889,170)	-100%
Total Transfers, Additional Funds and Commitments	26,701,252	6,082,160	(20,619,092)	-77%
Net Change Subtotal	2,889,170	5,542,347	2,653,177	92%
Net Change	2,889,170	5,542,347	2,653,177	92%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

ATTACHMENT F

College: Shared Services

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	-	-	-	NA
Fees	-	-	-	NA
State Appropriations	-	13,230,602	13,230,602	NA
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	NA
GF Fringe Benefits Paid by State	-	-	-	NA
OF Fringe Benefits Paid by State	-	9,457,850	9,457,850	NA
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	-	-	-	NA
All Other Revenue	-	-	-	NA
Less Contra Revenue	-	-	-	NA
Total Revenue	-	22,688,452	22,688,452	#DIV/0!
Expenditures:				
Personnel Services:				
Full Time (601000)	-	12,197,948	12,197,948	NA
Continuing Part Time (601100)	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-	-	NA
Clinical EA (601201)	-	-	-	NA
Contractual PTL (601302)	-	-	-	NA
Contractual NCL (601300)	-	-	-	NA
Contractual ECL (601301)	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	-	-	-	NA
Overtime (601501, 601502)	-	-	-	NA
All Other Personnel Services	-	-	-	NA
Subtotal Personnel Services	-	12,197,948	12,197,948	NA
Fringe Benefits	-	8,552,953	8,552,953	NA
Total P.S. & Fringe Benefits	-	20,750,901	20,750,901	NA
Other Expenses:				
Inst. Financial Aid/Match	-	-	-	NA
Waivers	-	-	-	NA
Utilities	-	-	-	NA
All Other Expenses	-	16,379,832	16,379,832	NA
Total Other Expenses	-	16,379,832	16,379,832	NA
Total Expenditures	-	37,130,733	37,130,733	NA
Addition to (Use of) Funds Before Transfers	-	(14,442,281)	(14,442,281)	NA
Transfers, Additional Funds and Commitments				
Transfer in	-	16,375,474	16,375,474	NA
Transfer out	-	-	-	NA
CARES Act Funding Institutional Support	-	-	-	NA
CARES Act Funding Additional Scholarships	-	-	-	NA
Holdback - One College Delayed Hiring	-	-	-	NA
Total Transfers, Additional Funds and Commitments	-	16,375,474	16,375,474	NA
Net Change Subtotal	-	1,933,193	1,933,193	NA
Net Change	-	1,933,193	1,933,193	NA

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: System Office

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	-	-	-	NA
Fees	-	-	-	NA
State Appropriations	1,563,130	1,555,797	(7,333)	-1%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	NA
GF Fringe Benefits Paid by State	1,000,607	1,000,607	-	NA
OF Fringe Benefits Paid by State	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	-	-	-	NA
All Other Revenue	-	-	-	NA
Less Contra Revenue	-	-	-	NA
Total Revenue	2,563,737	2,556,404	(7,333)	0%
Expenditures:				
Personnel Services:				
Full Time (601000)	1,563,130	1,461,689	(101,441)	-7%
Continuing Part Time (601100)	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-	-	NA
Clinical EA (601201)	-	-	-	NA
Contractual PTL (601302)	-	-	-	NA
Contractual NCL (601300)	-	-	-	NA
Contractual ECL (601301)	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	-	-	-	NA
Overtime (601501, 601502)	-	-	-	NA
All Other Personnel Services	-	-	-	NA
Subtotal Personnel Services	1,563,130	1,461,689	(101,441)	-7%
Fringe Benefits	1,000,607	916,867	(83,740)	-8%
Total P.S. & Fringe Benefits	2,563,737	2,378,556	(185,181)	-7%
Other Expenses:				
Inst. Financial Aid/Match	-	-	-	NA
Waivers	-	-	-	NA
Utilities	900	900	-	NA
All Other Expenses	289,310	289,310	-	NA
Total Other Expenses	290,210	290,210	-	NA
Total Expenditures	2,853,947	2,668,766	(185,181)	-7%
Addition to (Use of) Funds Before Transfers	(290,210)	(112,362)	177,848	-61%
Transfers, Additional Funds and Commitments				
Transfer in	290,210	290,210	-	NA
Transfer out	-	-	-	NA
CARES Act Funding Institutional Support	-	-	-	NA
CARES Act Funding Additional Scholarships	-	-	-	NA
Shared Services	-	-	-	NA
Total Transfers, Additional Funds and Commitments	290,210	290,210	-	NA
Net Change Subtotal	0	177,848	177,848	39885176%
Restricted CB Reserves (2017 SEBAC)	-	-	-	NA
Use of Unrestricted Reserves for SW Marketing	-	-	-	NA
Use of Unrestricted Reserves for PACT	(3,000,000)	(3,000,000)	-	NA
Net Change	(3,000,000)	(2,822,152)	177,848	-6%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Asnuntuck

FY21 Rev Budget vs. Original

Account Name	FY21 Original Budget		Revised Budget		Inc(Dec)	
	Dollars (\$)		Dollars (\$)		Dollars (\$)	Percent (%)
Revenue:						
Tuition (Gross)	3,929,411	##			(710,411)	-18%
Fees	2,870,172	##			(431,864)	-15%
State Appropriations	7,344,263	##			(540,155)	-7%
Addtl State Appropriation (Dev Edu and Outcomes)	228,697	##			(1,090)	-1%
GF Fringe Benefits Paid by State	7,365,169	##			(27,912)	0%
OF Fringe Benefits Paid by State	655,352	##			(361,500)	-55%
Private Gifts, Grants and Contracts	-	#			-	NA
Sales of Educational Activities	19,100	##			-	NA
All Other Revenue	184,396	##			-	NA
Less Contra Revenue	(108,329)	##			-	NA
Total Revenue	22,488,231	##			(2,072,932)	-9%
Expenditures:						
Personnel Services:						
Full Time (601000)	5,382,030	##			(610,234)	-11%
Continuing Part Time (601100)	-	#			-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	3,277,968	##			(72,360)	-2%
Clinical EA (601201)	-	#			-	NA
Contractual PTL (601302)	1,608,390	##			(195,930)	-12%
Contractual NCL (601300)	241,497	##			-	NA
Contractual ECL (601301)	409,438	##			(176,417)	-43%
Student Labor (601400, 01, 02, 601406)	45,913	##			-	NA
Overtime (601501, 601502)	7,100	##			-	NA
All Other Personnel Services	165,887	##			-	NA
Subtotal Personnel Services	11,138,223	##			(1,054,941)	-10%
Fringe Benefits	8,122,951	##			(764,237)	-9%
Total P.S. & Fringe Benefits	19,261,174	##			(1,819,178)	-9%
Other Expenses:						
Inst. Financial Aid/Match	499,624	##			(127,960)	-26%
Waivers	184,168	##			-	NA
Utilities	362,267	##			-	NA
All Other Expenses	1,970,349	##			(429,641)	-22%
Total Other Expenses	3,016,408	##			(557,601)	-19%
Total Expenditures	22,277,582	##			(2,376,779)	-11%
Addition to (Use of) Funds Before Transfers	210,649	##			303,847	144%
Transfers, Additional Funds and Commitments						
Transfer in	25,085	##			-	NA
Transfer out	(869,642)	##			-	NA
CARES Act Funding Institutional Support	460,774	##			146,945	32%
CARES Act Funding Additional Scholarships		#			-	NA
Holdback	445,552	#			(445,552)	-100%
Total Transfers, Additional Funds and Commitments	61,769	##			(298,607)	-483%
		#				
		#				
Net Change	272,418	##			5,240	2%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Capital

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	8,271,567	7,159,028	(1,112,539)	-14%
Fees	4,251,390	3,719,447	(531,943)	-13%
State Appropriations	10,294,178	9,421,841	(872,337)	-9%
Addtl State Appropriation (Dev Edu and Outcomes)	500,065	497,682	(2,383)	-1%
GF Fringe Benefits Paid by State	10,012,687	9,971,215	(41,472)	0%
OF Fringe Benefits Paid by State	3,554,595	2,965,528	(589,067)	-17%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	30,000	30,000	-	NA
All Other Revenue	123,575	123,575	-	NA
Less Contra Revenue	(280,000)	(280,000)	-	NA
Total Revenue	36,758,056	33,608,315	(3,149,741)	-9%
Expenditures:				
Personnel Services:				
Full Time (601000)	13,800,929	12,614,146	(1,186,783)	-9%
Continuing Part Time (601100)	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,890,733	1,837,976	(52,757)	-3%
Clinical EA (601201)	1,877,687	1,877,687	-	NA
Contractual PTL (601302)	2,197,525	2,155,224	(42,301)	-2%
Contractual NCL (601300)	312,000	312,000	-	NA
Contractual ECL (601301)	465,500	465,500	-	NA
Student Labor (601400, 01, 02, 601406)	40,225	40,225	-	NA
Overtime (601501, 601502)	60,000	60,000	-	NA
All Other Personnel Services	464,092	464,092	-	NA
Subtotal Personnel Services	21,108,691	19,826,850	(1,281,841)	-6%
Fringe Benefits	13,997,330	13,181,104	(816,226)	-6%
Total P.S. & Fringe Benefits	35,106,021	33,007,954	(2,098,067)	-6%
Other Expenses:				
Inst. Financial Aid/Match	1,025,000	880,000	(145,000)	-14%
Waivers	245,000	245,000	-	NA
Utilities	770,218	770,218	-	NA
All Other Expenses	2,611,542	2,371,614	(239,928)	-9%
Total Other Expenses	4,651,760	4,266,832	(384,928)	-8%
Total Expenditures	39,757,781	37,274,786	(2,482,995)	-6%
Addition to (Use of) Funds Before Transfers	(2,999,724)	(3,666,470)	(666,746)	22%
Transfers, Additional Funds and Commitments				
Transfer in	-	-	-	NA
Transfer out	(1,417,090)	(1,417,090)	-	NA
CARES Act Funding Institutional Support	240,605	1,016,011	775,406	322%
CARES Act Funding Additional Scholarships	-	-	-	NA
Holdback	795,156	-	(795,156)	-100%
Total Transfers, Additional Funds and Commitments	(381,329)	(401,079)	(19,750)	5%
Net Change	(3,381,053)	(4,067,549)	(686,496)	20%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Gateway

FY21 Rev Budget vs. Original

Account Name	FY21 Original Budget	FY21 Revised Budget	Inc(Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	17,640,653	15,622,504	(2,018,149)	-11%
Fees	8,119,092	7,734,002	(385,090)	-5%
State Appropriations	18,261,450	16,302,779	(1,958,671)	-11%
Addtl State Appropriation (Dev Edu and Outcomes)	1,050,232	1,045,228	(5,004)	-1%
GF Fringe Benefits Paid by State	15,924,876	15,864,619	(60,257)	0%
OF Fringe Benefits Paid by State	4,493,875	3,154,964	(1,338,911)	-30%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	10,000	10,000	-	NA
All Other Revenue	213,400	213,400	-	NA
Less Contra Revenue	(304,512)	(304,512)	-	NA
Total Revenue	65,409,066	59,642,984	(5,766,082)	-9%
Expenditures:				
Personnel Services:				
Full Time (601000)	20,631,178	18,532,086	(2,099,092)	-10%
Continuing Part Time (601100)	150,570	150,570	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	2,829,771	2,708,516	(121,255)	-4%
Clinical EA (601201)	1,020,761	1,020,761	-	NA
Contractual PTL (601302)	7,267,505	7,147,005	(120,500)	-2%
Contractual NCL (601300)	573,935	573,935	-	NA
Contractual ECL (601301)	1,108,373	977,275	(131,098)	-12%
Student Labor (601400, 01, 02, 601406)	250,000	250,000	-	NA
Overtime (601501, 601502)	344,000	344,000	-	NA
All Other Personnel Services	-	80,122	80,122	#DIV/0!
Subtotal Personnel Services	34,176,093	31,784,270	(2,391,823)	-7%
Fringe Benefits	23,222,550	21,443,302	(1,779,248)	-8%
Total P.S. & Fringe Benefits	57,398,643	53,227,572	(4,171,071)	-7%
Other Expenses:				
Inst. Financial Aid/Match	2,546,348	2,546,348	-	NA
Waivers	361,000	361,000	-	NA
Utilities	913,800	913,800	-	NA
All Other Expenses	8,330,221	6,818,772	(1,511,449)	-18%
Total Other Expenses	12,151,369	10,639,920	(1,511,449)	-12%
Total Expenditures	69,550,012	63,867,492	(5,682,520)	-8%
Addition to (Use of) Funds Before Transfers	(4,140,946)	(4,224,508)	(83,562)	2%
Transfers, Additional Funds and Commitments				
Transfer in	64,272	64,272	-	NA
Transfer out	(3,220,954)	(3,220,954)	-	NA
CARES Act Funding Institutional Support	1,814,136	1,500,402	(313,734)	-17%
CARES Act Funding Additional Scholarships	-	647,960	647,960	#DIV/0!
Holdback	1,391,000	-	(1,391,000)	-100%
Total Transfers, Additional Funds and Commitments	48,454	(1,008,320)	(1,056,774)	-2181%
Net Change	(4,092,492)	(5,232,828)	(1,140,336)	28%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Housatonic

		FY21 Rev Budget vs. Original		
Account Name	FY21 Original Budget	FY21 Revised Budget	Inc(Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	13,241,000	10,652,628	(2,588,372)	-20%
Fees	3,509,009	3,178,200	(330,809)	-9%
State Appropriations	13,421,650	11,991,138	(1,430,512)	-11%
Addtl State Appropriation (Dev Edu and Outcomes)	729,480	726,004	(3,476)	-1%
GF Fringe Benefits Paid by State	11,998,291	11,951,153	(47,138)	0%
OF Fringe Benefits Paid by State	3,657,611	2,680,023	(977,588)	-27%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	130,000	130,000	-	NA
All Other Revenue	290,000	290,000	-	NA
Less Contra Revenue	(225,000)	(225,000)	-	NA
Total Revenue	46,752,041	41,374,146	(5,377,895)	-12%
Expenditures:				
Personnel Services:				
Full Time (601000)	16,277,375	15,058,727	(1,218,648)	-8%
Continuing Part Time (601100)	163,808	163,808	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,995,620	1,426,983	(568,637)	-29%
Clinical EA (601201)	-	-	-	NA
Contractual PTL (601302)	4,689,560	4,460,060	(229,500)	-5%
Contractual NCL (601300)	-	-	-	NA
Contractual ECL (601301)	378,103	378,103	-	NA
Student Labor (601400, 01, 02, 601406)	228,000	228,000	-	NA
Overtime (601501, 601502)	210,000	210,000	-	NA
All Other Personnel Services	640,000	640,000	-	NA
Subtotal Personnel Services	24,582,466	22,565,681	(2,016,785)	-8%
Fringe Benefits	16,736,295	15,413,550	(1,322,745)	-8%
Total P.S. & Fringe Benefits	41,318,761	37,979,231	(3,339,530)	-8%
Other Expenses:				
Inst. Financial Aid/Match	1,883,400	1,883,400	-	NA
Waivers	460,000	460,000	-	NA
Utilities	982,000	982,000	-	NA
All Other Expenses	4,922,867	3,755,765	(1,167,102)	-24%
Total Other Expenses	8,248,267	7,081,165	(1,167,102)	-14%
Total Expenditures	49,567,028	45,060,396	(4,506,632)	-9%
Addition to (Use of) Funds Before Transfers	(2,814,987)	(3,686,250)	(871,263)	31%
Transfers, Additional Funds and Commitments				
Transfer in	-	-	-	NA
Transfer out	(2,351,736)	(2,351,286)	450	0%
CARES Act Funding Institutional Support	1,420,438	1,237,530	(182,908)	-13%
CARES Act Funding Additional Scholarships	-	487,905	487,905	#DIV/0!
Holdback	991,341	-	(991,341)	-100%
Total Transfers, Additional Funds and Commitments	60,043	(625,851)	(685,894)	-1142%
Net Change	(2,754,944)	(4,312,101)	(1,557,157)	57%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: **Manchester**

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	14,946,251	12,219,153	(2,727,098)	-18%
Fees	6,176,551	5,039,487	(1,137,064)	-18%
State Appropriations	15,564,612	13,801,019	(1,763,593)	-11%
Addtl State Appropriation (Dev Edu and Outcomes)	1,003,725	998,942	(4,783)	-1%
GF Fringe Benefits Paid by State	14,318,527	14,259,368	(59,159)	0%
OF Fringe Benefits Paid by State	6,035,309	4,826,805	(1,208,504)	-20%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	4,408	-	(4,408)	-100%
All Other Revenue	(291,124)	(421,637)	(130,513)	45%
Less Contra Revenue	(209,250)	(150,000)	59,250	-28%
Total Revenue	57,549,009	50,573,137	(6,975,872)	-12%
		-		
Expenditures:				
Personnel Services:				
Full Time (601000)	20,495,637	18,253,781	(2,241,856)	-11%
Continuing Part Time (601100)	20,000	20,000	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,575,150	1,518,822	(56,328)	-4%
Clinical EA (601201)	109,103	109,103	-	NA
Contractual PTL (601302)	4,853,608	4,853,608	-	NA
Contractual NCL (601300)	275,000	275,000	-	NA
Contractual ECL (601301)	778,682	913,681	134,999	17%
Student Labor (601400, 01, 02, 601406)	220,000	220,000	-	NA
Overtime (601501, 601502)	90,000	90,000	-	NA
All Other Personnel Services	547,521	647,521	100,000	18%
Subtotal Personnel Services	28,964,701	26,901,516	(2,063,185)	-7%
		-		
Fringe Benefits	21,985,510	20,499,149	(1,486,361)	-7%
Total P.S. & Fringe Benefits	50,950,211	47,400,665	(3,549,546)	-7%
Other Expenses:				
Inst. Financial Aid/Match	2,171,550	1,784,873	(386,677)	-18%
Waivers	260,000	170,000	(90,000)	-35%
Utilities	1,100,000	1,100,000	-	NA
All Other Expenses	3,307,180	2,469,833	(837,347)	-25%
Total Other Expenses	6,838,730	5,524,706	(1,314,024)	-19%
Total Expenditures	57,788,941	52,925,371	(4,863,570)	-8%
Addition to (Use of) Funds Before Transfers	(239,932)	(2,352,234)	(2,112,302)	880%
Transfers, Additional Funds and Commitments				
Transfer in	412,672	412,672	-	NA
Transfer out	(2,907,239)	(2,907,239)	-	NA
CARES Act Funding Institutional Support	1,246,329	1,617,601	371,272	30%
CARES Act Funding Additional Scholarships	-	-	-	NA
Holdback	1,155,779	-	(1,155,779)	-100%
Total Transfers, Additional Funds and Commitments	(92,459)	(876,966)	(784,507)	849%
Net Change	(332,391)	(3,229,200)	(2,896,809)	872%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Middlesex

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	6,406,695	5,794,436	(612,259)	-10%
Fees	3,248,149	3,257,232	9,083	0%
State Appropriations	7,607,470	6,847,414	(760,056)	-10%
Addtl State Appropriation (Dev Edu and Outcomes)	397,463	395,569	(1,894)	-1%
GF Fringe Benefits Paid by State	7,274,341	7,243,931	(30,410)	0%
OF Fringe Benefits Paid by State	1,545,094	1,027,281	(517,813)	-34%
Private Gifts, Grants and Contracts	12,000	12,000	-	NA
Sales of Educational Activities	4,000	4,000	-	NA
All Other Revenue	180,000	280,000	100,000	56%
Less Contra Revenue	(115,000)	(115,000)	-	NA
Total Revenue	26,560,211	24,746,862	(1,813,349)	-7%
Expenditures:				
Personnel Services:				
Full Time (601000)	9,349,620	8,707,997	(641,623)	-7%
Continuing Part Time (601100)	75,893	75,893	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	840,290	840,290	-	NA
Clinical EA (601201)	-	-	-	NA
Contractual PTL (601302)	2,437,226	2,402,299	(34,927)	-1%
Contractual NCL (601300)	214,725	214,725	-	NA
Contractual ECL (601301)	428,149	428,149	-	NA
Student Labor (601400, 01, 02, 601406)	199,843	199,843	-	NA
Overtime (601501, 601502)	25,000	25,000	-	NA
All Other Personnel Services	261,895	261,895	-	NA
Subtotal Personnel Services	13,832,641	13,156,091	(676,550)	-5%
Fringe Benefits	9,650,737	8,931,749	(718,988)	-8%
Total P.S. & Fringe Benefits	23,483,378	22,087,840	(1,395,538)	-6%
Other Expenses:				
Inst. Financial Aid/Match	905,204	905,204	-	NA
Waivers	257,000	257,000	-	NA
Utilities	350,000	350,000	-	NA
All Other Expenses	2,420,182	2,065,013	(355,169)	-15%
Total Other Expenses	3,932,386	3,577,217	(355,169)	-9%
Total Expenditures	27,415,764	25,665,057	(1,750,707)	-6%
Addition to (Use of) Funds Before Transfers	(855,553)	(918,195)	(62,642)	7%
Transfers, Additional Funds and Commitments				
Transfer in	-	-	-	NA
Transfer out	(1,245,677)	(1,245,677)	-	NA
CARES Act Funding Institutional Support	525,452	309,163	(216,289)	-41%
CARES Act Funding Additional Scholarships		352,527	352,527	#DIV/0!
Holdback	548,315	-	(548,315)	-100%
Total Transfers, Additional Funds and Commitments	(171,910)	(583,987)	(412,077)	240%
Net Change	(1,027,463)	(1,502,182)	(474,719)	46%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Naugatuck Valley

Account Name	FY21 Original Budget	FY21 Revised Budget	FY21 Rev Budget vs. Original	
	Dollars (\$)	Dollars (\$)	Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	16,703,016	14,098,001	(2,605,015)	-16%
Fees	7,153,483	6,222,297	(931,186)	-13%
State Appropriations	17,928,099	16,090,144	(1,837,955)	-10%
Addtl State Appropriation (Dev Edu and Outcomes)	969,444	964,825	(4,619)	-1%
GF Fringe Benefits Paid by State	16,586,709	16,519,955	(66,754)	0%
OF Fringe Benefits Paid by State	6,193,811	4,940,076	(1,253,735)	-20%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	111,049	111,049	-	NA
All Other Revenue	149,559	148,016	(1,543)	-1%
Less Contra Revenue	(230,000)	(230,000)	-	NA
Total Revenue	65,565,171	58,864,364	(6,700,807)	-10%
Expenditures:				
Personnel Services:				
Full Time (601000)	21,821,456	19,326,204	(2,495,252)	-11%
Continuing Part Time (601100)	217,912	217,912	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	2,192,770	2,132,794	(59,976)	-3%
Clinical EA (601201)	1,299,760	1,299,760	-	NA
Contractual PTL (601302)	5,713,232	5,486,677	(226,555)	-4%
Contractual NCL (601300)	348,151	348,151	-	NA
Contractual ECL (601301)	741,611	741,611	-	NA
Student Labor (601400, 01, 02, 601406)	114,230	114,230	-	NA
Overtime (601501, 601502)	105,740	105,740	-	NA
All Other Personnel Services	396,237	396,237	-	NA
Subtotal Personnel Services	32,951,100	30,169,317	(2,781,783)	-8%
Fringe Benefits	23,635,616	22,562,722	(1,072,894)	-5%
Total P.S. & Fringe Benefits	56,586,716	52,732,039	(3,854,677)	-7%
Other Expenses:				
Inst. Financial Aid/Match	1,455,676	1,064,924	(390,752)	-27%
Waivers	1,380,000	1,355,289	(24,711)	-2%
Utilities	1,240,000	1,240,000	-	NA
All Other Expenses	3,581,369	2,544,677	(1,036,692)	-29%
Total Other Expenses	7,657,045	6,204,890	(1,452,155)	-19%
Total Expenditures	64,243,761	58,936,929	(5,306,832)	-8%
Addition to (Use of) Funds Before Transfers	1,321,410	(72,565)	(1,393,975)	-106%
Transfers, Additional Funds and Commitments				
Transfer in	-	-	-	NA
Transfer out	(3,016,050)	(3,016,050)	-	NA
CARES Act Funding Institutional Support	1,602,137	1,751,838	149,701	9%
CARES Act Funding Additional Scholarships		157,926	157,926	#DIV/0!
Holdback	1,284,875	-	(1,284,875)	-100%
Total Transfers, Additional Funds and Commitments	(129,038)	(1,106,286)	(977,248)	757%
Net Change	1,192,372	(1,178,851)	(2,371,223)	-199%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Norwalk

		FY21 Rev Budget vs. Original		
Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	14,375,000	12,621,382	(1,753,618)	-12%
Fees	7,136,500	5,563,087	(1,573,413)	-22%
State Appropriations	14,215,687	12,568,371	(1,647,316)	-12%
Addtl State Appropriation (Dev Edu and Outcomes)	860,370	856,270	(4,100)	-1%
GF Fringe Benefits Paid by State	12,097,779	12,050,374	(47,405)	0%
OF Fringe Benefits Paid by State	3,988,658	2,858,751	(1,129,907)	-28%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	190,000	190,000	-	NA
All Other Revenue	239,600	339,600	100,000	42%
Less Contra Revenue	(258,600)	(258,600)	-	NA
Total Revenue	52,844,994	46,789,235	(6,055,759)	-12%
Expenditures:				
Personnel Services:				
Full Time (601000)	18,715,096	17,021,721	(1,693,375)	-9%
Continuing Part Time (601100)	197,822	197,822	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,016,010	983,735	(32,275)	-3%
Clinical EA (601201)	881,118	881,118	-	NA
Contractual PTL (601302)	4,683,091	4,407,591	(275,500)	-6%
Contractual NCL (601300)	728,000	486,824	(241,176)	-33%
Contractual ECL (601301)	889,992	789,992	(100,000)	-11%
Student Labor (601400, 01, 02, 601406)	305,000	305,000	-	NA
Overtime (601501, 601502)	75,000	75,000	-	NA
All Other Personnel Services	893,000	893,000	-	NA
Subtotal Personnel Services	28,384,129	26,041,803	(2,342,326)	-8%
Fringe Benefits	17,164,309	15,753,248	(1,411,061)	-8%
Total P.S. & Fringe Benefits	45,548,438	41,795,051	(3,753,387)	-8%
Other Expenses:				
Inst. Financial Aid/Match	1,974,599	1,749,599	(225,000)	-11%
Waivers	647,408	647,408	-	NA
Utilities	1,235,000	1,235,000	-	NA
All Other Expenses	5,496,375	4,349,175	(1,147,200)	-21%
Total Other Expenses	9,353,382	7,981,182	(1,372,200)	-15%
Total Expenditures	54,901,820	49,776,233	(5,125,587)	-9%
Addition to (Use of) Funds Before Transfers	(2,056,826)	(2,986,998)	(930,172)	45%
Transfers, Additional Funds and Commitments				
Transfer in	200,000	200,000	-	NA
Transfer out	(2,718,162)	(2,717,641)	521	0%
CARES Act Funding Institutional Support	1,179,948	1,594,831	414,883	35%
CARES Act Funding Additional Scholarships	-	-	-	NA
Holdback	1,098,036	-	(1,098,036)	-100%
Total Transfers, Additional Funds and Commitments	(240,178)	(922,810)	(682,632)	284%
Net Change	(2,297,003)	(3,909,807)	(1,612,804)	70%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Northwestern

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	3,445,440	3,451,198	5,758	0%
Fees	1,188,169	1,163,422	(24,747)	-2%
State Appropriations	6,172,758	5,800,311	(372,447)	-6%
Addtl State Appropriation (Dev Edu and Outcomes)	185,307	184,424	(883)	-1%
GF Fringe Benefits Paid by State	6,054,631	6,053,000	(1,631)	0%
OF Fringe Benefits Paid by State	245,542	-	(245,542)	-100%
Private Gifts, Grants and Contracts	111,000	111,000	-	NA
Sales of Educational Activities	-	-	-	NA
All Other Revenue	72,010	62,010	(10,000)	-14%
Less Contra Revenue	(94,350)	(94,350)	-	NA
Total Revenue	17,380,507	16,731,015	(649,492)	-4%
Expenditures:				
Personnel Services:				
Full Time (601000)	6,863,856	6,273,892	(589,964)	-9%
Continuing Part Time (601100)	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	252,381	243,082	(9,299)	-4%
Clinical EA (601201)	337,663	337,663	-	NA
Contractual PTL (601302)	1,327,500	1,349,706	22,206	2%
Contractual NCL (601300)	47,070	47,070	-	NA
Contractual ECL (601301)	134,722	134,722	-	NA
Student Labor (601400, 01, 02, 601406)	26,000	26,000	-	NA
Overtime (601501, 601502)	20,000	20,000	-	NA
All Other Personnel Services	200,000	200,000	-	NA
Subtotal Personnel Services	9,209,192	8,632,135	(577,057)	-6%
Fringe Benefits	6,556,749	6,175,824	(380,925)	-6%
Total P.S. & Fringe Benefits	15,765,941	14,807,959	(957,982)	-6%
Other Expenses:				
Inst. Financial Aid/Match	329,125	329,125	-	NA
Waivers	233,085	233,085	-	NA
Utilities	514,500	514,500	-	NA
All Other Expenses	850,506	650,000	(200,506)	-24%
Total Other Expenses	1,927,216	1,726,710	(200,506)	-10%
Total Expenditures	17,693,157	16,534,669	(1,158,488)	-7%
Addition to (Use of) Funds Before Transfers	(312,650)	196,346	508,996	-163%
Transfers, Additional Funds and Commitments				
Transfer in	-	-	-	NA
Transfer out	(590,689)	(590,689)	-	NA
CARES Act Funding Institutional Support	249,534	-	(249,534)	-100%
CARES Act Funding Additional Scholarships	-	301,133	301,133	#DIV/0!
Holdback	353,863	-	(353,863)	-100%
Total Transfers, Additional Funds and Commitments	12,708	(289,556)	(302,264)	-2379%
Net Change	(299,942)	(93,210)	206,732	-69%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: **Quinebaug**

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	3,528,579	3,357,761	(170,818)	-5%
Fees	1,602,602	1,392,109	(210,493)	-13%
State Appropriations	6,121,319	5,695,043	(426,276)	-7%
Addtl State Appropriation (Dev Edu and Outcomes)	245,957	244,785	(1,172)	-1%
GF Fringe Benefits Paid by State	6,110,648	6,036,147	(74,501)	-1%
OF Fringe Benefits Paid by State	284,195	-	(284,195)	-100%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	-	-	-	NA
All Other Revenue	218,500	220,999	2,499	1%
Less Contra Revenue	(23,000)	(23,000)	-	NA
Total Revenue	18,088,800	16,923,844	(1,164,956)	-6%
Expenditures:				
<u>Personnel Services:</u>				
Full Time (601000)	6,193,514	5,468,846	(724,668)	-12%
Continuing Part Time (601100)	180,213	180,213	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	908,874	908,874	-	NA
Clinical EA (601201)	-	-	-	NA
Contractual PTL (601302)	1,573,278	1,531,290	(41,988)	-3%
Contractual NCL (601300)	188,776	168,776	(20,000)	-11%
Contractual ECL (601301)	198,951	138,467	(60,484)	-30%
Student Labor (601400, 01, 02, 601406)	11,324	11,324	-	NA
Overtime (601501, 601502)	45,000	45,000	-	NA
All Other Personnel Services	295,252	295,252	-	NA
Subtotal Personnel Services	9,595,182	8,748,042	(847,140)	-9%
Fringe Benefits	6,383,048	5,991,914	(391,134)	-6%
Total P.S. & Fringe Benefits	15,978,230	14,739,956	(1,238,274)	-8%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	411,429	329,143	(82,286)	-20%
Waivers	77,000	55,000	(22,000)	-29%
Utilities	262,820	237,820	(25,000)	-10%
All Other Expenses	1,533,381	1,285,072	(248,309)	-16%
Total Other Expenses	2,284,630	1,907,035	(377,595)	-17%
Total Expenditures	18,262,860	16,646,991	(1,615,869)	-9%
Addition to (Use of) Funds Before Transfers	(174,060)	276,853	450,913	-259%
Transfers, Additional Funds and Commitments				
Transfer in	35,575	35,575	-	NA
Transfer out	(683,674)	(683,674)	-	NA
CARES Act Funding Institutional Support	349,756	391,972	42,216	12%
CARES Act Funding Additional Scholarships		52,552	52,552	#DIV/0!
Holdback	365,257	-	(365,257)	-100%
Total Transfers, Additional Funds and Commitments	66,914	(203,575)	(270,489)	-404%
Net Change	(107,146)	73,278	180,424	-168%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Three Rivers

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	9,466,566	8,316,843	(1,149,723)	-12%
Fees	4,866,372	4,646,797	(219,575)	-5%
State Appropriations	10,852,045	9,690,630	(1,161,415)	-11%
Addtl State Appropriation (Dev Edu and Outcomes)	604,584	601,703	(2,881)	-1%
GF Fringe Benefits Paid by State	10,020,341	9,980,359	(39,982)	0%
OF Fringe Benefits Paid by State	3,213,321	2,419,479	(793,842)	-25%
Private Gifts, Grants and Contracts	-	-	-	NA
Sales of Educational Activities	-	-	-	NA
All Other Revenue	347,413	347,413	-	NA
Less Contra Revenue	(325,000)	(325,000)	-	NA
Total Revenue	39,045,643	35,678,225	(3,367,418)	-9%
Expenditures:				
Personnel Services:				
Full Time (601000)	11,818,872	10,250,580	(1,568,292)	-13%
Continuing Part Time (601100)	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	2,155,437	2,296,990	141,553	7%
Clinical EA (601201)	641,032	641,032	-	NA
Contractual PTL (601302)	4,088,974	3,761,856	(327,118)	-8%
Contractual NCL (601300)	345,723	345,723	-	NA
Contractual ECL (601301)	896,544	896,544	-	NA
Student Labor (601400, 01, 02, 601406)	200,000	200,000	-	NA
Overtime (601501, 601502)	15,000	15,000	-	NA
All Other Personnel Services	319,756	491,826	172,070	54%
Subtotal Personnel Services	20,481,338	18,899,551	(1,581,787)	-8%
Fringe Benefits	13,379,275	12,378,599	(1,000,676)	-8%
Total P.S. & Fringe Benefits	33,860,613	31,278,150	(2,582,463)	-8%
Other Expenses:				
Inst. Financial Aid/Match	1,374,885	1,174,026	(200,859)	-15%
Waivers	235,000	235,000	-	NA
Utilities	900,000	900,000	-	NA
All Other Expenses	3,588,945	2,972,500	(616,445)	-17%
Total Other Expenses	6,098,830	5,281,526	(817,304)	-13%
Total Expenditures	39,959,443	36,559,676	(3,399,767)	-9%
Addition to (Use of) Funds Before Transfers	(913,801)	(881,452)	32,349	-4%
Transfers, Additional Funds and Commitments				
Transfer in	-	-	-	NA
Transfer out	(1,909,708)	(1,909,708)	-	NA
CARES Act Funding Institutional Support	944,849	1,126,615	181,766	19%
CARES Act Funding Additional Scholarships	-	-	-	NA
Holdback	799,189	-	(799,189)	-100%
Total Transfers, Additional Funds and Commitments	(165,670)	(783,093)	(617,423)	373%
Net Change	(1,079,471)	(1,664,545)	(585,074)	54%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Revised Budget vs. Original

College: Tunxis

Account Name	FY21 Original Budget Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Rev Budget vs. Original Inc(Dec)	
			Dollars (\$)	Percent (%)
Revenue:				
Tuition (Gross)	10,181,426	9,219,738	(961,688)	-9%
Fees	5,446,974	5,136,711	(310,263)	-6%
State Appropriations	10,903,275	9,792,813	(1,110,462)	-10%
Addtl State Appropriation (Dev Edu and Outcomes)	587,325	584,526	(2,799)	-1%
GF Fringe Benefits Paid by State	10,225,762	10,183,565	(42,197)	0%
OF Fringe Benefits Paid by State	2,682,637	1,925,391	(757,246)	-28%
Private Gifts, Grants and Contracts	500	500	-	NA
Sales of Educational Activities	110,000	30,000	(80,000)	-73%
All Other Revenue	222,730	197,730	(25,000)	-11%
Less Contra Revenue	(225,000)	(205,000)	20,000	-9%
Total Revenue	40,135,629	36,865,974	(3,269,655)	-8%
Expenditures:				
<u>Personnel Services:</u>				
Full Time (601000)	11,891,821	10,555,910	(1,335,911)	-11%
Continuing Part Time (601100)	295,617	295,617	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	2,260,288	2,061,264	(199,024)	-9%
Clinical EA (601201)	304,634	304,634	-	NA
Contractual PTL (601302)	3,913,868	3,642,213	(271,655)	-7%
Contractual NCL (601300)	479,028	479,028	-	NA
Contractual ECL (601301)	813,458	649,150	(164,308)	-20%
Student Labor (601400, 01, 02, 601406)	144,459	144,459	-	NA
Overtime (601501, 601502)	41,223	41,223	-	NA
All Other Personnel Services	414,759	414,759	-	NA
Subtotal Personnel Services	20,559,155	18,588,257	(1,970,898)	-10%
Fringe Benefits	14,500,867	13,224,964	(1,275,903)	-9%
Total P.S. & Fringe Benefits	35,060,022	31,813,221	(3,246,801)	-9%
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	1,463,464	1,315,984	(147,480)	-10%
Waivers	200,000	125,000	(75,000)	-38%
Utilities	810,500	810,500	-	NA
All Other Expenses	3,781,178	3,026,822	(754,356)	-20%
Total Other Expenses	6,255,142	5,278,306	(976,836)	-16%
Total Expenditures	41,315,164	37,091,527	(4,223,637)	-10%
Addition to (Use of) Funds Before Transfers	(1,179,535)	(225,553)	953,982	-81%
Transfers, Additional Funds and Commitments				
Transfer in	296,850	296,850	-	NA
Transfer out	(1,821,670)	(1,821,670)	-	NA
CARES Act Funding Institutional Support	941,554	1,092,753	151,199	16%
CARES Act Funding Additional Scholarships		-	-	NA
Holdback	826,303	-	(826,303)	-100%
Total Transfers, Additional Funds and Commitments	243,037	(432,067)	(675,104)	-278%
Net Change	(936,498)	(657,620)	278,878	-30%

CONNECTICUT STATE COLLEGES and UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

ATTACHMENT E

	HEADCOUNT - Avg Fall and Spring Semesters									Headcount FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
HEADCOUNT Enrollment Undergraduate															
State Universities	21,197	4,624	25,821	19,365	4,469	23,834	19,716	4,481	24,197	(1,482)	-7.0%	(143)	-3.1%	(1,625)	-6.3%
Community Colleges	13,187	30,470	43,657	13,194	30,603	43,797	13,166	25,812	38,978	(21)	-0.2%	(4,658)	-15.3%	(4,679)	-10.7%
Charter Oak	376	1,240	1,616	376	1,240	1,616	376	1,240	1,616	-	0.0%	-	0.0%	-	0.0%
Total Undergraduate	34,760	36,334	71,094	32,935	36,312	69,246	33,257	31,533	64,790	(1,503)	-4.3%	(4,801)	-13.2%	(6,304)	-8.9%
Graduate															
State Universities Graduate	1,323	3,360	4,683	1,201	3,249	4,449	1,443	3,196	4,639	120	9.0%	(164)	-4.9%	(44)	-0.9%
Charter Oak	2	66	67	2	66	67	2	66	67	-	0.0%	-	0.0%	-	0.0%
Total Graduate	1,325	3,425	4,750	1,202	3,314	4,516	1,444	3,262	4,706	120	9.0%	(164)	-4.8%	(44)	-0.9%
Total Undergraduate & Graduate															
State Universities	22,520	7,983	30,504	20,566	7,717	28,283	21,158	7,677	28,835	(1,362)	-6.0%	(306)	-3.8%	(1,668)	-5.5%
Community Colleges	13,187	30,470	43,657	13,194	30,603	43,797	13,166	25,812	38,978	(21)	-0.2%	(4,658)	-15.3%	(4,679)	-10.7%
Charter Oak	377	1,306	1,683	377	1,306	1,683	377	1,306	1,683	-	0.0%	-	0.0%	-	0.0%
Total Headcount	36,084	39,759	75,843	34,137	39,626	73,762	34,701	34,795	69,496	(1,383)	-3.8%	(4,964)	-12.5%	(6,347)	-8.4%

	FTE - Avg Fall and Spring Semesters									FTE FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment Undergraduate															
State Universities	20,654	1,940	22,594	18,875	1,878	20,753	19,215	1,870	21,085	(1,439)	-7.0%	(70)	-3.6%	(1,509)	-6.7%
Community Colleges	11,687	13,021	24,708	11,697	13,082	24,779	11,741	10,940	22,681	54	0.5%	(2,081)	-16.0%	(2,027)	-8.2%
Charter Oak	316	472	788	317	472	788	317	472	788	0	0.1%	(0)	0.0%	0	0.0%
Total Undergraduate	32,657	15,432	48,090	30,888	15,432	46,320	31,272	13,282	44,554	(1,385)	-4.2%	(2,151)	-13.9%	(3,536)	-7.4%
Graduate															
State Universities Graduate	1,205	1,341	2,546	1,093	1,297	2,389	1,299	1,308	2,607	94	7.8%	(33)	-2.5%	61	2.4%
Charter Oak	2	29	30	2	29	30	2	29	30	-	0.0%	-	0.0%	-	0.0%
Total Graduate	1,207	1,369	2,576	1,094	1,325	2,419	1,301	1,336	2,637	94	7.8%	(33)	-2.4%	61	2.4%
Total Undergraduate & Graduate															
State Universities	21,859	3,280	25,139	19,968	3,175	23,142	20,514	3,178	23,692	(1,345)	-6.2%	(103)	-3.1%	(1,448)	-5.8%
Community Colleges	11,687	13,021	24,708	11,697	13,082	24,779	11,741	10,940	22,681	54	0.5%	(2,081)	-16.0%	(2,027)	-8.2%
Charter Oak	318	500	818	318	500	818	318	500	818	0	0.1%	(0)	0.0%	0	0.0%
Total FTE	33,864	16,802	50,665	31,983	16,757	48,739	32,573	14,618	47,191	(1,291)	-3.8%	(2,184)	-13.0%	(3,475)	-6.9%

CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

HEADCOUNT Enrollment

Undergraduate

CCSU	6,862	1,781	8,643	6,176	1,781	7,957	6,482	1,776	8,258	(380)	-5.5%	(5)	-0.3%	(385)	-4.5%
ECSU	3,891	764	4,655	3,788	726	4,513	3,533	787	4,320	(358)	-9.2%	23	3.0%	(335)	-7.2%
SCSU	6,537	1,172	7,709	5,884	1,055	6,939	6,017	1,125	7,142	(520)	-8.0%	(47)	-4.0%	(567)	-7.4%
WCSU	3,907	907	4,814	3,518	907	4,425	3,684	794	4,477	(224)	-5.7%	(114)	-12.5%	(337)	-7.0%
CSU Total Undergraduate	21,197	4,624	25,821	19,365	4,469	23,834	19,716	4,481	24,197	(1,482)	-7.0%	(143)	-3.1%	(1,625)	-6.3%

Graduate

CCSU	473	1,593	2,065	436	1,593	2,028	517	1,548	2,065	45	9.5%	(45)	-2.8%	0	0.0%
ECSU	78	100	177	71	100	170	80	89	169	3	3.2%	(11)	-11.1%	(9)	-4.8%
SCSU	695	1,111	1,806	626	1,000	1,625	771	1,045	1,816	76	10.9%	(66)	-5.9%	10	0.6%
WCSU	78	557	635	69	557	626	75	515	590	(4)	-4.5%	(42)	-7.5%	(46)	-7.2%
CSU Total Graduate	1,323	3,360	4,683	1,201	3,249	4,449	1,443	3,196	4,639	120	9.0%	(164)	-4.9%	(44)	-0.9%

Total

CCSU	7,335	3,374	10,708	6,612	3,374	9,985	6,999	3,324	10,323	(335)	-4.6%	(50)	-1.5%	(385)	-3.6%
ECSU	3,969	863	4,832	3,858	825	4,683	3,613	875	4,488	(356)	-9.0%	12	1.4%	(344)	-7.1%
SCSU	7,232	2,283	9,515	6,510	2,055	8,564	6,788	2,170	8,958	(444)	-6.1%	(113)	-5.0%	(557)	-5.9%
WCSU	3,985	1,464	5,449	3,587	1,464	5,051	3,758	1,309	5,067	(227)	-5.7%	(156)	-10.6%	(383)	-7.0%
CSU Total Headcount	22,520	7,983	30,504	20,566	7,717	28,283	21,158	7,677	28,835	(1,362)	-6.0%	(306)	-3.8%	(1,668)	-5.5%

HEADCOUNT - Avg Fall and Spring Semesters									Headcount FY21 Revised Projection vs. FY20 Actual					
FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
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)
6,862	1,781	8,643	6,176	1,781	7,957	6,482	1,776	8,258	(380)	-5.5%	(5)	-0.3%	(385)	-4.5%
3,891	764	4,655	3,788	726	4,513	3,533	787	4,320	(358)	-9.2%	23	3.0%	(335)	-7.2%
6,537	1,172	7,709	5,884	1,055	6,939	6,017	1,125	7,142	(520)	-8.0%	(47)	-4.0%	(567)	-7.4%
3,907	907	4,814	3,518	907	4,425	3,684	794	4,477	(224)	-5.7%	(114)	-12.5%	(337)	-7.0%
21,197	4,624	25,821	19,365	4,469	23,834	19,716	4,481	24,197	(1,482)	-7.0%	(143)	-3.1%	(1,625)	-6.3%
473	1,593	2,065	436	1,593	2,028	517	1,548	2,065	45	9.5%	(45)	-2.8%	0	0.0%
78	100	177	71	100	170	80	89	169	3	3.2%	(11)	-11.1%	(9)	-4.8%
695	1,111	1,806	626	1,000	1,625	771	1,045	1,816	76	10.9%	(66)	-5.9%	10	0.6%
78	557	635	69	557	626	75	515	590	(4)	-4.5%	(42)	-7.5%	(46)	-7.2%
1,323	3,360	4,683	1,201	3,249	4,449	1,443	3,196	4,639	120	9.0%	(164)	-4.9%	(44)	-0.9%
7,335	3,374	10,708	6,612	3,374	9,985	6,999	3,324	10,323	(335)	-4.6%	(50)	-1.5%	(385)	-3.6%
3,969	863	4,832	3,858	825	4,683	3,613	875	4,488	(356)	-9.0%	12	1.4%	(344)	-7.1%
7,232	2,283	9,515	6,510	2,055	8,564	6,788	2,170	8,958	(444)	-6.1%	(113)	-5.0%	(557)	-5.9%
3,985	1,464	5,449	3,587	1,464	5,051	3,758	1,309	5,067	(227)	-5.7%	(156)	-10.6%	(383)	-7.0%
22,520	7,983	30,504	20,566	7,717	28,283	21,158	7,677	28,835	(1,362)	-6.0%	(306)	-3.8%	(1,668)	-5.5%

FTE Enrollment

Undergraduate

CCSU	6,618	819	7,436	5,956	819	6,775	6,260	814	7,074	(358)	-5.4%	(5)	-0.6%	(362)	-4.9%
ECSU	3,878	230	4,108	3,775	219	3,993	3,503	240	3,743	(375)	-9.7%	10	4.3%	(365)	-8.9%
SCSU	6,346	503	6,849	5,712	453	6,165	5,841	480	6,321	(504)	-7.9%	(23)	-4.6%	(528)	-7.7%
WCSU	3,813	388	4,201	3,433	388	3,821	3,611	336	3,947	(202)	-5.3%	(52)	-13.3%	(254)	-6.0%
CSU Total Undergraduate	20,654	1,940	22,594	18,875	1,878	20,753	19,215	1,870	21,085	(1,439)	-7.0%	(70)	-3.6%	(1,509)	-6.7%

Graduate

CCSU	415	639	1,054	382	639	1,021	452	616	1,068	37	8.9%	(23)	-3.6%	14	1.3%
ECSU	70	35	105	64	35	98	72	32	105	3	3.6%	(3)	-7.9%	(0)	-0.2%
SCSU	640	434	1,074	577	391	967	696	421	1,117	56	8.8%	(13)	-3.1%	43	4.0%
WCSU	80	233	313	71	233	303	79	238	317	(1)	-1.5%	6	2.6%	5	1.5%
CSU Total Graduate	1,205	1,341	2,546	1,093	1,297	2,389	1,299	1,308	2,607	94	7.8%	(33)	-2.5%	61	2.4%

Total

CCSU	7,033	1,458	8,491	6,338	1,458	7,796	6,712	1,431	8,142	(321)	-4.6%	(27)	-1.9%	(348)	-4.1%
ECSU	3,947	265	4,212	3,838	253	4,091	3,575	272	3,847	(372)	-9.4%	7	2.7%	(365)	-8.7%
SCSU	6,986	937	7,923	6,288	844	7,132	6,537	901	7,438	(448)	-6.4%	(37)	-3.9%	(485)	-6.1%
WCSU	3,893	620	4,513	3,504	620	4,124	3,690	574	4,264	(203)	-5.2%	(46)	-7.4%	(249)	-5.5%
CSU Total FTE	21,859	3,280	25,139	19,968	3,175	23,142	20,514	3,178	23,692	(1,345)	-6.2%	(103)	-3.1%	(1,448)	-5.8%

FTE - Avg Fall and Spring Semesters									FTE FY21 Revised Projection vs. FY20 Actual					
FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
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)
6,618	819	7,436	5,956	819	6,775	6,260	814	7,074	(358)	-5.4%	(5)	-0.6%	(362)	-4.9%
3,878	230	4,108	3,775	219	3,993	3,503	240	3,743	(375)	-9.7%	10	4.3%	(365)	-8.9%
6,346	503	6,849	5,712	453	6,165	5,841	480	6,321	(504)	-7.9%	(23)	-4.6%	(528)	-7.7%
3,813	388	4,201	3,433	388	3,821	3,611	336	3,947	(202)	-5.3%	(52)	-13.3%	(254)	-6.0%
20,654	1,940	22,594	18,875	1,878	20,753	19,215	1,870	21,085	(1,439)	-7.0%	(70)	-3.6%	(1,509)	-6.7%
415	639	1,054	382	639	1,021	452	616	1,068	37	8.9%	(23)	-3.6%	14	1.3%
70	35	105	64	35	98	72	32	105	3	3.6%	(3)	-7.9%	(0)	-0.2%
640	434	1,074	577	391	967	696	421	1,117	56	8.8%	(13)	-3.1%	43	4.0%
80	233	313	71	233	303	79	238	317	(1)	-1.5%	6	2.6%	5	1.5%
1,205	1,341	2,546	1,093	1,297	2,389	1,299	1,308	2,607	94	7.8%	(33)	-2.5%	61	2.4%
7,033	1,458	8,491	6,338	1,458	7,796	6,712	1,431	8,142	(321)	-4.6%	(27)	-1.9%	(348)	-4.1%
3,947	265	4,212	3,838	253	4,091	3,575	272	3,847	(372)	-9.4%	7	2.7%	(365)	-8.7%
6,986	937	7,923	6,288	844	7,132	6,537	901	7,438	(448)	-6.4%	(37)	-3.9%	(485)	-6.1%
3,893	620	4,513	3,504	620	4,124	3,690	574	4,264	(203)	-5.2%	(46)	-7.4%	(249)	-5.5%
21,859	3,280	25,139	19,968	3,175	23,142	20,514	3,178	23,692	(1,345)	-6.2%	(103)	-3.1%	(1,448)	-5.8%

CONNECTICUT COMMUNITY COLLEGES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters									Headcount FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College															
Asnuntuck	505	1,200	1,705	505	1,104	1,609	455	849	1,304	(50)	-9.9%	(351)	-29.2%	(401)	-23.5%
Capital	619	2,360	2,979	606	2,541	3,147	536	2,179	2,715	(83)	-13.4%	(181)	-7.6%	(264)	-8.8%
Gateway	1,719	4,788	6,507	1,719	4,788	6,507	1,902	4,101	6,003	183	10.6%	(687)	-14.3%	(504)	-7.7%
Housatonic	1,372	3,138	4,510	1,372	3,138	4,510	1,334	2,487	3,821	(38)	-2.8%	(651)	-20.7%	(689)	-15.3%
Manchester	1,645	3,597	5,242	1,645	3,597	5,242	1,468	2,980	4,448	(177)	-10.8%	(617)	-17.2%	(794)	-15.1%
Middlesex	763	1,536	2,299	763	1,536	2,299	801	1,305	2,106	38	5.0%	(231)	-15.0%	(193)	-8.4%
Naugatuck Valley	1,872	3,875	5,747	1,910	3,952	5,862	1,925	3,318	5,243	53	2.8%	(557)	-14.4%	(504)	-8.8%
Northwestern	378	943	1,321	390	972	1,362	457	771	1,228	79	20.9%	(172)	-18.2%	(93)	-7.0%
Norwalk	1,547	3,371	4,918	1,515	3,311	4,826	1,425	2,996	4,421	(122)	-7.9%	(375)	-11.1%	(497)	-10.1%
Quinebaug Valley	451	838	1,289	451	838	1,289	465	697	1,162	15	3.2%	(141)	-16.8%	(127)	-9.8%
Three Rivers	1,013	2,531	3,544	1,013	2,531	3,544	1,056	2,106	3,162	44	4.3%	(425)	-16.8%	(382)	-10.8%
Tunxis	1,305	2,295	3,600	1,305	2,295	3,600	1,342	2,023	3,365	38	2.9%	(272)	-11.9%	(235)	-6.5%
CCC Total Headcount	13,187	30,470	43,657	13,194	30,603	43,797	13,166	25,812	38,978	(21)	-0.2%	(4,658)	-15.3%	(4,679)	-10.7%

FTE Enrollment	FTE - Avg Fall and Spring Semesters									FTE FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College															
Asnuntuck	480	452	931	479	413	892	431	317	749	(48)	-10.1%	(134)	-29.7%	(182)	-19.6%
Capital	535	1,043	1,577	528	1,121	1,649	475	938	1,413	(60)	-11.1%	(105)	-10.0%	(164)	-10.4%
Gateway	1,508	2,074	3,581	1,508	2,074	3,582	1,658	1,750	3,408	150	10.0%	(324)	-15.6%	(173)	-4.8%
Housatonic	1,190	1,328	2,517	1,190	1,328	2,518	1,166	1,020	2,186	(23)	-2.0%	(307)	-23.2%	(331)	-13.1%
Manchester	1,464	1,535	2,998	1,462	1,535	2,997	1,318	1,254	2,572	(146)	-10.0%	(281)	-18.3%	(426)	-14.2%
Middlesex	679	648	1,326	679	648	1,327	727	536	1,263	49	7.2%	(111)	-17.2%	(63)	-4.7%
Naugatuck Valley	1,656	1,688	3,343	1,690	1,722	3,412	1,722	1,439	3,160	66	4.0%	(249)	-14.7%	(183)	-5.5%
Northwestern	344	382	725	354	394	748	417	321	738	73	21.3%	(60)	-15.8%	13	1.8%
Norwalk	1,375	1,476	2,851	1,346	1,448	2,794	1,263	1,325	2,588	(111)	-8.1%	(151)	-10.2%	(262)	-9.2%
Quinebaug Valley	403	344	747	403	344	747	412	281	693	10	2.5%	(63)	-18.5%	(54)	-7.2%
Three Rivers	910	1,097	2,007	910	1,097	2,007	957	914	1,871	47	5.2%	(183)	-16.7%	(136)	-6.8%
Tunxis	1,148	958	2,106	1,148	958	2,106	1,194	846	2,040	46	4.0%	(112)	-11.7%	(66)	-3.1%
CCC Total FTE	11,687	13,021	24,708	11,697	13,082	24,779	11,741	10,940	22,681	54	0.5%	(2,081)	-16.0%	(2,027)	-8.2%

CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

HEADCOUNT - Avg Fall and Spring Semesters										Headcount FY21 Revised Projection vs. FY20 Actual					
HEADCOUNT Enrollment	FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
	<u>Undergraduate</u>														
Charter Oak	376	1,240	1,616	376	1,240	1,616	376	1,240	1,616	-	0.0%	-	0.0%	-	0.0%
<u>Graduate</u>															
Charter Oak	2	66	67	2	66	67	2	66	67	-	0.0%	-	0.0%	-	0.0%

FTE Enrollment	FTE - Avg Fall and Spring Semesters									FTE FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Projection			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>College</u>															
<u>Undergraduate</u>															
Charter Oak	316	472	788	317	472	788	317	472	788	-	0.0%	-	0.0%	-	0.0%
<u>Graduate</u>															
Charter Oak	2	29	30	2	29	30	2	29	30	-	0.0%	-	0.0%	-	0.0%

Connecticut State Universities
Unrestricted Net Position (UNP) - Balances
2020 and 2021 Projection

	Actual					Projected	
	2017	2018	Designated	Undesignated *	2019	2020 Proj	2021 Proj
Central	35,326,015	35,626,110	22,593,023	15,695,144	38,288,167	36,727,277	24,403,775
Eastern	27,382,226	27,880,727	15,752,599	14,864,770	30,617,369	28,095,160	16,901,750
Southern	45,616,009	46,668,244	20,026,689	29,703,331	49,730,020	44,701,757	25,937,127
Western	14,162,778	11,640,172	7,487,761	145,142	7,632,903	6,572,854	(3,674,978)
System Office	20,563,921	21,690,372	353,079	21,864,221	22,217,300	22,420,571	22,420,571
CSU Total	143,050,949	143,505,625	66,213,151	82,272,608	148,485,759	138,517,619	85,988,245
	(572,236,377)	(602,271,955)			(669,465,337)		
					(1,009,924,183)		
	(429,185,428)	(458,766,330)			(1,530,903,761)		

NOTE: 2020 and 2021 includes projected Net Changes

**Connecticut Community Colleges
Unrestricted Net Position (UNP) - Balances
2020 and 2021 Projection**

	Projected (1)				Net Change	
	2017	2018	2019	2020	FY21 Rev Bud	2021
Asnuntuck	835,336	810,767	606,602	976,380	277,658	1,254,038
Capital	184,190	(2,387,226)	(4,841,348)	(8,255,597)	(4,067,549)	(12,323,146)
Gateway	(3,005,886)	(2,601,279)	(4,355,733)	(5,756,203)	(5,232,828)	(10,989,031)
Housatonic	12,425,037	12,076,860	10,232,482	8,713,007	(4,312,101)	4,400,906
Manchester	5,141,994	5,126,449	5,335,361	5,482,813	(3,229,200)	2,253,613
Middlesex	503,447	1,042,300	1,124,871	215,187	(1,502,182)	(1,286,995)
Naugatuck Valley	5,970,608	5,283,903	4,951,444	4,929,326	(1,178,851)	3,750,475
Northwestern	628,255	(232,088)	(391,148)	(484,284)	(93,210)	(577,494)
Norwalk	1,542,909	2,007,561	1,853,066	1,350,675	(3,909,807)	(2,559,132)
Quinebaug Valley	5,967,882	6,666,368	7,160,965	7,346,639	73,278	7,419,917
System Office	9,197,324	10,528,052	11,597,353	11,391,346	4,653,388	16,044,734
Three Rivers	8,168,624	7,853,896	7,711,834	6,926,079	(1,664,545)	5,261,534
Tunxis	(1,829,915)	(1,275,197)	(787,674)	(736,706)	(657,620)	(1,394,326)
System-wide Additional Reductions (2)					4,400,000	4,400,000
CCC Total	45,729,805	44,900,366	40,198,075	32,098,662	(16,443,569)	15,655,093
GASB 68 Adjustment for Pension Liability	(551,251,592)	(836,688,326)	(631,278,237)			
Cumulative GASB 75 adjustment for OPEB Liability			(822,389,001)			
Adjusted totals	(505,521,787)	(791,787,960)	(1,413,469,163)			

NOTES: (1) 2020 and 2021 includes projected Net Changes
(2) Additional Reduction to FY21 operating budget

Charter Oak State College
Unrestricted Net Assets (UNP) Balance
2020 and 2021 Projection

	Actual			Projected	
	2017	2018	2019	2020	2021
Charter Oak	791,000	857,000	3,548,216	3,708,278	3,695,070
GASB 68 Adjustment for Pension	(15,609,000)	(8,858,619)	(12,184,419)		
Cumulative GASB 75 adjustment for OPEB Liability			(27,316,216)		
Adjusted totals	(14,818,000)	(8,001,619)	(35,952,419)		

NOTE: 2020 and 2021 includes projected Net Changes

FY 21 CSCC Hiring Plan Roster

Executive	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
Interim President	1	Filled		288,354	188,872
Interim CFO, VP of Finance & Administration	1	Filled		170,000	111,350
Regional President	1	Filled		227,000	148,685
Regional President	1	Filled		227,000	148,685
Regional President	1	Filled		227,000	148,685
Regional Finance Officer	1	Filled		152,000	99,560
Regional Finance Officer	1	Filled		152,000	99,560
Regional Finance Officer	1	Filled		152,000	99,560
Regional Workforce Development Officer	1	Filled		130,000	85,150
Regional Workforce Development Officer	1	Filled		150,632	98,664
Regional Workforce Development Officer	1	Filled		130,000	85,150
Administrative Assistant to Regional President	1	Filled		80,000	52,400
Administrative Assistant to Regional President	1	Filled		60,000	39,300
Administrative Assistant to Regional President	1	Filled		60,000	39,300
	14			2,205,986	1,444,921

Academic Affairs	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
Interim Provost* (Salary Split with NWCC)	1	Filled		91,194	59,732
Interim Assoc VP of Academic Programs and Curricu	1	Filled		135,824	88,965
Interim Assoc VP of Teaching and Learning	1	Filled		155,250	101,689
Interim Assoc VP of Higher Education Transitions	1	Filled		134,550	88,130
Interim Director of Regional and Specialized Accrediti	1	Good Faith Offer	10/9/2020	115,031	75,345
Interim Director of the College Catalog	1	Good Faith Offer	10/9/2020	83,290	54,555
Assoc VP for Quality and Accreditation	1	New	1/1/2021	56,707	37,143
Assoc VP for Institutional Effectiveness and Assesser	1	New	11/6/2020	77,328	50,650
Interim Audit and Consolidate Policies Manager	1	New	1/1/2021	42,146	27,605
Durational Curriculum Alignment Managers	4	New	1/1/2021	200,000	131,000
Durational Director of Strategic Planning	1	New	1/1/2021	52,682	34,507
Faculty Curriculum Alignment Stipends - Summer 20	n/a	Stipend		176,000	115,280
APRC Faculty - Adjunct Contracts	n/a	Stipend		168,000	110,040
APRC Faculty - Administrators Adjunct Contract	n/a	Stipend		40,000	26,200
	14			1,576,852	1,032,838

Enrollment Management Student Affairs	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
VP of Enrollment	1	Filled		172,286	112,847
Assoc VP for Enrollment & Retention Services / CC R	1	Filled		134,550	88,130
Assoc VP for Financial Aid Services & Title IV Complia	1	Filled		136,310	89,283
Assoc VP for Recruitment, Admissions & Community	1	Filled		134,550	88,130
Assoc VP for Student Success Management	1	Filled		134,550	88,130
Director Student Academic Information Systems	1	Filled		137,087	89,792

FY 21 CSCC Hiring Plan Roster

Support Specialist Student Academic Information Sy:	1	Filled		112,114	73,435
Support Specialist Student Academic Information Sy:	1	Filled		88,198	57,770
Regional Director	1	Filled		95,000	62,225
Student Information System Specialist	1	Filled		72,070	47,206
Student Information System Specialist	1	Filled		72,070	47,206
Director of Admissions Operations	1	New		100,000	65,500
Associate Registrar of Student Communications and	1	New	10/9/2020	75,000	49,125
Student Information System Specialist	1	New	10/9/2020	80,000	52,400
Transcript Evaluators	3	New	2/12/2021	52,107	34,130
Admissions Operations Specialist	2	New	2/12/2021	24,521	16,061
Communications Specialist (AIR Grant)	1	New	2/12/2021	7,663	5,019
Administrative Assistant	1	New	2/12/2021	9,327	6,109
Financial Aid Regional Director	1	New	2/12/2021	36,782	24,092
Loan Supervisor	1	New	2/12/2021	13,027	8,533
Loan Specialist	1	New	2/12/2021	12,261	8,031
Work Study Coordinator	1	New	2/12/2021	12,261	8,031
Enrollment Management Overtime	n/a	Other		25,000	16,375
Two SAIS Contracts: Loan from Capital and TWR	n/a	Other		23,800	15,589
	25			1,760,533	1,153,149

Guided Pathways	Head Count	Status	Date to be	FY 21 Personal	FY 21 Fringe
			Filled	Services	Benefits
Regional Advising Director	1	New	12/4/2020	49,808	32,625
Regional Advising Director	1	New	12/4/2020	49,808	32,625
Regional Advising Director	1	New	12/4/2020	49,808	32,625
Campus Advising Lead	1	New	1/1/2021	30,595	20,040
Campus Advising Lead	1	New	1/1/2021	30,595	20,040
Campus Advising Lead	1	New	1/1/2021	30,595	20,040
GP Advisor I HCC	12	New	2/12/2021	211,877	138,779
GP Advisor II HCC	3	New	2/12/2021	62,146	40,706
GP Advisor I MXCC	8	New	2/12/2021	141,251	92,520
GP Advisor II MXCC	1	New	2/12/2021	20,691	13,553
GP Advisor I NWCC	4	New	2/12/2021	70,626	46,260
GP Advisor II NWCC	1	New	2/12/2021	20,715	13,569
	35			768,516	503,378
GRAND TOTAL	88			6,311,887	4,134,286

System Office roster

Department		Head Count	Status	FY 21 Personal Services	FY 21 Fringe Benefits
ACAD	Executive 5	1	Filled	234,561.08	186,045.41
ACAD	Assoc VP for Academic Affairs	1	Filled	134,034.68	120,094.72
ACAD	AdministrativeAssistant	1	Filled	75,178.22	54,784.95
ACAD	Professional 2	1	Filled	67,635.88	24,579.36
ACAD	Executive 1	1	Filled	130,426.41	53,905.19
ACAD	Executive Director of the Success Center	1	New	-	-
ACAD	Policy Analyst (Internal Search)	1	Filled	61,343.09	6,808.62
ACAD	Director of National Success Center Partnerships (I	1	Filled	83,013.84	69,163.32
ACAD	SUAdmin6 - TAP Director	1	Filled	106,982.80	102,960.75
BOARD	Professional 2	1	Filled	63,040.64	52,055.84
BOARD	Manager 2		VAC	54,529.33	18,464.02
BOARD	Manager 1	1	Filled	76,926.99	52,971.93
EXEC	Professional 2	1	Filled	67,015.52	29,298.04
EXEC	BOR President	1	Filled	333,716.52	240,550.62
EXEC	Executive 1	1	Filled	184,322.23	66,229.00
FAC	Executive 2	1	Filled	164,202.48	134,321.40
Finance	Executive 4	1	Filled	212,781.66	152,707.23
Finance	Professional 2	1	Filled	95,643.08	70,228.67
GOV REL	Manager 2	1	Filled	85,109.22	26,783.10
HR	Executive 4	1	Filled	212,781.67	64,988.54
IR	Executive 1	1	Filled	169,153.66	58,444.23
IT	Executive 4	1	Filled	211,362.32	176,506.07
PUB REL	Manager 3	1	Filled	99,616.92	71,843.20
PUB REL	Public Policy (per meeting with Alice)	1	Filled	-	-
		<u>23</u>		<u>\$ 2,923,378</u>	<u>\$ 1,833,734</u>

Shared Services Roster

Department	Academic Affairs	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
ACAD	SUAdmin7	1	Filled		123,048.67	53,822.69
ACAD	Manager 2	1	Filled		142,131.61	56,278.80
ACAD	Manager 3	1	Filled		74,937.45	68,911.62
ACAD	Executive Administrative Assis	1	Filled		69,775.68	72,869.16
ACAD	Director of Career and Transfer	1	Filled		51,484.68	3,964.35
ACAD	COSCDirector1	1	Filled		89,408.02	85,409.17
ACAD	Director Allied Health		Filled		20,634.25	18,615.67
ACAD	SUAdmin3	1	Filled		78,503.16	38,172.34
ACAD	Coordinator of Dual Enrollment	1	VAC		-	-
		<u>8</u>			<u>\$ 649,924</u>	<u>\$ 398,044</u>

Department	Facilities	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
FAC	Professional 2	1	Filled		67,017.34	24,437.08
FAC	Professional 3	1	Filled		74,071.14	72,800.98
FAC	Manager 1	1	Filled		119,605.98	93,577.64
FAC	Manager 1	1	Filled		95,691.17	46,011.58
FAC	BOR IT Admin	1	Filled		144,059.28	120,143.32
FAC	Manager 1	1	Filled		105,601.60	84,849.31
FAC	Manager 1	1	Filled		11,896.56	10,813.48
FAC	SUAdmin5	1	VAC		-	-
FAC	Manager 1	1	VAC		47,500.00	32,708.50
FAC	Manager 2	1	VAC		-	-
FAC	Project Manager	1	VAC		47,500.00	32,708.50
		<u>11</u>			<u>\$ 712,943</u>	<u>\$ 518,050</u>

Department	Finance	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
FIN_Acct	SUAdmin2	1	Filled		62,931.36	40,586.26
FIN_Acct	Manager 3	1	Filled		119,540.23	106,270.37
FIN_Acct	SUAdmin2	1	Filled		59,586.40	65,959.75
FIN_Acct	SUAdmin5	1	Filled		95,536.96	31,654.12
FIN_Acct	SUAdmin3	1	Filled		78,942.95	34,456.54
FIN_Acct	SUAdmin4	1	Filled		85,425.00	86,418.86
FIN_Acct	SUAdmin3	1	Filled		62,931.11	45,568.14
FIN_Acct	TempWkr(Ret)(Unc)		Filled		30,144.84	2,321.12
FIN_Acct	SUAdmin4	1	Filled		68,382.22	41,588.22
FIN_Acct	SUAdmin6	1	Filled		105,747.35	76,418.00
FIN_Acct	SUAdmin6	1	Filled		107,209.26	45,093.02
FIN_Acct	SUAdmin5	1	Filled		87,071.09	41,891.00
FIN_Acct	SUAdmin4	1	VAC		-	-
FIN_Acct	SUAdmin6	1	VAC		55,000.00	37,500.00
FIN_Acct	SUAdmin3	1	VAC		60,000.00	41,316.00

Finance	SUAdmin4	1	VAC	42,192.50	29,054.00
Finance	Manager 3	1	Filled	131,972.63	118,824.11
Finance	SUAdmin5	1	Filled	99,660.62	91,649.00
Finance	Manager 3	1	Filled	139,463.74	113,636.45
Finance	SUAdmin5	1	Filled	118,266.72	92,451.00
Finance	SUAdmin6	1	Filled	105,747.36	99,974.28
Finance	Executive 2	1	Filled	146,436.94	125,788.65
Finance	SUAdmin5	1	Filled	100,024.38	93,391.88
Finance	SUAdmin5	1	Filled	111,937.05	86,773.59
Finance	SUAdmin5	1	Filled	99,567.59	94,950.49
		24		\$ 2,173,718	\$ 1,643,535

Department	Human Resources	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
HR	Manager 2	1	Filled		125,096.92	109,977.40
HR	Manager 2	1	Filled		94,636.00	92,722.00
HR	Manager 1	1	Filled		83,824.00	38,780.00
HR	Special Appointmet EA (up to 1		Filled	4/15/2020	25,769.00	1,984.00
HR	Manager 2	1	Filled	4/15/2020	121,508.00	83,670.41
HR	Manager 2	1	Filled	2/21/2020	91,583.00	63,064.05
HR	Executive 1	1	Filled		115,517.00	102,917.00
HR	Professional 3	1	Filled		75,069.00	25,175.00
HR	Professional 3	1	Filled		80,404.00	58,545.00
HR	Executive 1	1	Filled	4/15/2020	125,097.00	49,233.00
HR	Manager 2	1	Filled	4/15/2020	94,578.00	92,454.00
HR	Manager 2	1	Filled	3/6/2020	104,660.00	91,973.00
HR	Manager 1	1	Filled		86,178.00	59,342.17
HR	Executive 1	1	Filled	3/27/2020	151,460.00	110,019.00
HR	Manager 2	1	Filled		101,213.00	97,794.00
HR	Manager 1	1	Filled		87,476.00	71,503.00
HR	Professional 3	1	Filled		66,309.00	67,081.00
HR	Professional 3	1	Filled		66,740.00	34,300.00
HR	Professional 3	1	Filled		102,112.00	86,596.00
HR	Professional 3	1	Filled		59,390.00	62,681.00
HR	Professional 3	1	Filled		82,661.00	83,688.00
HR	Executive 1	1	Filled	3/6/2020	165,142.00	127,681.00
HR	Manager 2	1	Filled	3/6/2020	94,578.00	40,910.00
HR	Manager 1	1	Filled	3/6/2020	73,611.00	36,001.00
HR	Manager 2	1	Filled	3/6/2020	98,361.00	71,039.00
HR	Manager 1	1	Filled	3/6/2020	74,155.00	62,536.00
HR	Manager 1	1	Filled	3/6/2020	87,219.00	86,539.00
HR	Manager 1	1	Filled	3/6/2020	74,000.00	50,956.40
HR	Manager 1	1	Filled	3/6/2020	93,685.00	83,173.00
HR	Manager 1	1	Filled		82,546.00	82,666.00
HR		1	Filled		67,529.00	10,722.00
HR	Manager 1	1	Filled		86,178.00	59,342.17
HR	Manager 1	1	Filled		91,593.00	63,070.94

HR	Professional 2	1
HR	Professional 2	1
HR		1
HR		1
HR		1
HR		1
HR	Manager 2	1
HR		1
HR	Manager 1	1
HR	Manager 2	1
		<u>42</u>

Filled		52,685.00	36,278.89
Filled		50,455.00	55,562.00
VAC	3/27/2020	90,300.00	62,180.58
VAC		90,300.00	62,180.58
VAC	3/27/2020	90,300.00	62,180.58
VAC		105,000.00	72,303.00
VAC		105,000.00	72,303.00
VAC	3/27/2020	90,300.00	62,180.58
VAC	3/6/2020	94,500.00	65,072.70
VAC	3/6/2020	115,500.00	79,533.30
		<u>\$ 3,914,218</u>	<u>\$ 2,887,911</u>

Department	Institutional Research	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
IR	ExecutiveAssistantDHE	1	Filled		74,746.58	24,334.98
IR	SUAdmin5	1	Filled		92,856.87	85,867.96
IR	Manager 2	1	Filled		85,047.92	40,337.02
IR	SUAdmin7	1	Filled		120,734.33	48,325.55
IR	Program Analyst (Admin 3)	1	VAC		-	-
		<u>5</u>			<u>\$ 373,386</u>	<u>\$ 198,866</u>

Department	Information Tech	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
IT	SUAdmin7	1	Filled		119,462.23	52,379.93
IT	SUAdmin4	1	Filled		103,141.04	92,830.42
IT	SUAdmin6	1	Filled		128,718.11	54,163.09
IT	SUAdmin6	1	Filled		108,796.80	50,792.37
IT	SUAdmin5	1	Filled		121,201.65	83,053.60
IT	SUAdmin5	1	Filled		94,056.59	27,642.47
IT	SUAdmin7	1	Filled		167,620.02	138,169.74
IT	SUAdmin4	1	Filled		112,273.94	50,501.10
IT	SUAdmin7	1	Filled		120,309.23	103,891.32
IT	SUAdmin4	1	Filled		112,273.68	41,804.79
IT	SUAdmin6	1	VAC		-	-
IT	SUAdmin4	1	Filled		112,751.92	66,901.04
IT	SUAdmin6	1	Filled		143,199.24	113,553.40
IT	SUAdmin3	1	Filled		86,850.85	83,243.44
IT	SUAdmin6	1	Filled		106,711.18	82,730.25
IT	Executive 1	1	Filled		163,782.32	142,898.47
IT	SUAdmin7	1	Filled		143,400.23	115,051.95
IT	SUAdmin5	1	Filled		133,129.91	108,022.88
IT	SUAdmin4	1	Filled		111,044.82	85,113.60
IT	SUAdmin2	1	Filled		86,916.92	69,718.39
IT	SUAdmin4	1	Filled		82,850.37	82,828.60
IT	SUAdmin6	1	Filled		108,702.81	49,083.72
IT	SUAdmin5	1	Filled		127,457.00	111,624.88

IT	SUAdmin3	1	Filled		99,090.82	30,995.03
IT	SUAdmin1	1	Filled		47,979.93	21,167.05
IT	SUAdmin4	1	Filled		114,561.59	99,492.39
IT	SUAdmin3	1	Filled		66,392.80	24,877.15
IT	SUAdmin4	1	Filled		87,237.86	87,806.34
IT	BOR IT Admin	1	Filled		146,136.58	119,817.25
IT	SUAdmin4	1	Filled		115,713.48	104,283.10
IT	CCEducAsst	1	Filled		175,394.44	59,826.85
IT	SUAdmin5	1	Filled		100,229.90	78,830.77
IT	SUAdmin7	1	Filled		118,043.39	52,097.95
IT	SUAdmin6	1	Filled		109,147.10	103,183.65
IT	BOR IT Admin	1	Filled		145,830.58	52,712.27
IT	SUAdmin7	1	Filled		122,866.09	109,959.88
IT	SUAdmin5	1	Filled		97,995.37	89,849.11
IT	SUAdmin7	1	Filled		122,124.41	90,455.78
IT	SUAdmin5	1	Filled		96,997.48	75,581.73
IT	SUAdmin5	1	Filled		100,191.44	48,507.32
IT	SUAdmin7	1	Filled		123,203.93	110,302.43
IT	SUAdmin6	1	Filled		141,070.79	56,291.76
IT	SUAdmin4	1	Filled		100,541.34	49,572.86
IT	BOR IT Admin	1	VAC		-	-
IT	BOR IT Admin	1	Filled		158,979.43	48,315.47
IT	BOR IT Admin	1	Filled		157,612.40	129,857.26
IT	SUAdmin5	1	Filled		99,568.79	90,380.22
IT	BOR IT Admin	1	Filled		157,981.55	59,515.50
IT	SUAdmin4	1	Filled		106,495.55	31,340.83
IT	SUAdmin7	1	Filled		118,492.97	51,739.27
IT	SUAdmin5	1	Filled		104,601.45	99,856.63
IT	SUAdmin6	1	Filled		68,428.42	39,195.63
IT	SUAdmin4	1	Filled		111,760.05	50,523.03
IT	BOR IT Admin	1	Filled		156,616.44	133,275.22
IT	BOR IT Admin	1	Filled		129,804.32	116,818.85
IT	SUAdmin4	1	Filled		64,920.53	44,665.32
IT	BOR IT Admin	1	Filled		164,331.16	121,018.69
IT	SUAdmin4	1	Filled		109,605.18	49,920.14
IT	4Cs	0.5	Filled		-	-
IT	BOR IT Admin	1	VAC		84,931.72	53,629.78
IT	Service Desk Analyst (Universit	1	VAC		2,964.00	-
		59.5			\$ 6,622,494	\$ 4,391,662

Department	Legal	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
LEGAL	ExecAsst1DHE	1	Filled		75,362.98	59,984.50
LEGAL	Manager 2	1	Filled		115,556.00	103,478.00
LEGAL	Manager 2	1	Filled		103,246.37	83,819.38
LEGAL	Manager 2	1	Filled		115,555.71	46,913.66
LEGAL	Executive 1	1	Filled		135,787.87	121,438.41

		<u>5</u>			<u>\$ 545,509</u>	<u>\$ 415,634</u>

Department	Public Relations	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
PUB REL	SUAdmin4	1	Filled		92,911.36	91,863.45
PUB REL	SUAdmin3	1	Filled		92,913.26	20,698.33
		<u>2</u>			<u>\$ 185,825</u>	<u>\$ 112,562</u>

Department	Public Relations	Head Count	Status	Date to be Filled	FY 21 Personal Services	FY 21 Fringe Benefits
AP	SUOAF 5	1	Transfer		-	-
AP	SUOAF 4	1	Transfer		-	-
AP	CC Professional 18 (12)	1	Transfer		-	-
AP	ASST ACCOUNTANT	1	Transfer		-	-
AP	FISCAL ADM ASST	1	Transfer		-	-
AP	CLERK TYPIST	1	Transfer		-	-
AP	FISCAL ADM OFF	1	Transfer		-	-
AP	CC Professional 16 (12)	1	Transfer		-	-
AP	FISCAL ADM OFF	1	Transfer		-	-
Either AP or Pu	ACCOUNTANT	1	Transfer		-	-
Either AP or Pu	CASH ACC CLERK	1	Transfer		-	-
Either AP or Pu	ACCOUNTANT	1	Transfer		-	-
Either AP or Pu	FISCAL ADM OFF	1	Transfer		-	-
Either AP or Pu	FISCAL ADM OFF	1	Transfer		-	-
Not Sure	FISCAL ADM ASST	1	Transfer		-	-
Not Sure	OFFICE ASST	1	Transfer		-	-
Payroll		1	Transfer		-	-
Payroll		1	Transfer		-	-
Payroll	Fiscal/AdministrativeOfficer	1	Transfer		-	-
Payroll	PayrollOfficer1	1	Transfer		-	-
Payroll	PayrollClerk	1	Transfer		-	-
Payroll	PayrollClerk	1	Transfer		-	-
Payroll	PayrollClerk	1	Transfer		-	-
Payroll	PayrollOfficer1	1	Transfer		-	-
Payroll	OfficeAssistant	1	Transfer		-	-
Payroll	PayrollClerk	1	Transfer		-	-
Payroll	PayrollClerk	1	Transfer		-	-
Payroll	PayrollOfficer1	1	Transfer		-	-
Payroll	Fiscal/AdministrativeOfficer	1	Transfer		-	-
Payroll	Professional 2	1	Transfer		-	-
Payroll	PayrollClerk	1	Transfer		-	-
Payroll	Payroll Clerk	1	Transfer		-	-
Payroll		1	Transfer		-	-
Payroll		1	Transfer		-	-
Payroll		1	Transfer		-	-
Purchasing	SOAUF 6	1	Filled		95,632.32	88,257.12

Purchasing	SOAUF 4	1	Transfer
Purchasing	SOAUF 5	1	Transfer
Purchasing	SOAUF 3/4	1	Transfer
Purchasing	SOAUF 3/5	1	Transfer
Purchasing	FISCAL ADM ASST	1	Transfer
Purchasing	CC Professional 16 (12)	1	Transfer
Purchasing	PURCHASING ASSTN	1	Transfer
Purchasing	FISCAL ADM OFF	1	Transfer
Purchasing	ACCOUNTANT	1	Transfer
Purchasing	FISCAL ADM OFF	1	Transfer
Purchasing	FISCAL ADM ASST	1	Transfer
Purchasing	FISCAL ADM OFF	1	Transfer
Purchasing	FISCAL ADM OFF	1	Transfer
Purchasing	PURCHASING ASSTN	1	Transfer
Purchasing	PURCHASING ASSTN	1	Transfer
Purchasing	FISCAL ADM OFF	1	Transfer

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209

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\$ 95,632

\$ 88,257

\$ 15,273,649

\$ 10,654,520



September 23, 2020

Maureen Chalmers, 4Cs
Dennis Bogusky, Federation
Larry Salay, AFSCME Administrators
Gregg Crerar, SUOAF
Patricia O'Neill, CSU-AAUP
Wanda Warshaur, Charter Oak Professional Staff Union

Dear Union Leaders:

On September 17, 2020, the Board of Regents asked us to take immediate steps to address CSCU's \$91 million projected deficit. In response to this BOR directive we are developing options in order to achieve savings for the current fiscal year and also into the next fiscal year and beyond.

I respectfully request that each of you, from your bargaining unit leadership positions, play a collaborative role in this process by looking at your collective agreements and providing us with recommendations on potential cost savings that can be achieved at CSCU under those contracts. The recommendations should focus on actions that generate savings and can be implemented in this fiscal year and/or next fiscal year. Our priority is to identify savings that have as little impact on student success as possible.

Recommendations should be directed to the VP of HR, Andrew Kripp and Director of Labor Relations Chris Henderson.

While we appreciate suggestions outside of the areas you represent we already have teams addressing those areas as evidenced by the recently announced hiring freeze.

Given the significant financial issues the system faces we look forward to your input on the functional areas you represent. As the BOR has noted, "everything is on the table."

Thank for your help.

Kind regards,

/Ben/

Ben Barnes



**CONNECTICUT STATE UNIVERSITY
AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS**

September 30, 2020

Dear Mr. Barnes,

Here are my thoughts regarding your request of 9/23/2020:

1. Any cuts should safeguard the core mission of the institutions and maintain the integrity of instruction and research
2. The expenses being incurred to implement Students First should halt and a suspension of Students First should occur immediately to further delineate the full cost
3. Revenue from outside the system should be identified to fund the tuition free program and to expand it to the State Universities
4. A more permanent solution to funding legacy costs carried over from previous decades should be sought and should be a request to the Governor's Office to include CSU in any efforts to provide alternate funding for pension costs in any other part of State government
5. Shifting current benefit cost to the Comptroller's budget should be a priority
6. In recent years, the legislature provided a supplemental budget line for the community colleges to compensate for the use of the operating fund to pay for the unfounded liability in the pension. The BOR and the system office should be advocating for a similar budget line for the CSUs.
7. The percentage of expenses of State funding to the institutions through the block grant has steadily declined over the past several decades and the BOR should immediately pass a resolution calling on Governor Lamont and the General Assembly to reverse this trend
8. The BOR and the Administration should prioritize achieving maximum funding possible from Federal COVID19 related grants and should call on the Governor and OPM to designate the maximum funding possible from these sources to the system
9. The immensity of this problem going forward needs the efforts of the entire CSU community and to develop the best opportunities it is essential that the BOR create a committee that will help guide the system's response to this huge problem into the future. To that end it is necessary to involve all campuses and tap into the talents of the faculty and staff in seeking the best ideas.
10. Preserving the talent that has been already assembled on the faculty and attracting new talent to the faculty is essential to maintaining the system's place in the State's economic recovery and future prosperity and to the core mission and as such should be the first goal in maintaining student services.
11. The BOR legislative goals being submitted to Governor's Office now should reflect the priorities stated above. This will insure the active advocacy of the whole CSU community and increase the success of your efforts.

Finally, you asked the unions to suggest cost savings that can be achieved under the contract, specifying that *“The recommendations should focus on actions that generate savings and can be implemented in this fiscal year and/or next fiscal year. Our priority is to identify savings that have as little impact on student success as possible.”*

We have found a single item that would save more than a third of the projected deficit of 91 million dollars without impacting a single student.

STAFF REPORT FINANCE AND INFRASTRUCTURE COMMITTEE

Community College Budget Changes, FY 2021 compared to FY 2020 Budget				
	FY2020 Budget	FY 2021 Budget	FY2020 budget to FY 2021 Budget Change \$	Change %
System Office	35,250,568	2,853,947	(32,396,621)	-92%
Connecticut State Community College	-	35,757,489	35,757,489	na
12 Campuses	461,730,719	479,734,811	18,004,092	4%
Total Expenditures	496,981,287	518,346,247	21,364,960	4%
Major Categories of Expenditure Change				
			SEBAC Raises	9,045,487
			Fringe Benefit Increases	14,222,561
			COVID-related (CARES Act)	12,325,512
			Guided Pathways	3,166,259
			Spending Reductions, including Students First	(17,394,859)
			Total Expenditure Change:	21,364,960

The increase in overall expenditures between the FY 2020 budget and the spending plans for FY 2021 reflects the major categories listed above. In addition to the SEBAC raises and changes in Fringe benefit costs, which are beyond the system's control, the increases include the use of \$12.3 million in federal funds for COVID response, \$3.2 million for the roll-out of Guided Pathways, and a net reduction of \$19.8 million including savings related to Students First, which includes attrition offset by one-time technology costs and some limited new hiring for CSCC, described below.

For FY 2021, funding of \$35.7 million is provided to establish the CSCC and build academic and student supports. This budget includes \$11.9 million for 28 staff, and \$23.8 million for other expenses. This budget reflects a holdback of \$2.9 million, or 7.5%, that will be accomplished by deferring hiring of 52 out of 80 planned CSCC positions pending reconsideration in October based on updated information regarding revenue and operations. If circumstances allow the release of that holdback by the BOR, the CSCC will employ 80 staff members with personnel and fringe benefit costs of \$14.8 million. The \$23.8 million in Other Expenses is to develop IT supports for a single instance of Banner and other enrollment management and student advising IT systems necessary to achieve Students First's student success goals.

Of the 80 CSCC positions included in the budget, 13 key positions are in place, 15 will be hired or re-allocated to CSCC from elsewhere in the system by September 2020, while 52 will be hired after reconsideration in October. These staff are organized into four main areas:

CSCC has no students. Its budget pays administrators without an institution and invests in technology to support a college that does not yet exist but will consume more resources in FY2021 than seven of the community colleges.

Respectfully,

Dr. Patricia O'Neill, President, CSU-AAUP

ITEM

FY 2021 CSCU Revised Spending Plan

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OVERVIEW

Revenues to the colleges and universities have dropped significantly below the levels expected in the original spending plan as a result of changes in demand driven by the COVID19 pandemic. For the colleges, this revenue shortfall comes from lower enrollment than expected. For the universities, the revenue shortfall results from lower residence hall occupancy than expected. Charter Oak State College has enjoyed enrollment growth, and is not effected by the COVID-related revenue loss experienced by the rest of CSU.

These recommended budget revisions include updated revenue estimates based on enrollment at census this fall, and assuming that spring enrollment will be somewhat lower, based on historical patterns. The revisions also include a number of short-term budget cuts and longer-term cost reduction strategies. As a result of these recommended actions the proposed revised budget produces an overall operating deficit of \$69 million. This is worse than the deficit of \$48 million included in the original budget adopted in June, but considerably improved from the potential deficit of over \$90 million that would occur based on revenue shortfalls alone, had no spending reductions and other measures been implemented.

This proposed revised budget will allow CSU to preserve more than \$100 million of its limited reserves, including maintaining positive reserves for the Community Colleges overall. Nevertheless, half of the individual colleges are expected to have negative reserves at the end of the year, as will one of four universities. The Colleges overall are expected to end the year with \$16 million in reserves, which is extremely low and demands aggressive action by the Board of Regents over the coming years to reestablish this critical financial safety net.

The budget changes recommended for the Community College system include elimination of vacant positions, additional hiring constraints for full-time permanent employees and part-time lecturers alike, cuts to other expenses, and acceleration of shared services implementation that had been slowed during the summer of 2020 by the urgency of addressing re-opening challenges under pandemic conditions. Most significantly, this budget uses \$12.2 million of federal Higher Education Emergency Relief funds to replace lost revenue from the summer and fall of 2020, making up just over half of the FY2021 revenue loss that is expected as a result of the pandemic.

No formal budget revisions are required in the case of Charter Oak State College, which is experiencing modest enrollment growth in line with growth experienced by on-line peers across the country. Discussion of their budget is included for information, including updated revenue estimates, as part of this staff report.

The budget changes for the universities include hiring restrictions, limits on non-personnel spending, cancellation of travel, and other cuts. Because the universities' revenue shortfall results from occupancy of residence halls, and because enrollment was actually above the budgeted levels, the opportunities to reduce adjuncts is limited. Moreover, the CSU budgets include over \$8 million in expenses related to COVID operations for which reimbursement by the state out of federal Coronavirus Relief Funds is pending.

HIRING FREEZE

On September 17 the CSCU administration imposed a hiring freeze across CSCU institutions and the system office. Subsequent guidance identified certain exclusions and established approval and reporting mechanisms in order to ensure compliance with the freeze. One important feature of this approach is that each institution has provided to the system office a listing of any vacancies or anticipated vacancies that are funded in the revised budget, including some permanent, full-time positions that are critical to campus operations, as well as non-permanent staff including student workers and adjunct faculty for the spring semester. Each requested hire will be approved or denied based on the revised budget. In addition, some positions have been identified to be filled by staff transferred from other positions in CSCU, particularly in CSCC and Shared Services. Detailed rosters for CSCC, Shared Services, and the System Office are provided in the attachments.

ADDITIONAL LONG-TERM BUDGET INITIATIVES

In response to direction from the Regents that “everything is on the table” with respect to actions the Board would consider to address immediate and chronic budget issues, this item includes a recommendation that the system undertake comprehensive efforts to review operations across colleges and universities and produce formal recommendations to the Board for further action.

Comprehensive efforts at colleges will include a formal review of academic and student support programs to ensure that credit-bearing programs are meeting mission and goals in cost-effective manner; non-credit programs are self-supporting, or exceptions are acknowledged; and student support services are structured and staffed to effectively enhance student success. Specifically, this review will include an evaluation of staff assignments at each campus and system office to:

- Support right-sizing of administrative costs;
- Develop detailed plans for staffing transition and reduction under Students First; and,
- Review non-instructional time approval for full-time faculty.

The comprehensive effort by the universities will include:

- Review non-instructional time approval for full-time faculty;
- Evaluation of an expansion of shared services to additional services; and,
- Staffing analysis to determine if changes are recommended for FY 2022, once job security protections expire.

While these measures are not expected to produce savings or improvements in the current fiscal year, they should guide the administration in developing actions to recommend in FY 2022 and beyond that advance the Board’s Students First initiative and enhance fiscal sustainability of the CSCU system.

Below please find discussions of the recommended revisions submitted by the community college regions, Charter Oak State College, and the four universities.

NORTH-WEST REGION***Revenue:***

The North-West Region (NWR) currently projects revenue 4.6% below what was approved by the BOR after accounting for technical budget adjustments. This revised revenue reduction totals \$6.4 million across the region, of which 93.6%, or approximately \$6 million, was attributable to actual and projected erosion to enrollment-related revenue targets. The degree to which these revenue targets were downgraded varied widely across the region by campus.

Personal Services and Other Expenses:

Personnel expenses have been reduced by 3%, or \$3.6 million across the region by eliminating vacant positions and reallocating payroll to shared services as part of the region's 2% BOR-mandated holdback. Management confidential increases were eliminated and totaled approximately \$137,000 for the region. Additional cost savings are reductions to lecturer contracts that are proportional to actual and projected enrollment shortfalls. It should be noted that Naugatuck Valley increased its overall FY 21 fringe rate projection by 3%, thus adding nearly \$800K in expenses.

Revised Operating Deficit:

The NWR did not have an operating deficit at the time of spending plan approval by the BOR, however the region currently projects an overall operating deficit of approximately \$5.6 million. The most recent enrollment-related adjustments to net revenue represent 86%, or \$4.8 million, of this overall operating deficit.

Naugatuck Valley's projected \$3.7 million deficit represents 77% of the region's overall deficit even though the college accounts for only 44% of the region's overall revised operating budget. This is due to 17% lower tuition revenue and adding expenditures to offset an underestimation in college-wide personnel fringe benefit costs.

Implications of Revisions:

Colleges within the NWR have voiced strong concerns regarding actions that may be required in response to additional spending reduction mandates. Most of the tolerable spending reductions such as eliminating budgeted vacant positions, reallocating payroll to shared services, and reducing pandemic-related operating expense line items, have already been realized in achieving spending cuts to date. As a result, additional spending reductions will likely be more visible and potentially disruptive to the core mission(s) of the campuses. While this is a concern shared by all campuses in the NWR, the degree to which it will impact campus operations varies across the region given the relative financial position of each institution.

Changes to Accommodate 2% Reduction in Adopted Budget:

Each college in the region relied on one-time savings associated with the reallocation of campus payroll to shared services payroll, particularly in Human Resources and savings exceeded \$1 million region wide. Campuses also shared costs for various positions both within the region and within the system (including the CSCC) as a means of identifying savings at the individual campuses.

Hiring for several vacant positions were delayed, or in the case of faculty, replaced for FY 21 via the use of part time lecturers. Concerns over unfilled vacancies ranged from those associated with potential service interruption to students (e.g. library support staff, tutors, advisors, etc.), increased administrative burden to the college (e.g. elimination of weekend administrators, delayed hiring of PR associates, reduction in departmental discretionary budgets, etc.), and potentially compromised program accreditation (e.g. delayed nursing faculty positions).

Additional Cuts to Reduce Deficit:

As a means of reducing the impact of enrollment-related revenue shortfall, the campuses were more aggressive in terms of ensuring cost-effectiveness of individual course sections. This meant increased enrollment caps to reduce the number of part time lecturer contracts that were necessary to offer courses in line with enrollment. This allowed the region to reduce actual and projected part time lecturer salary costs by 5%.

Campuses also reduced need-based set-aside grant allotments by 18% across the region. These reductions are in line with both statutory requirements pertaining to the calculation of these grants (i.e. as enrollment falls, so too does the net tuition revenue from which the set-aside grants are derived per statute) and reduced demand that results from having fewer students enrolled during a given semester or academic year.

Budget Risks:

The potential for the COVID-19 pandemic to exert continued downward pressure on enrollment-related revenue during the upcoming spring 2021 semester is an immediate and significant risk. The most recent budget revisions assumed significant erosion in spring revenue proportional to that which was realized in the fall. However, the pandemic has introduced such significant uncertainty regarding current and prospective student enrollment behavior that reductions in addition to those already planned/budgeted cannot be discounted.

This is potentially exacerbated by the uncertainty surrounding funding for the Pledge to Advance Connecticut (PACT) grant program. The program, codified in state statute as a means of subsidizing community college education for recent high school graduates, was unfunded by the legislature and subsequently underwritten via the use of CSCU reserves. However, no plan exists for the CSCU to fund the program in the spring semester. Should the legislature fail to secure funding for the program's continuation, the system will suffer financially in that it will either a) be forced to deplete reserves further in an effort to fund the program itself or b) suffer a potential enrollment decline as a result of the program ceasing to exist. This includes the potential for a loss of ancillary revenue as funded via other sources (e.g. Pell Grants, federal student loans, etc.)

In addition to risks driven by potential revenue shortfalls, risks to student success abound in conjunction with potential expenditure reductions. As noted previously, significant cuts to college expense will likely result in interruptions/reduced access to student services. These include, but are not limited to, reduced tutoring hours, library hours, reductions in course offerings, and the potential for shuttering financially compromised academic programs (both credit and non-credit). There are also concerns over whether basic student safety provisions, such as security expenses, will have to be significantly reduced in response to the current budget situation.

SHORELINE WEST***Revenue:***

The Shoreline West region has faced significant budget challenges in FY 21. The original budget revenue of \$156.7 million is now projected to be \$147.8 million. Revenue losses of \$8.9 million are the result of Fall enrollment declines projected to carry forward to spring semester. The region consists of three large urban campuses that have student populations that have been disproportionately affected by COVID 19 economic challenges. These colleges have gone to great lengths to reach out to students with support services, provide technology through laptop distributions, and provide late start course offerings.

Personal Services and fringe:

The original budget for personnel for the region was \$83.2 million and were reduced by \$2.0 million as part of the 2% reduction. This reduction was significant as personnel services were increased this fiscal year due to a 5.5% contractual raise received by all unionized employee categories which totaled \$2.5 million for the region. Reductions were taken by deferring or eliminating hiring positions as supported in the hiring/vacancy plans. Management confidential increases were eliminated and totaled \$131,390 for the region. Further personnel savings in the budget revision of \$835,713 are due to projected part time lecturer savings due to lower than anticipated enrollment. Correspondingly, there were fringe benefit savings of \$1.72 million on the reduced personnel expenses.

The following positions were cut or deferred:

- Norwalk deferred hiring two full time faculty for a writing coordinator and a computer science faculty member.
- Gateway had savings from three faculty retirements over the summer which have been backfilled with part-time lecturers (PTLs).
- Housatonic and Gateway are sharing an IR Specialist, the Associate Dean of Communications, and Ed Tech Specialist.
- Gateway re-organized vacancies in the Administrative Division. The Building Superintendent 3 position was eliminated, and the savings were utilized to establish an Associate Dean of Operations. In the meantime, the responsibilities of the Building Superintendent and the Associate Dean were reassigned to existing staff using EA contracts.
- Housatonic eliminated \$538,325 in Educational Assistant contracts as part of the 2% reduction plan.
- Norwalk deferred hiring armed security personnel that were part of the original budget submission.
- Norwalk deferred hiring a Director of Finance and Director of Continuing Education that were vacant due to employees taking regional roles.

Other Expenses:

The original budget for other expenses (OE) for the Shoreline West region was \$26.9 million. Reductions of \$481,425 were made as part of the 2% reduction. Further OE reductions were taken in the September update totaling \$429,000. All colleges have eliminated travel expenditures and budgeted mileage

reimbursements. PPE has been removed from college operating budgets and moved to available CARES funding sources. Other OE reductions include:

- Norwalk reduced department budgets by \$150,000. Currently only expenditures for course instruction and facility operations are being approved.
- Gateway was able to drastically reduce the cost of lab supplies in the fall term by moving lab sections online using Labster simulation software.
- By delivering courses online, reductions to copier costs and paper are being realized at all campuses.
- Gateway and Norwalk moved new student orientation online reducing normal operational costs for the event.
- Norwalk reduced institutional set aside goals based on reduced tuition revenue.

Budget Risks:

Enrollment continues to be a significant risk for the Shoreline West region. Additionally, changes to the payment policies has left colleges with significant Accounts Receivable balances for the Fall term. Not processing drops for non-payment leaves students at risk of not being able to move forward to spring term due to balances owed the college. The colleges also continue to have student balances from Spring 2020 and Summer 2020 due to a system policy extending due dates for non-payment that were granted to students during COVID 19.

The significant budget deficits at Shoreline West colleges is a risk for continued good standing with NECHE and the ability to continue operate student services and campus operations.

Risks to student success and enrollment because of the budget changes:

The region has been fortunate to have had some positive developments that offset and minimized the impact of the budget cuts to date. Gateway has had some unforeseen retirements and a robust summer program enrollment. Moving classes online had significantly reduced the cost of running lab courses due to a reduced reliance on lab assistance and lab supplies as well as meaningfully lessened the need for copier paper and paper custodial supplies.

Our ability to schedule classes and support instruction on campuses is critical to college and student success. One criterion used in making decisions on where to reduce budgets is to protect classes offerings that meet student demands. Reducing EA and part-time instruction could put restrictions on scheduling spring classes, particularly in terms adding late start and weekend/evening classes.

A related criterion is maintaining program quality. Campuses are using savings by not replacing retired full-time faculty. The reductions put pressure on the campuses to maintain program and institutional accreditation requirements.

Reducing reliance on part time lecturers which will limit course offerings and could delay graduation for some students. Reducing reliance on temporary educational assistants which could lead to a reduction of services. EAs perform critical functions throughout the college. They support student success with advising, tutoring, library research assistance, and processing their financial aid. They conduct student conduct hearings and are responsible for coordinating the entire student services division. They support faculty with online teaching, and assist them in science, automotive, and culinary labs. They run a SNAP E&T program as well as a workforce development program for cognitively impaired students. Without

our EAs we jeopardize our ability to comply with accreditation standards and to keep up with the demand for services from our already fragile student population.

CAPITAL EAST

Revenue:

The Capital East Region is projecting a possible loss of \$16.5M (9%) in anticipated revenue in FY 21. With fall semester enrollment down across the state, the region saw sharp declines in fall tuition and fees and took a conservative approach to estimating spring revenue figures using the same percentages of decline. Together this resulted in \$8.1 million, or 49%, of the total revenue loss. Other factors contributing to the decreased revenues include:

- System Office adjustments of \$8.1 million (50%)
- OPM Holdback (with fringe) \$473,000
- Increased summer enrollment helped offset losses by \$180,000

Personal Services & Fringe:

With enrollment down across the region, colleges were able to capture some savings in temporary instruction costs although the savings were not as significant as expected due to on-ground courses having reduced class sizes. Most of the personnel and fringe savings was a result of keeping positions vacant, eliminating management confidential raises, and attrition savings. The total salary and fringe savings of \$10.9 million (7%) was a net of:

- System Office adjustments \$6.3 million (58%)
- Reverse Shared Services distribution \$8.1 million savings
- Revise duplicate position adjustments \$1.8 million cost
- Reductions made by colleges totals \$4.5 million (42%) in savings
- Transfer of campus Human Resources positions to Shared Services
- Faculty retirements replaced with adjuncts
- Reduction of part-time Educational Assistants where possible
- Hiring temporary Educational Assistants to fill critical vacancies
- Elimination of Management Confidential raises
- Strategic delay in hiring to capture savings
- Hold positions vacant/hiring freeze

Other Expenses and Other Changes:

Colleges went through multiple rounds of budget revisions. The original budget left very little room for reductions, but colleges were able to achieve just under \$1 million, or 32%, in savings by adjusting institutional set aside to the revised enrollment. Another change that impacted the bottom line was the reversal of the CARES funding support which removed both the funds transferred in and the related expenses.

Budget Risks & Revision Impacts:

The current pandemic brings uncertainty especially as it relates to predicting enrollment. The revised budget assumes the spring semester will have the same enrollment decreases that were seen this fall. While we maintained a conservative approach for budgeting purposes, we remain hopeful that spring enrollment will improve as both the colleges and the student adjust to the new normal.

The following are possible risks and impacts related to the revised budget:

- Existing faculty and staff must assume additional workload to account for the non-faculty positions that remain vacant
- Vacant faculty positions further reduce the Full Time to Part Time faculty ratio
- Reduction in college resources could impact future program and course offerings, and services provided to students
- Limited ability to reduce personal services due to collective bargaining agreements

Further reductions to the budget would likely have a more significant student impact. These reductions could include areas such as tutoring, library hours, lab assistants, security, and reduced course offerings.

CONNECTICUT STATE COMMUNITY COLLEGE

As the Board of Regents (BOR) recognized in 2017 with the adoption of Students First, Connecticut's Community Colleges have been challenged by fiscal instability, declining enrollments, and unacceptable student outcomes. Central to the Board's action is the merger of the 12 independent community colleges into the Connecticut State Community College (CSCC), a singly accredited college designed to achieve financial sustainability by providing back-office functions through an efficient, shared services model; and by creating a strong administration that can be effective in enrollment management and improving student success.

The original budget provided \$38.6 million for FY 21, yet through expenditure reductions of \$4.3 million and reallocations of \$17.7 million to elsewhere in the budget, the revised CSCC budget is \$16.5 million.

<u>CT State Community College Budget</u>				
	FY 21 Original Budget	FY 21 Revised Budget	Reduction	% Reduction
Personal Services	8,968,881	6,311,887	(2,656,994)	
Fringe Benefits	5,865,696	4,134,286	(1,731,410)	
Total PS and Fringe	14,834,577	10,446,173	(4,388,404)	-30%
	FY 21 Original Budget	FY 21 Revised Budget	Reallocation	% Change
Other Expenses	23,812,082	6,082,160	(17,729,922)	-74%
GRAND TOTAL	38,646,659	16,528,333	(22,118,326)	-57%

Staffing

Under the revised spending plan, the funding for personnel and fringe benefits is \$4.3 million, or 30% lower than the board adopted budget. This reflects a cut of \$1.5 million beyond the budgeted holdback of \$2.8 million and will be achieved by deferring or delaying staff hiring.

Under the revised budget, \$10.4 million for personnel and fringe benefits will be spent hiring 88 staff and providing faculty stipends. However, it is important to note that 19 of these staff were previously funded in the CSCU System Office budget and have been transferred or hired into new roles which are not being backfilled in the System Office. Functionally, this transfers approximately \$4 million in salary

and fringe from the System Office budget to the CSCC, which represents 39% of the overall FY 21 revised personnel budget. Additionally, it is anticipated that 44 positions, or half of all the positions in the CSCC, will be collectively bargained including: 29 academic advisors, 3 campus advising leads, 3 transcript evaluators, 3 student IT system specialists, 1 admissions operations specialist, 1 loan supervisor, 1 loan specialist, 1 work study coordinator, 1 communications specialist and 1 administrative assistant.

This personnel funding is critical to building the infrastructure at CSCC, aligning the curriculum, and investing in Guided Pathways.

- **Building the Infrastructure of CSCC**— presently there are 29 staff in the CSCC.
 - *Executive staff*— installing the leadership team was an important step in separating CSCC from the CSCU system office and allowing for growing autonomy and authority of the institution’s leadership and design, and includes:
 - Interim President
 - Interim Provost
 - Interim VP of Finance and Administration, CFO
 - VP of Enrollment Management and Student Affairs
 - *Regional Structure* – 12 staff, with:
 - 3 Regional Presidents
 - 3 Regional Finance Officers
 - 3 Regional Workforce Development Officers
 - 3 Administrative Assistants
 - *Academic Affairs*
 - 3 staff working on curriculum alignment; and enhancing teaching and learning.
 - *Enrollment Management and Student Affairs*
 - 10 staff working on student financial aid; enrollment, recruitment, and retention; student success; and student academic information systems.
- **Aligning the Curriculum** – this budget provides over \$400,000 in faculty stipends which is critical to developing a single curriculum for the CSCC. The curriculum is being developed by faculty across the state who will, as a part of the alignment process, develop learning outcomes for programs and courses.
- **Investing in Guided Pathways** - \$2.9 million will support the implementation of a Holistic Case Management Advising model on three campuses. The CSCC will hire 35 staff by February, with all remaining campuses coming onboard in the following two academic years. This begins to fulfill the promise of Students First to improve unacceptable student outcomes with a strong emphasis on addressing the equity gap. Currently, there are 760 students for every full-time professional advisor in the system; this far exceeds the median US two-year institution advising ratio of 441:1. This investment will allow the CSCC to hire:
 - 3 Regional Advising Directors
 - 3 Campus Advising Leads
 - 15 Advisors at Housatonic Community College
 - 9 Advisors at Middlesex Community College
 - 5 Advisors at Northwestern Community College

Other Expenses

The budget revisions realign \$17.7 million in Other Expenses from the CSCC to the System Office to more accurately reflect where the costs are incurred. This is not a cost savings, but rather a reallocation of system office costs for shared services including IT, Human Resources, Finance, and Legal Services.

Summary

The revised budget balances the immediate need to ensure adequate funding for the individual 12 colleges to maintain accreditation while at the same time investing in the future. Investing in Students First and the infrastructure for the CSCC will provide fiscal stability, increased enrollments, and improved student outcomes.

CHARTER OAK STATE COLLEGE***Revised Budget Proposal***

	<u>Adopted Budget</u>	<u>Revised Budget</u>	<u>\$ Change</u>
State Appropriations	6,502,375	6,502,375	0
Net Tuition & Fees	9,818,793	10,149,814	331,020
Other Revenue	679,728	934,728	255,000
Teaching Faculty Wages & Fringe	(3,440,958)	(3,536,906)	95,948
Non-Faculty Wages & Fringe	(11,357,337)	(11,269,716)	(87,622)
Other Operating Expenses	(2,215,808)	(3,012,151)	796,342
Gain / (Loss)	(13,208)	(231,855)	(218,648)

Narrative on Revised Line Items:

Net Tuition & Fees – adjusted for 3.5% enrollment gain based off Fall 2020 experience. While COSC saw increased enrollment, such growth was attributable to new programs whereas pre-existing program attendance remained level.

Other Revenue – increase driven by State COVID-19 expense reimbursements and fees earned from educational design activities.

Teaching Faculty Wages & Fringe – increase in adjunct faculty pay per seat parallel with increase in enrollment.

Non-Faculty Wages & Fringe – reduction of student worker positions offset by maintaining the following planned academic hires to net a 1% savings in personnel costs:

HCA Graduate Coordinator

Assistant to the Provost

Academic Advisor

Undergrad Program Assistant

Other Operating Expenses – increased expenses associated with COVID-19 coupled (\$250K), marketing initiatives (\$350K), digital security costs (\$45k) and new academic programs (\$30K) related to nursing and health administration & informatics.

Risks & Future Variables:

Enrollment & Marketing – Nationally, enrollment for adult learners at online Colleges and Universities did not have as large of an increase as expected for reasons still being explored. Theories include monetary shortfalls families experienced due to temporary unemployment and the desire to defer and return to an on-ground format opposed to transferring. COSC is enhancing its branding campaign to maximize its presence as the online College of the CSCU system to avoid negative disruption to student matriculation rates.

Institutional Aid & Tuition Structures – COSC will be implementing additional strategies to enhance both Connecticut resident and out-of-state enrollment through targeted institutional aid. COSC is also engaging in exploratory partnerships with various financial institutions to reexamine the way adults pay for their return to College. Financial institutions participating in these discussions with COSC will be subject to non-disclosures to preserve trade secrets.

CENTRAL CONNECTICUT STATE UNIVERSITY

To balance the spending plan, which was approved by the BOR in June 2020, CCSU has implemented \$10.1M in very difficult reductions coupled with a \$7M draw from reserves to balance the budget. The \$7M was in addition to the debt service payments of \$2.1M which were planned to come from reserves.

After considering the fall results and the potential impact to spring, our shortfall has increased by \$6.4M which has been partially addressed by increasing our operating reductions by \$1.1M yielding a shortfall of \$12.3M.

Included in the \$12.3M shortfall is \$4.3M in COVID expenses which have been submitted for reimbursement consideration to OPM.

Based on our preliminary financials, which include non-spending plan entries (i.e. uncompensated absence), the University is expecting a June 30, 2020, reserve balance of \$35M. Assuming no additional changes to non-operating accounts during FY 21 and COVID expense reimbursement is received, the University projects the actions noted above will result in an ending balance of \$24.8M on June 30, 2021.

Revenue

The University's actual fall full-time enrollment was 4.95% better than projected, along with an increase in part-time credit hours of 6,989 contributing to favorable revenue of \$5.2M. This was offset by an unfavorable housing occupancy shortfall of 975 residents, producing unfavorable housing and dining revenue of \$13.2M.

The estimates above reflect the impact of actual fall enrollment on spring estimates:

- ❖ Assumes FT enrollment loss at the 5-year average of 9.66% from fall to spring.
- ❖ Assumes housing will decline 8.97% from fall to spring similar to our initial spending plan.

The University has also reduced projected interest income by \$924K and bookstore revenue by \$194K, as well as hold-back of our appropriation of \$700K.

Expenses

Our initial spending plan forecasted full-time personal services of \$87.1M and 1,030 FT positions, which has been reduced by \$1.4M to \$85.7M; however, it assumed personal reductions of \$4M, which would be determined at a later date as part of our reduction plan process. The impact of those reductions resulted in the elimination of 46 positions at a value of \$3.6M and salary savings of \$630K.

As of today, the University has approximately 47 vacant positions, which are funded in the proposed spending plan; however, we will continue to employ our conservative approach to filling positions across each division. The University will continue to be conservative in the filling of vacant positions by prioritizing positions which are critical to address the needs of students, accreditation, and contractual requirements.

As part of our reduction plan, the part-time lecturer budget was reduced by \$459K, which reflects fewer students over last year.

Also contributing to the overall reduction of personal services is better than expected medical rates and the reduction of fringe benefit expense which corresponds to the actions noted above.

Other expenses have increased by \$4.8M offset by savings as a result of the implementation of spending reductions.

The spending plan includes \$4.3M in COVID related expenses, which are largely included in the other expense line, and as noted above has been submitted for reimbursement consideration. It is important to note that these expenses were critical to the University's ability to operate on ground. Examples of COVID expenses include contact tracing, technological support to students, and PPE.

The University has taken actions to right size our dining program to meet the demand of students including but not limited to closing one of our residential dining halls and a retail outlet on campus. The University has reduced the expense by \$3M to reflect the impact of these changes.

Budget Risk

The University is concerned about the additional operating costs associated with implementing measures to protect the campus community and to what extent these extraordinary and unprecedented costs will be reimbursed.

There continues to be extraordinary risk to the University if the residence halls are closed as well as the ramping up of occupancy in the fall of 2021. It is important to note that the revenue derived from these operations cover variable and fixed costs (i.e. overhead, debt service) which cannot be reduced or fully eliminated when the revenue stream is impacted.

The University continues to be concerned about the long-term implications of the \$11.2M reduction plan for current and future students. Included in the reduction plan are the elimination of 20 faculty positions, 10% reduction in peer tutors, reduction in library resources and funding that supports recruitment and student success endeavors.

EASTERN CONNECTICUT STATE UNIVERSITY

Eastern Connecticut State University revised spending plan for FY 2021 identifies a use of reserves of \$11.2 million, \$5.4 million greater than the original budget of \$5.8 million. This increase in use of reserves reflects a decline of \$9.8 million in revenue offset in part by reduced personal services \$3.1 million and projected covid-19 related expense recovery from CARES Act of \$527k and state provided Covid-19 Relief Funds of \$946k. Other operating expenses are projected to increase from the original budget by \$510k reflecting increased Covid-19 spending and increased financial aid. Debt service paid by the University fee will be lower by \$252K reflecting the reduced enrollment.

Our original plan anticipated our enrollment would not be as heavily impacted this fall because of our ability to have a greater percentage of our classes using the hybrid model, and yet our tuition and fees are \$3.0 million lower than planned. While our student housing did perform better than the other universities, we still have a shortfall of \$4.0 million in housing and \$1.5 million in food services. Other operating revenue is now budgeted to be \$0.9 million lower primarily to due to an extremely low interest rate and reduced commissions for both the bookstore and food services.

Personal services savings of \$0.9 million reflect the delay in filling some positions and the removal of 10 positions from our original budget, while university assistants and student workers decreased \$0.4 million. Prior to the submission of the original spending plan for FY 2021, we shifted to online and anticipated savings in the original plan for student workers and university assistants of \$0.4 million. Fringe benefits decreased \$1.8 million reflecting the savings identified from fewer positions and the favorable medical rates.

To help reduce the impact of the revenue shortfall, 10 positions were eliminated from the original budget saving \$1.1 million and include 4 from Information Technology (Instruction Designer, Programmer Specialist, Systems Manager and Unified Communications Administrator), 3 Assistant Professors, 1 Library Technician, 1 Admin Intercultural Center and 1 Admin Pride Center.

In the area of operating expenses, we were able to reduce the food contract payment by \$1.1 million, reflecting the decrease in meal plans, and decrease the original requests for meetings and travel by \$0.4 million. Offsetting the expense reductions are the projected additional costs related to Covid-19 of \$1.3 million, and increased expenses of \$0.7 million for financial aid. Eastern like many other institutions continues to refine their financial aid models to attract and keep students who are more likely to be successful. This year while our financial aid model exceeded the original budget, it also produced a freshman class with higher ratings. We believe this freshman class has the potential for higher retention and will benefit the university in the years to come. Where committed students made the choice not to enter this fall, those students tended to be in the lower rankings of our model.

We continue to make every effort not to directly impact our student population with cost saving measures. Unfortunately, the impact of fewer student worker positions available under current operating conditions is not avoidable.

Staffing Impact

We have identified 10 positions in the comments above that will not be filled and have not been included in our revised plan. We have included 21 positions in the plan that are currently open, with many nearing completions of the search process. Most of the positions are related to campus health and safety including 11 in Facilities, 3 in Public Safety, and 1 in Health Services. Other positions include 2 in Academic Support, 1 in Information Technology, 1 in Fiscal Affairs, 1 in Registrars, and 1 in Institutional Advancement.

All currently open positions, and any new positions that may become open, will be reviewed before consideration for recruiting is approved. The retirement or resignation of any position will not result in an automatic requirement for that specific position to be approved for recruiting. University Assistants, Adjunct Faculty and Rehired Retiree positions will all be reviewed to determine if the position is necessary to support the current requirements of the university and that they are funded in the revised plan.

Budget Risk

While all universities and colleges face the potential for additional reductions to state general fund and related fringe benefits, we believe the greatest threat is one of moving to online classes entirely and the closing of our housing and food services, this would cost the university approximately \$1.0 million per week in refunds to students. Eastern would be impacted to a greater extent than the other universities

due to our higher percentage of resident students. There are no significant offsets to the reduction in housing and food services revenue except for a reduction in food service payments to our provider.

Students may decide not to return in the spring semester as living on campus and rotating class schedule is not the full campus experience they are looking for. This could result in them moving to online classes or taking the spring semester off.

The lack of student campus employment combined with limited employment opportunities for our students in general could result in their inability to afford continuing their education at this time. Also, many students gain valuable work experience while a student worker that aid in their ability for employment once they graduate.

SOUTHERN CONNECTICUT STATE UNIVERSITY

Southern's May 27th Budget for Fiscal 2021, assumed a 10% decline in Full Time enrollment this Fall, and a record-low housing occupancy of 75%. If no reductions were made, and/or no improvements to revenue materialized, this was projected to result in a deficit of \$23.2 million.

Conjectural budget reductions were posited in the May 27th document, of about \$8.3 million, leaving a deficit of \$14.9 million.

The revised budget summarized below, is updated with revised enrollment numbers, revised housing occupancy numbers, revised budget reductions and some revenue enhancements that, taken together, result in a projected \$18.7 million deficit. This is an increase of \$3.8 million over the May deficit estimate.

A summary of the changes follows:

Revenue

Full-time enrollment ultimately declined only 5.9%, very much better than the 10% decline originally projected. Part-time enrollment, which was originally projected to be flat, actually increased 1.4%. Summer session credit hours increased substantially, over 20%.

In an abundance of caution, both full and part time enrollment in the Spring has been projected in this revised budget to decrease an additional 8% in the Spring, compared to Fall.

Housing occupancy, however, did not fare as well. At 52%, with a typical Spring drop of a further 8% projected, lower housing revenue is a major shortfall. The same applies to dining revenues, which suffer not only from the lack of resident students, but also from the fact that only 6% of classes are offered on site, so there are less food revenues generated by commuter students.

Had our housing and dining revenues approximated the original May budget estimate of 75% occupancy with the associated food revenue that would result from fuller residence halls and more on-site classes, the overall deficit would have decreased, not increased.

A series of one-time revenue items, CARES Act funding due Southern, and an OPM reimbursement for COVID expenses, added \$2.2 million that did not appear in the earlier estimate.

PS and OE Changes:

At the time of the original budget approval, the university had about 42 FT open positions, and there are 26 now. These positions, or equivalents, will be frozen through the end of the fiscal year, for an aggregate savings of about \$1.2 million in salary, plus fringe.

<u>Position Type</u>	<u>#</u>
AAUP	1
Clerical	4
Custodian/Trades	13
SUOAF	5
Mgmt Conf	3

Originally, it was proposed to reduce Teaching Lecturers by \$1.2 million, or 10%, but as enrollment and the number of class sections became more known and more stable, it became clear that a 5% reduction was more prudent.

The earlier model also posited a decrease in student financial aid, which was later dropped because enrollment did not decline as much as projected, and because aid usually increases net tuition paid to the institution from those who receive it. In addition, it was felt that economic conditions do not warrant a de-facto price increase.

An across the board reduction of 5% in general OE was added to the currently proposed budget, yielding about \$1 million. Similarly, the utilities budget will be reduced, although to a lesser degree.

There are no faculty searches underway that would result in anyone onboarding in the current fiscal year. There are 18 faculty searches underway for Fall 2021. This is less than the 30 or so that happen every year through normal attrition, and is designed to reduce the number of full time faculty from about 422, where it has been for many years, to lower than 410, with concomitant reductions in part-time faculty as noted above.

Budget Risk

While we are carrying an 8% decline in enrollment and housing occupancy for Spring, as an allowance in this budget, that seems only prudent given what we know about the virus and its impact on the university so far.

The deficit we face is sufficiently large that it isn't possible to cut our way out of this, in one fiscal year. Southern will use reserves to cover the entirety of our projected \$18.7 million deficit.

WESTERN CONNECTICUT STATE UNIVERSITY

Western began its FY21 operating base budget with an expected deficit of -5.31M. Due to additional Covid-19 related circumstances, such as the three-weeks delayed opening specific to our location in Danbury, the current projected deficit is revised to -\$10.25M (and increase in deficit of about 93.10% or \$4.94M). Various factors impacting projected revenue and expenses are as follows:

Revenue

At \$127.37M, total revenue is projected to yield a deficit of -2.4% (-\$3.10M) over the base budget of \$130.47M). Some of the key factors impacting revenue increases/-decreases are as follows:

- Tuition & Fees: at \$59.43M, tuition & fees are projected to yield an increase of 2% (\$1.2M) over base budget of \$58.25M).
- Full-Time Enrollment: budgeted at 3,731, but was locked in at 3,971 (an increase of 240 students). This added an additional 4.8% (\$1.1) increase to revenue.
- Part-Time Undergrad Tuition: credit hours were budgeted for 5,694 (\$2.92M), but were locked in at 5,020 (\$2.39M) – decreasing revenue by about -12% (-\$526,768).
- Room & Board: The total deficit associated with R&B is about -\$5.37M driven by the following – 1) WCSU experienced a three-week delayed opening due to the Covid-19 uptick in the city of Danbury. Refunds due to students for those three-weeks are about \$1M. 2) Occupancy was budget for 1,180 students, but was locked in at 836 (a decrease of 344 students). This contributed to an additional deficit of about -\$4.37M.

Expenses

Total projected operating expenditures of \$132.3M created an increase of 2.24% (\$2.9M) over base budget of \$129.4M. Some key factors impacting expense increases/-decreases are as follows:

- Personnel Services, Full-Time: Full-time salaries increased by 5.1% (\$2.32M) This increase is driven by: 1) An original formula error in calculating salaries leading to an increase of \$919K; 2) Review and correction of attrition turnover methodology adding \$1.5M; 3) Four replaced employees originally excluded from the budget, adding \$132K; and 4) Updated actual salary increases vs. estimates reducing this expense by -\$226K.
- Inst. Financial Aid/Match: this was budgeted at \$5.9M, but is projected at \$5.8M for a decrease of -2.0% (-\$120.4K).
- All Other Expenses (e.g. food service contract, travel, supplies): Originally budgeted at \$19.64M, but are now projected to come in at \$19.50M – a reduction in this expense category of about -0.7% (-\$140K).

Budget Risk

Without an operating reserve to cover this -\$10.25M deficit, it is not feasible to cut our way out of this dilemma in one fiscal year. As we seek to continue implementing measures to protect our campus community, WCSU is also concerned about any additional operating costs that might present itself due to the uncertainty associated with Covid-19, and the impact of the positivity rate of about 5% in Danbury. We remain hopeful that assistance will be provided to cover certain unprecedented costs unique to Western (such as room & board reimbursement associated with the three-week mandated delayed opening).