

**MEETING OF THE
FINANCE & INFRASTRUCTURE COMMITTEE**
Board of Regents for Higher Education
Hartford, Connecticut

Wednesday, March 29, 2017, at 10:00 am
Regents Board Room
61 Woodland Street, Hartford, CT

Agenda

- 1. APPROVAL OF MINUTES FROM THE OCTOBER 13, 2016 MEETING**
- 2. INFORMATION ITEMS**
 - A. FY2017 Projections
- 3. ACTION ITEMS**
 - A. Approval FY2018 Tuition and Fees

**MEETING OF THE
FINANCE & INFRASTRUCTURE COMMITTEE**

Board of Regents for Higher Education

October 13, 2016, at 10:00 a.m.

61 Woodland Street, Hartford CT

Minutes

REGENTS PRESENT

Richard Balducci, Committee Chair

William McGurk

Barbara Richards

Merle Harris

REGENTS ABSENT

David Jimenez

Holly Palmer

Catherine Smith

CSCU STAFF

Erika Steiner, Chief Financial Officer; Alice Pritchard, Chief of Staff; Joe Tolisano, Chief Information Officer and Sean Bradbury, Director of Governmental Relations

With a quorum present, Chairman Balducci called the meeting to order at 10:05 a.m.

1. Approval of the Minutes from the August 25, 2016 Meeting

The minutes of the August 25th meeting were unanimously approved, as written.

2. ACTION ITEMS

A. CSU Policy re: Consolidated Telecommunications Charges

CIO, Joe Tolisano provided background information regarding the recent project that gave the 4 universities full control of their campus telephone systems. When the System Office ran all of the phone systems, funds were collected from each university annually to provide for equipment replacements and upgrades. The accumulated amount in reserves is approximately \$3.1 million. The proposal is to eliminate the charge back system of \$300,000 per year and to return those funds back to the Universities to fund their own reserve. Each University will determine their own needs when setting up their reserve funds.

A motion by Regent McGurk, the Committee unanimously approved the resolution.

B. Connecticut State Universities Student Health Insurance Policy

CFO Steiner introduced the proposed resolution, explaining that BR 12-094, which amended BR 03-15, requires the CSU's to provide mandatory accident and sickness insurance for full-time and

certain part-time students. She further explained that since the Affordable Care Act, there are significant changes on how students may obtain coverage. The proposal is to no longer provide sickness insurance coverage, which is paid for by the student, but to instead, provide education and information to students so they can make informed decisions about their healthcare. Accident insurance will continue to be provided. Sean Bradbury, Director of Governmental Relations, also spoke to the proposal, explaining that data from a study at CCSU and SCSU revealed that a significant number of students would qualify for Medicaid or subsidized private coverage. CFO Steiner further explained that this proposed change has no cost benefit to the system, only to the students. It was also explained that, if passed, this change would impact current students in July and they would be directly contacted informing them of the options for securing coverage. Information would also be provided to incoming students and on our websites.

The Resolution amending Board Resolutions 12-094 & 03-15 to no longer mandate sickness insurance programs and was unanimously approved on a motion by Regent McGurk.

3. DISCUSSION

A. Connecticut Community Colleges Banded Tuition Policy

CFO Steiner recapped the background information regarding a possible proposal that all students pay the same rate per credit hour taken.

Chairman Balducci also stated that this is for discussion purposes only; the Committee is looking for input from faculty, staff, students, members of the Board and the community and stated that changes are needed due to costs. He asked for questions.

The following questions were raised:

How does this proposal fit in a more comprehensive look at all cost savings measures?

Timing is an issue; students need time to plan for this.

How many students are PELL eligible?

How many students are not PELL eligible?

Is there enough institutional aid to help those students?

Would like more analysis as to how this pertains to students of different income levels; what actually happens to them with this proposal? Can they afford it?

Can we look to legislators to not cut community college funding?

Can we look in all areas of cost to make cuts?

Chairman Balducci stated this proposal, if passed in the future, would not take effect for the Spring semester, but possibly next Fall or later. Chairman Balducci further explained that input is needed from all involved, including students and legislators. He is also looking for involvement, from parents and students with ideas and suggestions for alternative cost savings. He further explained that this is the first of many financial issues that we will need to deal with. He also invited everyone to contact him with comments, stating that the Board is willing to listen.

CFO Steiner also invited anyone to send questions via email to her. She will collect and share with the Committee and the Board.

The meeting was adjourned at 10:37 a.m.

ITEM – INFORMATION ONLY**Fiscal Year 2017 Projections****BACKGROUND**

The attached schedules represent projections for the results of the current fiscal year ended June 30, 2017.

Our projections are made at the base level, that is by each institution evaluating year-to-date spending and extrapolating for the full year, while including commitments and estimates for the remainder of the year. Projections are compared to the BOR approved FY2017 Budget as well as to the actual results for FY2016.

Schedules include:

- Schedule A – Consolidated Connecticut State Colleges & Universities (CSCU)
- Schedule B – Connecticut State Universities (CSU)
- Schedule C – Connecticut Community Colleges (CCC)
- Schedule D – Unrestricted Net Positions
- Schedule E – Average Fall/Spring Enrollment vs. Budget

The schedules of Unrestricted Net Position (UNP) balances adjust the audited June 30, 2016 balances by the projected addition or use of funds for FY2017. The actual June 30, 2017 UNP will include the impact of changes in accruals and other Generally Accepted Accounting Principles (GAAP) adjustments required at year-end.

ANALYSIS

The current projection for CSCU for FY2017 is a net change of \$1,206,059, broken down as follows (USD):

	<u>FY2017 Projected Net Change</u>
Connecticut State Universities	1,323,449
Connecticut Community Colleges	281,224
Charter Oak State College	(398,614)
Board of Regents	0
CSCU Consolidated	<u><u>1,206,059</u></u>

This is essentially a break-even for the year, representing about 0.1% of CSCU's overall budget. Actual results for the year may be better than projected above as the system has re-instituted a hiring freeze beginning the second half of the current fiscal year. Similarly, a wage and hiring freeze instituted in the latter half of FY2016 as well as other cost saving actions taken resulted in positive net position in FY2016 as well. Hiring freezes were intended to hold down spending and allow for accumulation of rainy day funds in anticipation of tight state budgets going forward. Rainy day funds for all constituent units are significantly less than industry recommended balances.

Included in net results for FY2016 and FY2017 are the following state appropriations (except for Workers' Compensation which is not included in CSCU results) (USD):

	FY2016	FY2017	Delta
Connecticut State Universities	162,485,488	149,031,533	(13,453,955)
Connecticut Community Colleges	161,936,815	158,217,634	(3,719,181)
Charter Oak State College	2,689,733	2,375,843	(313,890)
Board of Regents	524,777	432,998	(91,779)
Tuition Support Funding	10,000,000		(10,000,000)
Developmental Education	8,602,092	9,185,741	583,649
Outcomes Based Funding		1,613,037	1,613,037
Constituent Funding	346,238,905	320,856,786	(25,382,119)
Fringe Benefits	251,236,893	241,260,344	(9,976,549)
State Appropriations before WC	597,475,798	562,117,130	(35,358,668)
Workers Compensation	3,813,269	3,464,524	(348,745)
Total State Appropriations	<u>601,289,067</u>	<u>565,581,654</u>	<u>(35,707,413)</u>

The \$10M supplemental tuition support in FY2016 was attributed to the CCCs to mitigate tuition and fee increases in FY2016. The state did not provide tuition support funding in FY2017. In lieu of an additional rescission in FY2016, the state swept \$5.9M of reserves from the institutions, which is reflected in the table below and in the schedules attached.

The following table compares the Net Changes in FY2016, FY2017 Budget, and FY2017 Projections by institution (USD):

	<u>FY2016 Actual</u>	<u>FY2017 Budget</u>	<u>FY2017 Projections</u>
Asnuntuck	449,788	0	0
Capital	(1,401,352)	0	92,197
Gateway	1,038,440	0	0
Housatonic	2,117,029	0	0
Manchester	1,628,038	0	101,815
Middlesex	632,297	0	234,244
Naugatuck V.	1,995,968	25,060	50,088
Northwestern	13,822	0	0
Norwalk	916,352	0	(84,615)
Quinebaug V.	1,208,069	0	162,445
Three Rivers	1,872,380	105,280	150,909
Tunxis	1,265,505	0	(1,058,844)
CCC SO	2,961,492	0	632,985
Total CCC	14,697,828	130,340	281,224
Central	1,184,183	0	0
Eastern	5,296,061	0	1,111,973
Southern	1,692,481	27,285	0
Western	0	0	0
CSU SO	1,643,639	0	211,476
Total CSU	9,816,364	27,285	1,323,449
Charter Oak	(1,127,718)	0	(398,614)
BOR	0	0	0
Total CSCU	23,386,474	157,625	1,206,059
State Funds Swept	(5,900,000)		
Net of Swept Funds	17,486,474		

FY2016 Actual Net Results:

- Net of state funds swept, the actual net results in FY2016 was approximately 17.5M (1.5% of Net Revenues).
- In general, the System instituted a hiring freeze in the second half of FY2016. As such, all institutions, including System Office, held off on filling open positions resulting in preservation of funds for the year. This was an intended outcome as we anticipated budget tightening in FY2017 and the following biennium.
- Actual state reimbursement of fringe benefits was \$5.9M higher than expected, in spite of \$(1.2)M state appropriations lower than expectation, benefitting each institution.
- In addition to savings via hiring freeze, CCCs saw the following:
 - System Office net results were \$4.6M of that total in aggregate (about 26%)

- \$1.9M of bargaining unit set-asides for the CCCs were not expended in the year and returned to the CCCs.
- Capital Community College experienced enrollment declines at a higher rate than other CCCs; year-on-year declines were -14.8% in the Fall, and -12.6% in the Spring of FY2016.
- Gateway saw significant savings in utility costs.
- Housatonic and Manchester, and Naugatuck Valley reduced operating costs by delaying spending on small capital items and making better use of bond funds available.
- Norwalk had two one-time transactions contributing to net results (Health Life Sciences Grant and Early College program)
- Uniquely, Three Rivers experienced enrollments exceeding budgeted headcount, resulting in additional revenues.
- CSUs also experienced savings from holding open positions (hiring freeze) and better than expected fringe benefit reimbursements, as well as:
 - Eastern experienced savings on their food contract costs, lower bad debt expense based on historical rates, and savings on utility costs.
 - Southern's budget presumed a \$1M use of reserves to pay for equipment, which was not necessary as the cost was accommodated with the operating costs.
- Charter Oak experienced enrollment declines of -10.9% in the Fall and -19.6% in the Spring, contributing to the negative net results; FY2015 had the benefit of a large Go Back to Get Ahead population which was one-time in nature.

FY2017 Projected Net Results:

- FY2017 Projections are not significantly different from FY2017 Budget, with the exception of Eastern. Eastern has taken into their projections fewer new-hires the impact on Personnel and Fringe Benefit costs.
- The actual results for FY2017 may be better than projected herein due to another hiring freeze put into effect pursuant to the release of the Governor's proposed budget. CSCU management felt it prudent to restrict hiring to prepare for the FY2018/FY2019 biennium reductions in state appropriations.

Looking Forward

- The preliminary FY2018 state budget issued by the Governor would reduce CSCU appropriations by 4.4%; following two years of reductions, the three-year cumulative reduction is about 12%. With the impact of state provided fringe benefits, the three-year reduction totals approximately \$70M.
- Further, the state budget currently includes a \$700M gap; if concessions are not achieved CSCU may see an additional cut of \$32M in appropriations totaling \$58M reduction including the impact of fringe benefits.

- Office of the State Comptroller has provided guidance indicating that fringe benefit rates are expected to increase significantly in FY2018 (as much as 9%), due to higher costs spread over a lower wage base.

CONCLUSION

CSCU has taken precautions to prepare for what is expected to be a difficult upcoming fiscal biennium. The hiring freezes in FY2016 and FY2017 are not considered to be permanent solutions, but have contributed to a slight increase in rainy day funds. We believe that such funds will be necessary to weather the challenges of FY2018 as we look to implement a more permanent solution to our structural deficit. Our uncommitted reserves at one month or less of operating expenses for each constituent unit remains considerably lower than industry recommended standard of three to six months. However, the conservation of spending undertaken by the institutions last year and in the current year is commendable, and will be helpful to deal with the upcoming budget pressures.

CONNECTICUT STATE COLLEGES & UNIVERSITIES

ATTACHMENT A

Expenditure Plan General & Operating Funds

FY17 Projection, FY17 Budget and FY16 Actual

<u>Account Name</u>	<u>FY16 Actual</u> Dollars (\$)	<u>FY17 Budget</u> Dollars (\$)	<u>FY17 Projection</u> Dollars (\$)	<u>FY17 Proj vs. Bud</u> <u>Inc (Dec)</u> Dollars (\$)
Revenue:				
Tuition (FT and PT Gross)	290,262,710	299,864,002	296,071,780	(3,792,222)
Student Fees	212,760,616	226,480,465	222,120,036	(4,360,429)
State Appropriations	327,636,414	317,958,041	310,058,410	(7,899,631)
Fringe Benefits Paid By State	251,236,893	248,077,495	241,260,344	(6,817,151)
Accident Insurance	7,919,545	2,682,985	2,694,131	11,146
Telecom Revenue	1,447,499	1,454,750	1,447,464	(7,286)
Housing	63,808,622	66,011,155	65,022,966	(988,189)
Food	32,071,603	33,204,575	32,768,165	(436,410)
All Other Revenue	24,718,668	23,501,271	23,904,574	403,303
Less: Contra Revenue	(8,155,209)	(8,764,849)	(7,985,962)	778,887
Total Revenue	1,203,707,361	1,210,469,890	1,187,361,908	(23,107,982)
Expenditures:				
Personnel Services:				
Full-Time	425,317,087	429,806,003	421,194,652	(8,611,351)
Part-Time				
Lecturers	88,725,102	86,159,231	84,461,385	(1,697,846)
Permanent Part-time	4,062,327	3,796,186	3,765,341	(30,845)
CCC Temporary Part-time	22,305,861	20,708,850	22,160,835	1,451,985
CCC Contractual (NCL, 6103E)	3,659,749	3,805,502	3,781,068	(24,434)
CSU University Assistants	3,898,185	4,494,366	4,310,274	(184,092)
CSU Graduate Assistants	1,669,773	1,811,102	1,865,822	54,720
Student Labor	13,072,263	12,449,800	13,328,120	878,320
Overtime	4,817,434	4,627,865	5,114,569	486,704
All Other Personnel Services	17,297,800	19,121,195	17,999,134	(1,122,061)
Subtotal Personnel Services	584,825,581	586,780,100	577,981,200	(8,798,900)
Fringe Benefits	331,574,512	343,397,735	334,061,960	(9,335,775)
Total P.S. & Fringe Benefits	916,400,093	930,177,835	912,043,160	(18,134,675)
Other Expenses:				
Inst. Financial Aid/Match	52,796,234	54,509,657	55,081,538	571,881
Waivers	12,902,972	13,196,644	13,483,398	286,754
Bad Debt Expense	1,033,469	1,597,176	1,215,980	
All Other Expenses	171,411,257	174,561,029	172,970,813	(1,590,216)
Total Other Expenses	238,143,932	243,864,506	242,751,729	(1,112,777)
Library Expenses	5,949,864	6,401,888	6,399,458	(2,430)
Total Equipment (excludes Library)	5,523,107	4,777,042	5,249,680	472,638
Total Expenditures	1,166,016,996	1,185,221,271	1,166,444,027	(18,777,244)
Addition to (Use of) Funds Before Designated Items	37,690,365	25,248,619	20,917,881	(4,330,738)
CSU Designated Transfers Per BOR Policies:				
Debt Service (University Fee)	(20,521,634)	(21,184,472)	(21,290,402)	(105,930)
Debt Service (Residence Halls)	(8,379,468)	(9,002,404)	(7,744,326)	1,258,078
Debt Service (Parking Garage)	(3,111,159)	(3,392,969)	(3,262,396)	130,573
Total Debt Service	(32,012,261)	(33,579,845)	(32,297,124)	1,282,721
CSU Fund Transfers	(3,039,825)	(126,756)	1,221,630	1,348,386
CCC Fund Transfers	784,535	131,786	736,834	605,048
Charter Oak Fund Transfers	166,138	-	30,000	30,000
BOR Fund Transfers	67,923	13,985	243,345	229,360
Additional Funds				
Supplemental Tuition & Operations Support	10,000,000	-	-	-
Shared Services (reserved funds)	-	(1,000,000)	(480,051)	519,949
Developmental Education	9,338,509	9,469,836	9,220,507	(249,329)
Early College	391,089	-	-	-
Outcomes Based Funding	-	-	1,613,037	1,613,037
Total Additional Funds	19,729,598	8,469,836	10,353,493	1,883,657
Net Change	23,386,473	157,625	1,206,059	1,048,434
Transfer to State from CSU Operating Fund per Senate Bill 474	(2,300,000)			
Transfer to State from CSU Operating Fund per Senate Bill 1601	(1,800,000)			
Transfer to State from CCC Operating Fund per Senate Bill 1601	(1,800,000)			
Net Change after Transfer to State	17,486,473			

Connecticut State Universities
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT A

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud Inc (Dec)</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:				
Tuition (FT and PT Gross)	157,461,693	164,522,371	162,642,940	(1,879,431)
Student Fees (GUF, UGF, UF, Ext Fee, All Other)	161,801,661	176,455,608	171,875,403	(4,580,205)
State Appropriations	162,485,588	153,640,756	149,031,533	(4,609,223)
Fringe Benefits Paid By State	130,122,299	125,831,779	123,195,196	(2,636,583)
Accident Insurance	7,919,545	2,682,985	2,694,131	11,146
Telecom Revenue	1,447,499	1,454,750	1,447,464	(7,286)
Housing	63,808,622	66,011,155	65,022,966	(988,189)
Food	32,071,603	33,204,575	32,768,165	(436,410)
All Other Revenue	19,142,727	17,340,686	17,209,520	(131,166)
Less: Contra Revenue	(8,155,209)	(8,764,849)	(7,985,962)	778,887
Total Revenue	728,106,028	732,379,816	717,901,356	(14,478,460)
Expenditures:				
Personnel Services:				
Full-Time	257,352,886	262,662,240	256,711,656	(5,950,584)
Part-Time				
Lecturers	35,562,927	34,307,879	34,123,840	(184,039)
Perm/Intermit PT	1,754,184	1,818,045	1,708,327	(109,718)
University Assistants	3,898,185	4,494,366	4,310,274	(184,092)
Graduate Assistants	1,669,773	1,811,102	1,865,822	54,720
Student Labor and Other PT	10,259,997	9,753,150	9,934,435	181,285
Overtime	3,681,534	3,472,566	3,717,927	245,361
All Other Personnel Services (Vac, Sick, Accr Abs)	12,223,582	12,327,808	12,388,244	60,436
Subtotal Personnel Services	326,403,068	330,647,156	324,760,525	(5,886,631)
Fringe Benefits	181,833,011	193,066,861	186,283,065	(6,783,796)
Total P.S. & Fringe Benefits	508,236,079	523,714,017	511,043,590	(12,670,427)
Other Expenses:				
Inst. Financial Aid/Match	34,967,142	36,332,238	37,530,714	1,198,476
Waivers	7,305,881	7,254,474	7,321,909	67,435
Bad Debt Expense	1,033,469	1,597,176	1,215,980	(381,196)
All Other Expenses	122,114,777	121,022,793	119,527,470	(1,495,323)
Total Other Expenses	165,421,269	166,206,681	165,596,073	(610,608)
Library Expenses	5,557,972	5,595,118	5,594,518	(600)
Total Equipment (excludes Library)	5,523,107	4,777,042	5,227,042	450,000
Total Expenditures	684,738,427	700,292,858	687,461,223	(12,831,635)
Addition to (Use of) Funds Before Designated Items	43,367,601	32,086,958	30,440,133	(1,646,825)
Designated Transfers Per BOR Policies				
CSU Debt Service (University Fee)	(20,521,634)	(21,184,472)	(21,290,402)	(105,930)
CSU Debt Service (Residence Halls)	(8,379,468)	(9,002,404)	(7,744,326)	1,258,078
CSU Debt Service (Parking Garage)	(3,111,159)	(3,392,969)	(3,262,396)	130,573
CSU Designated Auxiliary Renewal and Replacement	(3,011,549)	(2,310,229)	(1,193,714)	1,116,515
CSU Other Transfers - CCSU tranf to Energy Center Prog	(471,433)	-	-	-
CSU Other Transfers from Reserves - SCSU and WCSU	443,157	2,183,473	2,415,344	231,871
Developmental Education	1,500,848	1,646,928	1,598,810	(48,118)
Outcomes Based Funding	-	-	360,000	360,000
Total CSU Designated Transfers	(33,551,238)	(32,059,673)	(29,116,684)	2,942,989
Net Change	9,816,363	27,285	1,323,449	1,296,164
Transfer to State from CSU Operating Fund per Senate Bill 474	(2,300,000)			
Transfer to State from CSU Operating Fund per Senate Bill 1601	(1,800,000)			
Net Change after Transfer to State	5,716,363			

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
 FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT A

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc (Dec) Dollars (\$)
Revenue:				
Tuition (FT and PT Gross)	124,642,115	126,084,591	125,086,760	(997,831)
Student Fees	49,724,218	48,312,138	48,801,410	489,272
State Appropriations	161,936,816	161,446,565	158,217,635	(3,228,930)
Fringe Benefits Paid By State	119,140,123	120,306,781	116,194,372	(4,112,409)
All Other Revenue	3,688,426	4,267,383	4,828,295	560,912
Less: Contra Revenue	-	-	-	-
Total Revenue	459,131,698	460,417,458	453,128,472	(7,288,986)
Expenditures:				
Personnel Services:				
Full-Time	161,215,895	160,799,257	158,167,658	(2,631,599)
Part-Time				
Lecturers (PTL and ECL, 6103D and 6103F)	50,732,235	49,222,214	47,910,348	(1,311,866)
Contractual (NCL, 6103E)	3,659,749	3,805,502	3,781,068	(24,434)
Permanent Part-time (6111)	1,894,976	1,565,591	1,629,795	64,204
Temporary Part-time (6102, B, D, G)	22,305,861	20,708,850	22,160,835	1,451,985
Student Labor (6104, H)	2,483,876	2,418,503	3,057,456	638,953
Overtime	1,135,900	1,155,299	1,396,642	241,343
All Other Personnel Services	4,958,968	6,712,523	5,524,580	(1,187,943)
Subtotal Personnel Services	248,387,460	246,387,739	243,628,382	(2,759,357)
Fringe Benefits	144,433,806	145,087,884	142,578,419	(2,509,465)
Total P.S. & Fringe Benefits	392,821,266	391,475,623	386,206,801	(5,268,822)
Other Expenses:				
Inst. Financial Aid/Match	17,829,092	18,035,615	17,550,824	(484,791)
Waivers	5,597,091	5,877,170	6,161,489	284,319
All Other Expenses	46,807,814	51,046,634	51,142,073	95,439
Total Other Expenses	70,233,997	74,959,419	74,854,386	(105,033)
Library Expenses	391,892	806,770	804,940	(1,830)
Total Equipment (excludes Library)	-	-	22,638	22,638
Total Expenditures	463,447,155	467,241,812	461,888,765	(5,353,047)
Addition to (Use of) Funds Before Designated Items	(4,315,457)	(6,824,354)	(8,760,293)	(1,935,939)
CCC Transfer in	11,280,324	10,137,406	11,799,025	1,661,619
CCC Transfer out	(10,818,108)	(10,005,620)	(11,062,191)	(1,056,571)
Supplemental Tuition and Operations Support	10,000,000	-	-	-
Developmental Education	7,837,661	7,822,908	7,621,697	(201,211)
Early College	391,089	-	-	-
Shared Services (reserved funds)	-	(1,000,000)	(480,051)	519,949
Outcomes Based Funding	-	-	1,163,037	1,163,037
All Other Transfers (CFT, Fac Awards, etc)	322,319	-	-	-
Total CCC Designated Transfers	19,013,285	6,954,694	9,041,517	2,086,823
Net Change	14,697,828	130,340	281,224	150,884
Transfer to State from CCC Operating Fund per Senate Bill 1601	(1,800,000)	-	-	-
Net Change after Transfer to State	12,897,828	130,340	281,224	150,884

Charter Oak State College and CT Distance Learning Consortium
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT A

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	8,158,902	9,257,040	8,342,080	(914,960)
Student Fees	1,234,737	1,712,719	1,443,223	(269,496)
State Appropriations	2,689,233	2,424,330	2,376,243	(48,087)
Fringe Benefits Paid By State	1,667,563	1,664,772	1,593,657	(71,115)
All Other Revenue	1,887,515	1,893,202	1,866,759	(26,443)
Less: Contra Revenue	-	-	-	-
Total Revenue	<u>15,637,950</u>	<u>16,952,063</u>	<u>15,621,962</u>	<u>(1,330,101)</u>
Expenditures:				
<u>Personnel Services:</u>				
Full-Time	6,166,818	5,884,131	5,769,714	(114,417)
Part-Time				
Lecturers	2,429,940	2,629,138	2,427,197	(201,941)
Permanent Part-time	413,167	412,550	427,219	14,669
Student Labor	328,390	278,147	336,229	58,082
Overtime		-	-	-
All Other Personnel Services	115,250	80,864	86,310	5,446
Subtotal Personnel Services	<u>9,453,565</u>	<u>9,284,830</u>	<u>9,046,669</u>	<u>(238,161)</u>
Fringe Benefits	4,994,967	4,968,827	4,792,637	(176,190)
Total P.S. & Fringe Benefits	<u>14,448,532</u>	<u>14,253,657</u>	<u>13,839,306</u>	<u>(414,351)</u>
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	-	141,804	-	(141,804)
Waivers	-	65,000	-	(65,000)
All Other Expenses	2,483,274	2,491,602	2,301,270	(190,332)
Total Other Expenses	<u>2,483,274</u>	<u>2,698,406</u>	<u>2,301,270</u>	<u>(397,136)</u>
Library Expenses	-	-	-	-
Total Equipment (excludes Library)	-	-	-	-
Total Expenditures	<u>16,931,806</u>	<u>16,952,063</u>	<u>16,140,576</u>	<u>(811,487)</u>
Addition to (Use of) Funds Before Designated Items	<u>(1,293,856)</u>	<u>-</u>	<u>(518,614)</u>	<u>(518,614)</u>
Designated Transfers				
Charter Oak Other Designated Transfers	166,138	-	30,000	30,000
GBTGA - OE Reimbursement				-
Outcomes Based Funding			90,000	90,000
Total Transfers	<u>166,138</u>	<u>-</u>	<u>120,000</u>	<u>120,000</u>
Net Change	<u>(1,127,718)</u>	<u>-</u>	<u>(398,614)</u>	<u>(398,614)</u>

Board of Regents
Expenditure Plan General & Operating Funds
 FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT A

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud Inc (Dec)</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:				
Tuition (Gross)	-	-	-	-
Fees	-	-	-	-
State Appropriations	524,777	446,390	432,999	(13,391)
Fringe Benefits Paid By State	306,908	274,163	277,119	2,956
Sales of Educational Activities	-	-	-	-
All Other Revenue	-	-	-	-
Total Revenue	<u>831,685</u>	<u>720,553</u>	<u>710,118</u>	<u>(10,435)</u>
Expenditures:				
<u>Personnel Services:</u>				
Full-Time	581,488	460,375	545,624	85,249
Permanent Part-time	-	-	-	-
Student Labor	-	-	-	-
Other Part Time	-	-	-	-
Overtime	-	-	-	-
All Other Personnel Services	-	-	-	-
Subtotal Personnel Services	<u>581,488</u>	<u>460,375</u>	<u>545,624</u>	<u>85,249</u>
Fringe Benefits	312,728	274,163	407,839	133,676
Total P.S. & Fringe Benefits	<u>894,216</u>	<u>734,538</u>	<u>953,463</u>	<u>218,925</u>
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	-	-	-	-
Waivers	-	-	-	-
All Other Expenses	5,392	-	-	-
Total Other Expenses	<u>5,392</u>	<u>-</u>	<u>-</u>	<u>-</u>
Library Expenses:	-	-	-	-
Total Equipment (excludes Library)	-	-	-	-
Total Expenditures	<u>899,608</u>	<u>734,538</u>	<u>953,463</u>	<u>218,925</u>
Addition to (Use of) Funds Before Designated Items	<u>(67,923)</u>	<u>(13,985)</u>	<u>(243,345)</u>	<u>(229,360)</u>
Transfers				
Transfer in	67,923	13,985	243,345	229,360
Transfer out	-	-	-	-
Total Transfers	<u>67,923</u>	<u>13,985</u>	<u>243,345</u>	<u>229,360</u>
Net Change	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

CONNECTICUT STATE UNIVERSITIES
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT B

	FY16 Actual	FY17 Budget	FY17 Projection	FY17 Proj vs. Bud Inc (Dec)
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:				
Tuition (Gross)	130,832,459	137,250,805	136,791,760	(459,045)
PT Part Time Tuition (Gross)	26,629,234	27,271,566	25,851,180	(1,420,386)
PT General University Fee	25,860,415	26,774,539	25,209,502	(1,565,037)
University General Fee (excluding Accident Ins.)	76,722,811	86,211,527	85,704,548	(506,979)
University Fee	20,938,080	21,616,226	21,649,483	33,257
PT Extension Fee (Gross)	26,564,526	28,294,931	26,803,190	(1,491,741)
All Other Student Fees	11,715,829	13,558,385	12,508,680	(1,049,705)
Accident Insurance	7,919,545	2,682,985	2,694,131	11,146
Telecom Revenue	1,447,499	1,454,750	1,447,464	(7,286)
State Appropriations	162,485,588	153,640,756	149,031,533	(4,609,223)
Fringe Benefits Paid By State	130,122,299	125,831,779	123,195,196	(2,636,583)
Housing	63,808,622	66,011,155	65,022,966	(988,189)
Food Service	32,071,603	33,204,576	32,768,165	(436,411)
All Other Revenue	19,142,727	17,340,686	17,209,520	(131,166)
Less: Contra Revenue	(8,155,209)	(8,764,849)	(7,985,962)	778,887
Total Revenue	728,106,028	732,379,817	717,901,356	(14,478,461)
Expenditures:				
Personal Services:				
Total Full Time	257,352,886	262,662,240	256,711,656	(5,950,584)
Part Time:				
Lecturers	35,562,927	34,307,879	34,123,840	(184,039)
Perm/Intermit PT	1,754,184	1,818,045	1,708,327	(109,718)
University Assistants	3,898,185	4,494,366	4,310,274	(184,092)
Graduate Assistants	1,669,773	1,811,102	1,865,822	54,720
Other Part Time	10,259,997	9,753,150	9,934,435	181,285
Total Part Time	53,145,066	52,184,542	51,942,698	(241,844)
Overtime	3,681,534	3,472,566	3,717,927	245,361
All Other Personal Services	12,223,582	12,327,808	12,388,244	60,436
Subtotal Personal Services	326,403,068	330,647,156	324,760,525	(5,886,631)
Fringe Benefits	180,800,996	191,641,275	185,146,787	(6,494,488)
Worker's Comp. Recovery	1,032,015	1,425,586	1,136,278	(289,308)
Total P.S. & Fringe Benefits	508,236,079	523,714,017	511,043,590	(12,670,427)
Other Expenses:				
Inst. Financial Aid/Match	34,967,142	36,332,238	37,530,714	1,198,476
Waivers	7,305,881	7,254,474	7,321,909	67,435
Bad Debt Expense	1,033,469	1,597,176	1,215,980	(381,196)
All Other Expenses	120,540,234	118,569,295	117,531,100	(1,038,195)
Telecom Expense	1,574,543	2,453,499	1,996,370	(457,129)
Total Other Expenses	165,421,269	166,206,682	165,596,073	(610,609)
Library Expenses:				
Books	526,391	524,004	523,983	(21)
Periodicals	1,699,486	1,882,394	1,882,165	(229)
Electronic Periodicals / Subscriptions	2,854,195	2,786,697	2,786,347	(350)
All Other Library Equipment	477,900	402,023	402,023	-
Total Non-P.S. Library Expense	5,557,972	5,595,118	5,594,518	(600)
Total Equipment (excludes Library)	5,523,107	4,777,042	5,227,042	450,000
Total Expenditures	684,738,427	700,292,859	687,461,223	(12,831,636)
Addition to (Use of) Funds Before Designated Items	43,367,602	32,086,958	30,440,133	(1,646,825)
Designated Transfers Per BOR Policies				
Debt Service (University Fee)	(20,521,634)	(21,184,472)	(21,290,402)	(105,930)
Debt Service Residence Halls	(8,379,468)	(9,002,404)	(7,744,326)	1,258,078
Debt Service Parking Garage	(3,111,159)	(3,330,220)	(3,262,396)	67,824
Debt Service - WS Parking Garage WCSU	-	(62,749)	-	62,749
Auxiliary Renewal and Replacement	(3,011,549)	(2,310,229)	(1,193,714)	1,116,515
Total Designated Transfers per BOR Policies	(35,023,810)	(35,890,074)	(33,490,838)	2,399,236
Other Designated Fund Requests				
Other Transfer - internal transf to Energy Center Program	(471,433)	-	-	-
Other Transfer -SCSU General Reserves	-	-	1,348,968	1,348,968
Other Transfer -WCSU 1 Time Use of Reserves	443,157	2,183,473	1,066,376	(1,117,097)
Additional Funding - Outcomes Based Funding	-	-	360,000	360,000
Developmental Education	1,500,848	1,646,928	1,598,810	(48,118)
Total Other Designated Fund Requests	1,472,572	3,830,401	4,374,154	543,753
Addition to (Use of) Funds	9,816,364	27,285	1,323,449	1,296,164
Transfer to State from CSU Operating Fund per Senate Bill 474	(2,300,000)			
Transfer to State from CSU Operating Fund per Senate Bill 1601	(1,800,000)			
Addition to (Use of) Funds after Transfer to State	5,716,364			

CENTRAL CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT B

	FY16 Actual	FY17 Budget	FY17 Projection	FY17 Proj vs. Bud
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	43,614,832	46,125,136	45,375,478	(749,658)
PT Part Time Tuition (Gross)	11,480,040	11,925,964	11,585,311	(340,653)
PT General University Fee	10,911,749	11,483,474	11,048,103	(435,371)
University General Fee (excluding Accident Ins.)	23,433,329	26,766,000	26,279,000	(487,000)
University Fee	7,003,550	7,268,000	7,268,000	-
PT Extension Fee (Gross)	9,303,216	10,148,103	9,839,895	(308,208)
All Other Student Fees	3,349,298	3,387,000	3,655,600	268,600
Accident Insurance	2,817,332	906,800	906,800	-
Telecom Revenue	363,748	368,240	368,240	-
State Appropriations	46,482,651	44,119,783	42,616,904	(1,502,879)
Fringe Benefits Paid By State	40,938,165	39,977,815	38,746,958	(1,230,857)
Housing	15,856,034	16,597,626	15,926,810	(670,816)
Food Service	11,049,207	11,589,689	11,049,003	(540,686)
All Other Revenue	8,613,803	7,896,000	8,039,176	143,176
Less: Contra Revenue	(3,424,366)	(3,817,738)	(3,574,342)	243,396
Total Revenue	231,792,589	234,741,892	229,130,936	(5,610,956)
Expenditures:				
Personal Services:				
Total Full Time	81,100,112	85,040,063	82,377,706	(2,662,357)
Part Time:				
Lecturers	10,914,028	9,736,552	10,107,797	371,245
Perm/Intermit PT	473,483	469,750	403,009	(66,741)
University Assistants	1,033,817	1,200,000	1,113,396	(86,604)
Graduate Assistants	295,006	320,000	327,120	7,120
Other Part Time	4,898,038	4,454,004	4,607,616	153,612
Total Part Time	17,614,372	16,180,306	16,558,938	378,632
Overtime	735,953	560,000	705,361	145,361
All Other Personal Services	2,930,733	3,125,869	3,245,869	120,000
Subtotal Personal Services	102,381,170	104,906,238	102,887,874	(2,018,364)
Fringe Benefits	56,628,723	59,449,782	58,015,528	(1,434,254)
Worker's Comp. Recovery	300,572	400,958	366,426	(34,532)
Total P.S. & Fringe Benefits	159,310,465	164,756,978	161,269,828	(3,487,150)
Other Expenses:				
Inst. Financial Aid/Match	11,491,458	12,411,124	12,288,346	(122,778)
Waivers	2,638,712	2,747,672	2,724,883	(22,789)
Bad Debt Expense	283,121	400,000	400,000	-
All Other Expenses	38,736,858	36,398,583	36,779,984	381,401
Telecom Expense	693,113	1,167,360	947,360	(220,000)
Total Other Expenses	53,843,262	53,124,739	53,140,573	15,834
Library Expenses:				
Books	19,425	40,000	40,000	-
Periodicals	1,182,225	1,360,000	1,360,000	-
Electronic Periodicals / Subscriptions	472,569	470,000	470,000	-
All Other Library Equipment	55,379	30,000	30,000	-
Total Non-P.S. Library Expense	1,729,598	1,900,000	1,900,000	-
Total Equipment (excludes Library)	2,758,197	2,750,000	2,750,000	-
Total Expenditures	217,641,522	222,531,717	219,060,401	(3,471,316)
Addition to (Use of) Funds Before Designated Items	14,151,067	12,210,175	10,070,535	(2,139,640)
Designated Transfers Per BOR Policies				
Debt Service (University Fee)	(6,820,248)	(7,125,000)	(7,125,000)	-
Debt Service Residence Halls	(4,000,000)	(4,000,000)	(2,741,922)	1,258,078
Debt Service Parking Garage	(716,521)	(824,856)	(694,283)	130,573
Auxiliary Renewal and Replacement	(1,333,894)	(672,051)	-	672,051
Total Designated Transfers	(12,870,663)	(12,621,907)	(10,561,205)	2,060,702
Other Designated Fund Requests				
Other Transfer - internal transf to Energy Center Prograr	(471,433)	-	-	-
Additional Funding - Outcomes Based Funding	-	-	90,000	90,000
Developmental Education	375,212	411,732	400,670	(11,062)
Total Other Designated Fund Requests	(96,221)	411,732	490,670	78,938
Addition to (Use of) Funds	1,184,183	-	-	-

EASTERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT B

	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	22,504,417	23,383,632	23,443,532	59,900
PT Part Time Tuition (Gross)	1,903,753	2,022,298	2,072,365	50,067
PT General University Fee	2,162,711	2,305,195	2,347,550	42,355
University General Fee (excluding Accident Ins.)	15,356,470	17,183,448	17,296,444	112,996
University Fee	3,631,903	3,747,828	3,782,000	34,172
PT Extension Fee (Gross)	2,868,936	3,035,356	3,111,211	75,855
All Other Student Fees	1,860,728	2,371,241	1,937,249	(433,992)
Accident Insurance	1,528,873	466,658	473,984	7,326
Telecom Revenue	395,423	394,800	391,840	(2,960)
State Appropriations	30,903,924	29,753,680	28,917,907	(835,773)
Fringe Benefits Paid By State	23,227,052	22,589,608	22,478,479	(111,129)
Housing	20,310,476	20,990,305	20,833,226	(157,079)
Food Service	6,953,273	7,218,735	6,966,546	(252,189)
All Other Revenue	2,633,666	2,270,723	1,676,209	(594,514)
Less: Contra Revenue	(1,543,888)	(1,596,175)	(1,336,092)	260,083
Total Revenue	<u>134,697,717</u>	<u>136,137,332</u>	<u>134,392,450</u>	<u>(1,744,882)</u>
Expenditures:				
Personal Services:				
Total Full Time	44,722,652	45,565,695	44,693,365	(872,330)
Part Time:				
Lecturers	5,387,263	5,549,539	5,663,420	113,881
Perm/Intermit PT	146,230	172,456	172,456	-
University Assistants	973,432	1,219,010	1,219,010	-
Graduate Assistants	82,963	151,431	199,031	47,600
Other Part Time	5,089	119,327	147,000	27,673
Total Part Time	<u>6,594,977</u>	<u>7,211,763</u>	<u>7,400,917</u>	<u>189,154</u>
Overtime	931,655	1,003,163	1,103,163	100,000
All Other Personal Services	4,235,518	4,447,920	4,487,920	40,000
Subtotal Personal Services	56,484,802	58,228,541	57,685,365	(543,176)
Fringe Benefits	33,351,436	36,282,307	34,535,402	(1,746,905)
Worker's Comp. Recovery	156,515	407,600	179,735	(227,865)
Total P.S. & Fringe Benefits	<u>89,992,753</u>	<u>94,918,448</u>	<u>92,400,502</u>	<u>(2,517,946)</u>
Other Expenses:				
Inst. Financial Aid/Match	7,848,901	8,656,231	8,656,231	-
Waivers	1,287,070	1,222,626	1,250,044	27,418
Bad Debt Expense	326,202	831,195	407,534	(423,661)
All Other Expenses	20,600,136	20,904,642	21,094,191	189,549
Telecom Expense	528,904	422,635	376,174	(46,461)
Total Other Expenses	<u>30,591,213</u>	<u>32,037,329</u>	<u>31,784,174</u>	<u>(253,155)</u>
Library Expenses:				
Books	188,178	174,993	174,972	(21)
Periodicals	411,257	438,314	438,085	(229)
Electronic Periodicals / Subscriptions	230,209	239,548	239,198	(350)
All Other Library Equipment	18,832	21,616	21,616	-
Total Non-P.S. Library Expense	<u>848,476</u>	<u>874,471</u>	<u>873,871</u>	<u>(600)</u>
Total Equipment (excludes Library)	986,729	450,000	900,000	450,000
Total Expenditures	<u>122,419,171</u>	<u>128,280,248</u>	<u>125,958,547</u>	<u>(2,321,701)</u>
Addition to (Use of) Funds Before Designated Items	<u>12,278,546</u>	<u>7,857,084</u>	<u>8,433,903</u>	<u>576,819</u>
Designated Transfers Per BOR Policies				
Debt Service (University Fee)	(3,592,454)	(3,747,828)	(3,740,921)	6,907
Debt Service Residence Halls	(2,286,875)	(2,759,811)	(2,759,811)	-
Debt Service Parking Garage	(412,103)	(435,578)	(435,578)	-
Auxiliary Renewal and Replacement	(1,066,265)	(1,325,599)	(875,000)	450,599
Total Designated Transfers	<u>(7,357,697)</u>	<u>(8,268,816)</u>	<u>(7,811,310)</u>	<u>457,506</u>
Other Designated Fund Requests				
Additional Funding - Outcomes Based Funding	-	-	90,000	90,000
Developmental Education	375,212	411,732	399,380	
Total Other Designated Fund Requests	<u>375,212</u>	<u>411,732</u>	<u>489,380</u>	<u>77,648</u>
Addition to (Use of) Funds	<u>5,296,061</u>	<u>-</u>	<u>1,111,973</u>	<u>1,111,973</u>

SOUTHERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT B

	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	42,408,216	43,851,209	43,886,625	35,416
PT Part Time Tuition (Gross)	8,196,758	8,488,751	7,628,423	(860,328)
PT General University Fee	8,107,038	8,452,513	7,613,302	(839,211)
University General Fee (excluding Accident Ins.)	24,981,312	27,389,003	27,394,527	5,524
University Fee	6,683,750	6,808,610	6,808,885	275
PT Extension Fee (Gross)	10,970,236	11,254,947	10,136,498	(1,118,449)
All Other Student Fees	4,121,059	5,055,800	4,200,178	(855,622)
Accident Insurance	2,141,685	849,991	860,855	10,864
Telecom Revenue	469,740	469,740	469,740	-
State Appropriations	45,112,415	42,472,560	41,021,815	(1,450,745)
Fringe Benefits Paid By State	40,288,541	38,489,124	37,300,964	(1,188,160)
Housing	17,465,756	17,905,154	17,847,900	(57,254)
Food Service	8,857,400	9,227,228	9,181,944	(45,284)
All Other Revenue	4,660,762	4,343,369	4,548,000	204,631
Less: Contra Revenue	(1,798,134)	(1,707,999)	(1,587,591)	120,408
Total Revenue	<u>222,666,534</u>	<u>223,350,000</u>	<u>217,312,065</u>	<u>(6,037,935)</u>
Expenditures:				
Personal Services:				
Total Full Time	79,579,511	80,210,516	78,796,606	(1,413,910)
Part Time:				
Lecturers	11,968,091	11,934,891	11,534,891	(400,000)
Perm/Intermit PT	889,765	926,132	916,960	(9,172)
University Assistants	1,200,176	1,256,769	1,198,919	(57,850)
Graduate Assistants	1,108,074	1,142,142	1,142,142	-
Other Part Time	3,274,980	3,307,452	3,307,452	-
Total Part Time	<u>18,441,086</u>	<u>18,567,386</u>	<u>18,100,364</u>	<u>(467,022)</u>
Overtime	1,048,328	1,066,448	1,066,448	-
All Other Personal Services	3,142,925	3,021,369	3,021,369	-
Subtotal Personal Services	<u>102,211,850</u>	<u>102,865,719</u>	<u>100,984,787</u>	<u>(1,880,932)</u>
Fringe Benefits	56,855,573	60,690,774	58,575,549	(2,115,225)
Worker's Comp. Recovery	304,704	400,000	400,000	-
Total P.S. & Fringe Benefits	<u>159,372,127</u>	<u>163,956,493</u>	<u>159,960,336</u>	<u>(3,996,157)</u>
Other Expenses:				
Inst. Financial Aid/Match	10,423,307	9,769,739	11,272,132	1,502,393
Waivers	2,324,422	2,170,000	2,175,000	5,000
Bad Debt Expense	71,000	27,100	27,100	-
All Other Expenses	36,415,549	34,886,943	33,277,798	(1,609,145)
Telecom Expense	596,440	786,400	300,000	(486,400)
Total Other Expenses	<u>49,830,718</u>	<u>47,640,182</u>	<u>47,052,030</u>	<u>(588,152)</u>
Library Expenses:				
Books	293,387	253,168	253,168	-
Periodicals	26,090	28,830	28,830	-
Electronic Periodicals / Subscriptions	1,404,767	1,311,198	1,311,198	-
All Other Library Equipment	13,569	13,950	13,950	-
Total Non-P.S. Library Expense	<u>1,737,813</u>	<u>1,607,146</u>	<u>1,607,146</u>	<u>-</u>
Total Equipment (excludes Library)	1,584,708	1,302,042	1,302,042	-
Total Expenditures	<u>212,525,366</u>	<u>214,505,863</u>	<u>209,921,554</u>	<u>(4,584,309)</u>
Addition to (Use of) Funds Before Designated Items	<u>10,141,168</u>	<u>8,844,137</u>	<u>7,390,511</u>	<u>(1,453,626)</u>
Designated Transfers Per BOR Policies				
Debt Service (University Fee)	(6,528,925)	(6,633,610)	(6,633,885)	(275)
Debt Service Residence Halls	(912,180)	(1,062,180)	(1,062,180)	-
Debt Service Parking Garage	(1,382,794)	(1,532,794)	(1,532,794)	-
Transfer to Buley Renovation	-	-	-	-
Total Designated Transfers	<u>(8,823,899)</u>	<u>(9,228,584)</u>	<u>(9,228,859)</u>	<u>(275)</u>
Other Designated Fund Requests				
Other Transfer-SCSU General Reserves	-	-	1,348,968	1,348,968
Additional Funding - Outcomes Based Funding	-	-	90,000	90,000
Developmental Education	375,212	411,732	399,380	-
Additional Funding DM - Transfer In	-	-	-	-
Total Other Designated Fund Requests	<u>375,212</u>	<u>411,732</u>	<u>1,838,348</u>	<u>1,426,616</u>
Addition to (Use of) Funds	<u>1,692,481</u>	<u>27,285</u>	<u>-</u>	<u>(27,285)</u>

WESTERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT B

	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	22,304,994	23,890,828	24,086,125	195,297
PT Part Time Tuition (Gross)	5,048,683	4,834,553	4,565,081	(269,472)
PT General University Fee	4,678,917	4,533,357	4,200,547	(332,810)
University General Fee (excluding Accident Ins.)	12,951,700	14,873,076	14,734,577	(138,499)
University Fee	3,618,877	3,791,788	3,790,598	(1,190)
PT Extension Fee (Gross)	3,422,138	3,856,525	3,715,586	(140,939)
All Other Student Fees	2,384,743	2,744,344	2,715,653	(28,691)
Accident Insurance	1,431,655	459,536	452,492	(7,044)
Telecom Revenue	218,588	221,970	217,644	(4,326)
State Appropriations	29,748,390	28,312,214	27,492,388	(819,826)
Fringe Benefits Paid By State	23,222,347	22,258,878	22,152,441	(106,437)
Housing	10,176,356	10,518,070	10,415,030	(103,040)
Food Service	5,211,723	5,168,924	5,570,672	401,748
All Other Revenue	3,168,872	2,764,997	2,880,635	115,638
Less: Contra Revenue	(1,388,821)	(1,642,937)	(1,487,937)	155,000
Total Revenue	<u>126,199,163</u>	<u>126,586,123</u>	<u>125,501,532</u>	<u>(1,084,591)</u>
Expenditures:				
Personal Services:				
Total Full Time	46,760,407	47,288,609	46,593,441	(695,168)
Part Time:				
Lecturers	7,293,545	7,086,897	6,817,732	(269,165)
Perm/Intermit PT	202,871	204,084	162,513	(41,571)
University Assistants	690,760	818,587	778,949	(39,638)
Graduate Assistants	183,730	197,529	197,529	-
Other Part Time	2,081,890	1,872,367	1,872,367	-
Total Part Time	<u>10,452,796</u>	<u>10,179,464</u>	<u>9,829,090</u>	<u>(350,374)</u>
Overtime	965,598	842,955	842,955	-
All Other Personal Services	1,914,406	1,603,086	1,633,086	30,000
Subtotal Personal Services	60,093,207	59,914,114	58,898,572	(1,015,542)
Fringe Benefits	31,335,987	32,710,058	31,749,982	(960,076)
Worker's Comp. Recovery	266,464	208,002	184,817	(23,185)
Total P.S. & Fringe Benefits	<u>91,695,658</u>	<u>92,832,174</u>	<u>90,833,371</u>	<u>(1,998,803)</u>
Other Expenses:				
Inst. Financial Aid/Match	5,203,476	5,495,144	5,314,005	(181,139)
Waivers	1,055,677	1,114,176	1,171,982	57,806
Bad Debt Expense	353,146	338,881	381,346	42,465
All Other Expenses	21,596,207	22,012,708	22,012,708	-
Telecom Expense	475,005	654,477	491,411	(163,066)
Total Other Expenses	<u>28,683,511</u>	<u>29,615,386</u>	<u>29,371,452</u>	<u>(243,934)</u>
Library Expenses:				
Books	25,401	55,843	55,843	-
Periodicals	79,914	55,250	55,250	-
Electronic Periodicals / Subscriptions	277,904	280,451	280,451	-
All Other Library Equipment	390,120	336,457	336,457	-
Total Non-P.S. Library Expense	<u>773,339</u>	<u>728,001</u>	<u>728,001</u>	<u>-</u>
Total Equipment (excludes Library)	193,473	235,000	235,000	-
Total Expenditures	<u>121,345,981</u>	<u>123,410,561</u>	<u>121,167,824</u>	<u>(2,242,737)</u>
Addition to (Use of) Funds Before Designated Items	<u>4,853,182</u>	<u>3,175,562</u>	<u>4,333,708</u>	<u>1,158,146</u>
Designated Transfers Per BOR Policies				
Debt Service (University Fee)	(3,580,007)	(3,678,034)	(3,790,596)	(112,562)
Debt Service Residence Halls	(1,180,413)	(1,180,413)	(1,180,413)	-
Debt Service Parking Garage	(536,992)	(536,992)	(536,992)	-
Auxiliary Renewal and Replacement	(311,390)	(312,579)	(318,714)	(6,135)
Debt Service WS Parking Garage	(62,749)	(62,749)	(62,749)	-
Total Designated Transfers	<u>(5,671,551)</u>	<u>(5,770,767)</u>	<u>(5,889,464)</u>	<u>(118,697)</u>
Other Designated Fund Requests				
Other Transfer - Plant Reserves	-	-	-	-
Other Transfer - 1 Time Use of Reserves	443,157	2,183,473	1,066,376	(1,117,097)
Additional Funding - Outcomes Based Funding	-	-	90,000	90,000
Developmental Education	375,212	411,732	399,380	-
Total Other Designated Fund Requests	<u>818,369</u>	<u>2,595,205</u>	<u>1,555,756</u>	<u>(1,039,449)</u>
Addition to (Use of) Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

SYSTEM OFFICE/SYSTEMWIDE/MANDATES
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection, FY17 Budget and FY16 Actual

ATTACHMENT B

	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)
				Dollars (\$)
Revenue:				
State Appropriations	10,238,208	8,982,519	8,982,519	-
Fringe Benefits Paid By State	2,446,194	2,516,354	2,516,354	-
All Other Revenue	65,624	65,597	65,500	(97)
Less: Contra Revenue	-	-	-	-
Total Revenue	<u>12,750,026</u>	<u>11,564,470</u>	<u>11,564,373</u>	<u>(97)</u>
Expenditures:				
<u>Personal Services:</u>				
Total Full Time	5,190,204	4,557,357	4,250,538	(306,819)
<u>Part Time:</u>				
Perm/Intermit PT	41,835	45,623	53,389	7,766
Total Part Time	<u>41,835</u>	<u>45,623</u>	<u>53,389</u>	<u>7,766</u>
Overtime	-	-	-	-
All Other Personal Services	-	129,564	-	(129,564)
Subtotal Personal Services	5,232,039	4,732,544	4,303,927	(428,617)
Fringe Benefits	2,629,277	2,508,354	2,270,326	(238,028)
Worker's Comp. Recovery	3,760	9,026	5,300	(3,726)
Total P.S. & Fringe Benefits	<u>7,865,076</u>	<u>7,249,924</u>	<u>6,579,553</u>	<u>(670,371)</u>
<u>Other Expenses:</u>				
All Other Expenses	3,191,484	4,366,419	4,366,419	-
Telecom Expense	(718,919)	(577,373)	(118,575)	458,798
Total Other Expenses	<u>2,472,565</u>	<u>3,789,046</u>	<u>4,247,844</u>	<u>458,798</u>
<u>Library Expenses:</u>				
Electronic Periodicals / Subscriptions	468,746	485,500	485,500	-
All Other Library Equipment	-	-	-	-
Total Non-P.S. Library Expense	<u>468,746</u>	<u>485,500</u>	<u>485,500</u>	<u>-</u>
Total Equipment (excludes Library)	-	40,000	40,000	-
Total Expenditures	<u>10,806,387</u>	<u>11,564,470</u>	<u>11,352,897</u>	<u>(211,573)</u>
Addition to (Use of) Funds Before Designated Items	<u>1,943,639</u>	<u>-</u>	<u>211,476</u>	<u>211,476</u>
Designated Transfers Per BOR Policies				
Transfer to Required per BOR Fund Guidelines	-	-	-	-
Auxiliary Renewal and Replacement	(300,000)	-	-	-
Other Transfers	-	-	-	-
Total Designated Transfers	<u>(300,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Addition to (Use of) Funds	<u><u>1,643,639</u></u>	<u><u>-</u></u>	<u><u>211,476</u></u>	<u><u>211,476</u></u>

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
CCC Consolidated**

ATTACHMENT C

Account Name	FY16 Actual	FY17 Budget	FY17 Projection	FY17 Proj vs. Budget
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	124,642,115	126,084,591	125,086,760	(997,831)
Fees	49,724,218	48,312,138	48,801,410	489,272
State Appropriations	161,936,816	161,446,565	158,217,635	(3,228,930)
Fringe Benefits Paid By State	119,140,123	120,306,781	116,194,372	(4,112,409)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	234,856	211,500	97,385	(114,115)
Sales of Educational Activities	697,202	812,530	1,078,747	266,217
All Other Revenue	2,756,368	3,243,353	3,652,163	408,810
Total Revenue	459,131,698	460,417,458	453,128,472	(7,288,986)
Expenditures:				
Personnel Services:				
Full Time (6101)	161,215,895	160,799,257	158,167,658	(2,631,599)
Continuing Part Time (6111)	1,894,976	1,565,591	1,629,795	64,204
Temporary Part Time (6102, B, D, G)	22,305,861	20,708,850	22,160,835	1,451,985
Contractual PTL (6103D)	43,915,384	42,680,716	41,509,254	(1,171,462)
Contractual NCL (6103E)	3,659,749	3,805,502	3,781,068	(24,434)
Contractual ECL (6103F)	6,816,851	6,541,498	6,401,094	(140,404)
Student Labor (6104, H)	2,483,876	2,418,503	3,057,456	638,953
Overtime (6107)	1,135,900	1,155,299	1,396,642	241,343
All Other Personnel Services	4,958,968	6,712,523	5,524,580	(1,187,943)
Subtotal Personnel Services	248,387,460	246,387,739	243,628,382	(2,759,357)
Fringe Benefits	144,433,806	145,087,884	142,578,419	(2,509,465)
Total P.S. & Fringe Benefits	392,821,266	391,475,623	386,206,801	(5,268,822)
Other Expenses:				
Inst. Financial Aid/Match	17,829,092	18,035,615	17,550,824	(484,791)
Waivers	5,597,091	5,877,170	6,161,489	284,319
All Other Expenses	46,807,814	51,046,634	51,142,073	95,439
Total Other Expenses	70,233,997	74,959,419	74,854,386	(105,033)
Library Expenses:				
Books	286,270	341,044	337,248	(3,796)
Periodicals	85,433	91,714	97,175	5,461
Electronic Periodicals / Subscriptions	20,189	343,152	340,536	(2,616)
All Other Library Equipment	-	30,860	29,981	(879)
Total Non-P.S. Library Expense	391,892	806,770	804,940	(1,830)
Total Equipment (excludes Library)	-	-	22,638	22,638
Total Expenditures	463,447,155	467,241,812	461,888,765	(5,353,047)
Addition to (Use of) Funds Before Designated Items	(4,315,457)	(6,824,354)	(8,760,293)	(1,935,939)
Designated Transfers Per BOT Policies				
Transfer in	11,280,324	10,137,406	11,799,025	1,661,619
Additional Funds Shared Services	-	(1,000,000)	(480,051)	519,949
Ops Support (DM Change)	-	-	-	-
Outcomes Based Funding	-	-	1,163,037	1,163,037
Tuition Supplemental Funds	10,000,000	-	-	-
Developmental Education	5,229,677	6,093,633	5,936,901	(156,732)
Early College	391,089	-	-	-
Transitional Adult Education	2,607,984	1,729,275	1,684,796	(44,479)
All Other Transfers In/Out (CFT, Fac Awards, etc)	322,319	-	-	-
Transfer out	(10,818,108)	(10,005,620)	(11,062,191)	(1,056,571)
Total Designated Transfers	19,013,285	6,954,694	9,041,517	2,086,823
Net Change	14,697,828	130,340	281,224	150,884
Transfer to State from CCC Operating Fund per Senate Bill 1601	(1,800,000)			
Net Change after Transfer to State	12,897,828			

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY16 Actual
CCC Consolidating**

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	124,642,115	-	3,855,200	7,991,590	18,162,419	12,634,040	15,828,304	7,044,322	16,696,707	15,510,944	3,309,389	3,819,200	10,019,650	9,770,350
Fees	49,724,218	48,746	2,608,427	3,770,869	6,521,943	3,769,046	7,274,353	2,691,926	6,264,848	6,666,010	1,025,506	1,407,048	3,259,201	4,416,295
State Appropriations	161,936,816	9,513,292	7,089,449	12,260,124	19,764,295	14,838,330	17,992,908	8,079,383	19,337,577	15,757,720	6,507,442	6,853,889	12,172,685	11,769,722
Fringe Benefits Paid By State	119,140,123	5,228,316	5,388,405	9,223,425	14,569,032	10,505,540	14,092,922	5,967,193	15,205,599	11,005,048	4,922,092	4,704,415	9,063,084	9,265,052
Government Grants & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts, Grants and Contracts	234,856	-	-	-	-	-	-	12,637	124,602	-	92,500	1,500	-	3,617
Sales of Educational Activities	697,202	-	15,120	24,995	39,712	161,335	11,576	5,079	98,131	225,147	-	-	-	116,107
All Other Revenue	2,756,368	75,553	89,322	178,903	558,739	208,680	370,763	134,799	-	234,928	75,210	106,633	563,405	159,433
Total Revenue	459,131,698	14,865,907	19,045,923	33,449,906	59,616,140	42,116,971	55,570,826	23,935,339	57,727,464	49,399,797	15,932,139	16,892,685	35,078,025	35,500,576
Expenditures:														
Personnel Services:														
Full Time (6101)	161,215,895	9,079,780	5,786,328	12,698,691	17,821,041	14,059,408	20,072,056	8,672,661	19,462,858	17,258,390	6,850,508	6,173,658	11,454,913	11,825,603
Continuing Part Time (6111)	1,894,976	102,843	25,890	30,296	79,920	173,951	145,095	122,940	317,050	129,327	47,629	363,555	-	356,480
Temporary Part Time (6102, B, D, G)	22,305,861	255,594	2,036,022	2,391,888	3,542,640	1,170,438	1,665,601	434,612	3,297,730	3,067,767	604,240	439,452	1,755,233	1,644,644
Contractual PTL (6103D)	43,915,384	-	1,432,088	2,601,759	7,327,901	4,225,454	5,389,393	2,596,127	5,724,490	4,648,441	1,179,543	1,211,766	3,851,657	3,726,765
Contractual NCL (6103E)	3,659,749	-	402,015	385,926	407,717	160,712	311,598	135,155	383,727	645,537	74,690	191,536	164,296	396,840
Contractual ECL (6103F)	6,816,851	-	301,326	514,826	955,267	397,589	1,209,630	650,323	752,991	729,518	133,448	68,031	403,286	700,616
Student Labor (6104, H)	2,483,876	32,987	34,966	129,018	574,261	81,180	303,303	142,707	231,689	447,206	45,862	11,870	296,104	152,723
Overtime (6107)	1,135,900	-	31,938	86,412	323,592	84,454	72,375	17,967	305,691	35,056	29,940	78,600	9,738	60,137
All Other Personnel Services	4,958,968	239,656	229,262	455,805	541,850	322,704	655,983	182,880	537,411	450,677	202,294	297,113	416,287	427,046
Subtotal Personnel Services	248,387,460	9,710,860	10,279,835	19,294,621	31,574,189	20,675,890	29,825,034	12,955,372	31,013,637	27,411,919	9,168,154	8,835,581	18,351,514	19,290,854
Fringe Benefits	144,433,806	5,289,950	6,318,249	11,259,162	17,656,537	11,855,827	17,889,797	7,344,354	19,351,901	14,184,161	5,732,320	5,194,056	10,616,153	11,741,339
Total P.S. & Fringe Benefits	392,821,266	15,000,810	16,598,084	30,553,783	49,230,726	32,531,717	47,714,831	20,299,726	50,365,538	41,596,080	14,900,474	14,029,637	28,967,667	31,032,193
Other Expenses:														
Inst. Financial Aid/Match	17,829,092	-	493,890	1,471,535	2,371,230	2,224,026	2,434,263	789,686	2,095,075	1,879,834	470,948	697,482	1,439,584	1,461,539
Waivers	5,597,091	-	272,310	514,692	903,196	633,837	604,449	398,452	495,689	506,307	307,052	165,297	493,634	302,176
All Other Expenses	46,807,814	4,292,255	1,896,528	3,261,632	7,017,584	5,175,027	4,373,948	2,541,465	3,675,338	6,104,262	1,208,115	1,517,704	2,936,327	2,807,629
Total Other Expenses	70,233,997	4,292,255	2,662,728	5,247,859	10,292,010	8,032,890	7,412,660	3,729,603	6,266,102	8,490,403	1,986,115	2,380,483	4,869,545	4,571,344
Library Expenses:														
Books	286,270	-	-	33,737	36,850	52,321	18,374	4,549	30,622	14,695	12,351	51,640	19,429	11,702
Periodicals	85,433	-	-	-	-	-	-	-	-	85,433	-	-	-	-
Electronic Periodicals / Subscriptions	20,189	-	-	-	-	-	-	-	-	20,189	-	-	-	-
All Other Library Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-P.S. Library Expense	391,892	-	-	33,737	36,850	52,321	18,374	4,549	30,622	120,317	12,351	51,640	19,429	11,702
Total Equipment (excludes Library)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	463,447,155	19,293,065	19,260,812	35,835,379	59,559,586	40,616,928	55,145,865	24,033,878	56,662,262	50,206,800	16,898,940	16,461,760	33,856,641	35,615,239
Addition to (Use of) Funds Before Designated Items	(4,315,457)	(4,427,158)	(214,889)	(2,385,473)	56,554	1,500,043	424,961	(98,539)	1,065,202	(807,003)	(966,801)	430,925	1,221,384	(114,663)
Designated Transfers Per BOT Policies														
Transfer in	11,280,324	9,019,732	100,795	174,800	166,342	134,395	258,264	104,343	194,752	683,619	62,303	74,006	125,588	181,385
Tuition Supplemental Funds	10,000,000	-	601,424	1,022,756	864,057	972,080	938,640	641,454	809,097	721,833	845,992	649,898	707,996	1,224,773
Developmental Education	5,229,677	-	167,224	365,650	767,936	379,469	733,929	290,627	708,863	629,108	135,497	179,845	442,075	429,454
Early College	391,089	1,089	-	-	-	-	-	-	50,000	240,000	-	50,000	50,000	-
Transitional Adult Education	2,607,984	-	53,755	95,747	386,860	240,274	457,983	145,335	317,002	303,998	59,558	112,693	195,238	239,541
All Other Transfers In/Out (CFT, Fac Awards, etc)	322,319	166,205	12,116	(11,739)	22,044	(167,884)	20,116	13,116	38,809	201,433	98,217	16,316	(103,083)	16,653
Transfer out	(10,818,108)	(1,798,376)	(270,637)	(663,093)	(1,225,353)	(941,348)	(1,205,855)	(464,039)	(1,187,757)	(1,056,636)	(220,944)	(305,614)	(766,818)	(711,638)
Total Designated Transfers	19,013,285	7,388,650	664,677	984,121	981,886	616,986	1,203,077	730,836	930,766	1,723,355	980,623	777,144	650,996	1,380,168
Net Change	14,697,828	2,961,492	449,788	(1,401,352)	1,038,440	2,117,029	1,628,038	632,297	1,995,968	916,352	13,822	1,208,069	1,872,380	1,265,505

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection
CCC Consolidating**

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	125,086,760	-	3,974,506	8,000,550	18,156,935	13,793,500	15,940,441	6,818,167	16,566,097	15,336,293	3,360,160	3,675,355	10,177,677	9,287,079
Fees	48,801,410	-	3,080,355	3,748,962	6,662,572	3,461,491	7,222,590	2,566,080	6,251,627	6,721,365	1,017,781	1,370,598	2,905,392	3,792,597
State Appropriations	158,217,635	10,237,429	7,008,314	11,651,924	19,719,779	13,963,777	17,373,095	8,035,201	19,108,407	15,165,941	6,442,167	6,720,964	11,565,306	11,225,331
Fringe Benefits Paid By State	116,194,372	5,297,633	5,444,759	8,765,870	14,454,598	9,886,356	13,607,454	5,934,561	15,025,397	10,591,755	4,914,085	4,869,477	8,565,916	8,836,511
Government Grants & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts, Grants and Contracts	97,385	-	-	-	-	-	-	1,430	-	-	92,955	-	-	3,000
Sales of Educational Activities	1,078,747	-	11,922	25,000	42,601	-	10,700	1,290	109,120	210,000	-	-	561,114	107,000
All Other Revenue	3,652,163	61,712	145,552	244,275	616,536	308,000	296,786	164,545	272,070	264,795	133,024	136,673	660,848	347,347
Total Revenue	453,128,472	15,596,774	19,665,408	32,436,581	59,653,021	41,413,124	54,451,066	23,521,274	57,332,718	48,290,149	15,960,172	16,773,067	34,436,253	33,598,865
Expenditures:														
Personnel Services:														
Full Time (6101)	158,167,658	10,096,222	5,360,945	11,705,986	17,754,938	14,593,800	19,023,221	8,707,948	18,819,066	16,904,547	6,857,948	5,776,750	11,080,692	11,485,595
Continuing Part Time (6111)	1,629,795	-	22,484	35,517	45,629	128,914	96,969	2,934	317,630	116,675	57,485	391,769	-	413,789
Temporary Part Time (6102, B, D, G)	22,160,835	112,336	2,283,830	2,300,818	3,638,304	1,279,954	2,219,828	385,000	3,276,553	2,546,130	255,005	526,781	1,906,546	1,429,750
Contractual PTL (6103D)	41,509,254	-	1,449,179	2,001,703	6,850,000	3,872,628	5,289,175	2,212,022	5,546,360	4,555,774	1,201,812	1,336,931	3,851,550	3,342,120
Contractual NCL (6103E)	3,781,068	-	462,652	332,055	381,000	122,300	375,000	125,000	375,000	646,863	66,954	196,023	300,000	398,221
Contractual ECL (6103F)	6,401,094	-	540,356	382,650	1,003,386	317,411	1,120,120	202,798	813,000	776,735	108,583	66,520	343,644	725,891
Student Labor (6104, H)	3,057,456	58,362	39,988	175,000	754,334	141,881	403,100	170,000	224,241	492,004	107,716	106,064	261,939	122,827
Overtime (6107)	1,396,642	-	33,319	80,000	475,000	81,000	100,527	6,494	337,600	24,256	30,919	84,886	12,000	130,641
All Other Personnel Services	5,524,580	1,219,726	110,269	52,000	561,226	370,750	591,434	84,000	877,485	510,085	120,374	228,945	391,750	406,536
Subtotal Personnel Services	243,628,382	11,486,646	10,303,022	17,065,729	31,463,817	20,908,638	29,219,374	11,896,196	30,586,935	26,573,069	8,806,796	8,714,669	18,148,121	18,455,370
Fringe Benefits	142,578,419	5,585,371	6,489,874	10,401,562	17,585,025	12,020,000	17,839,715	6,899,794	19,126,667	13,836,791	5,581,228	5,211,956	10,794,291	11,206,145
Total P.S. & Fringe Benefits	386,206,801	17,072,017	16,792,896	27,467,291	49,048,842	32,928,638	47,059,089	18,795,990	49,713,602	40,409,860	14,388,024	13,926,625	28,942,412	29,661,515
Other Expenses:														
Inst. Financial Aid/Match	17,550,824	-	560,530	1,176,455	2,383,393	1,865,062	2,265,591	1,153,841	2,111,629	2,263,559	466,238	545,357	1,368,814	1,390,355
Waivers	6,161,489	-	280,809	550,000	948,498	725,000	611,000	475,000	615,631	558,000	318,022	154,519	524,580	400,430
All Other Expenses	51,142,073	6,443,806	2,138,755	3,107,151	7,096,584	5,693,784	4,434,974	2,968,110	4,676,478	4,850,025	1,074,582	1,979,095	3,409,717	3,269,012
Total Other Expenses	74,854,386	6,443,806	2,980,094	4,833,606	10,428,475	8,283,846	7,311,565	4,596,951	7,403,738	7,671,584	1,858,842	2,678,971	5,303,111	5,059,797
Library Expenses:														
Books	337,248	-	-	33,476	67,980	37,500	26,000	4,000	47,790	18,471	15,031	50,000	27,000	10,000
Periodicals	97,175	-	-	-	-	-	-	-	21,749	64,516	10,910	-	-	-
Electronic Periodicals / Subscriptions	340,536	-	-	64,400	-	-	-	-	74,935	45,000	36,201	47,000	73,000	-
All Other Library Equipment	29,981	-	-	-	-	-	-	-	7,530	-	4,751	17,700	-	-
Total Non-P.S. Library Expense	804,940	-	-	97,876	67,980	37,500	26,000	4,000	152,004	127,987	66,893	114,700	100,000	10,000
Total Equipment (excludes Library)	22,638	-	-	-	-	-	-	-	-	-	-	22,638	-	-
Total Expenditures	461,888,765	23,515,823	19,772,990	32,398,773	59,545,297	41,249,984	54,396,654	23,396,941	57,269,344	48,209,431	16,313,759	16,742,934	34,345,523	34,731,312
Addition to (Use of) Funds Before Designated Items	(8,760,293)	(7,919,049)	(107,582)	37,808	107,724	163,140	54,412	124,333	63,374	80,718	(353,587)	30,133	90,730	(1,132,447)
Designated Transfers Per BOT Policies														
Transfer in	11,799,025	10,005,619	87,146	156,231	114,634	-	266,258	147,627	211,800	116,965	236,694	123,921	177,209	154,921
Additonal Funds Shared Services	(480,051)	(480,051)	-	-	-	-	-	-	-	-	-	-	-	-
Ops Support (DM Change)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outcomes Based Funding	1,163,037	83,037	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Tuition Supplemental Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Developmental Education	5,936,901	-	183,601	401,458	869,215	585,636	805,803	319,088	778,282	690,716	148,767	197,457	485,367	471,511
Early College	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transitional Adult Education	1,684,796	-	52,103	113,927	246,669	166,194	228,674	90,552	220,863	196,014	42,218	56,035	137,740	133,807
All Other Transfers In/Out (CFT, Fac Awards, etc)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer out	(11,062,191)	(1,056,571)	(305,268)	(707,227)	(1,428,242)	(1,004,970)	(1,343,332)	(537,356)	(1,314,231)	(1,174,413)	(248,707)	(335,101)	(830,137)	(776,636)
Total Designated Transfers	9,041,517	8,552,034	107,582	54,389	(107,724)	(163,140)	47,403	109,911	(13,286)	(80,718)	268,972	132,312	60,179	73,603
Net Change	281,224	632,985	-	92,197	-	-	101,815	234,244	50,088	-	(84,615)	162,445	150,909	(1,058,844)

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
CCC System Office**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	-	-	-	-
Fees	48,746	-	-	-
State Appropriations	9,513,292	10,237,429	10,237,429	-
Fringe Benefits Paid By State	5,228,316	5,506,041	5,297,633	(208,408)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	-	-	-	-
Sales of Educational Activities	-	-	-	-
All Other Revenue	75,553	-	61,712	61,712
Total Revenue	14,865,907	15,743,470	15,596,774	(146,696)
Expenditures:				
Personnel Services:				
Full Time (6101)	9,079,780	10,089,957	10,096,222	6,265
Continuing Part Time (6111)	102,843	-	-	-
Temporary Part Time (6102, B, D, G)	255,594	112,133	112,336	203
Contractual PTL (6103D)	-	-	-	-
Contractual NCL (6103E)	-	-	-	-
Contractual ECL (6103F)	-	-	-	-
Student Labor (6104, H)	32,987	35,339	58,362	23,023
Overtime (6107)	-	-	-	-
All Other Personnel Services	239,656	2,276,297	1,219,726	(1,056,571)
Subtotal Personnel Services	9,710,860	12,513,726	11,486,646	(1,027,080)
Fringe Benefits	5,289,950	5,791,557	5,585,371	(206,186)
Total P.S. & Fringe Benefits	15,000,810	18,305,283	17,072,017	(1,233,266)
Other Expenses:				
Inst. Financial Aid/Match	-	-	-	-
Waivers	-	-	-	-
All Other Expenses	4,292,255	6,443,806	6,443,806	-
Total Other Expenses	4,292,255	6,443,806	6,443,806	-
Library Expenses:				
Books	-	-	-	-
Periodicals	-	-	-	-
Electronic Periodicals / Subscriptions	-	-	-	-
All Other Library Equipment	-	-	-	-
Total Non-P.S. Library Expense	-	-	-	-
Total Equipment (excludes Library)	-	-	-	-
Total Expenditures	19,293,065	24,749,089	23,515,823	(1,233,266)
Addition to (Use of) Funds Before Designated Items	(4,427,158)	(9,005,619)	(7,919,049)	1,086,570
Designated Transfers Per BOT Policies				
Transfer in	9,019,732	10,005,619	10,005,619	-
Additional Funds Shared Services	-	(1,000,000)	(480,051)	519,949
Ops Support (DM Change)	-	-	-	-
Outcomes Based Funding	-	-	83,037	83,037
Tuition Supplemental Funds	-	-	-	-
Developmental Education	-	-	-	-
Early College	1,089	-	-	-
Transitional Adult Education	-	-	-	-
All Other Transfers In/Out (CFT, Fac Awards, etc)	166,205	-	-	-
Transfer out	(1,798,376)	-	(1,056,571)	(1,056,571)
Total Designated Transfers	7,388,650	9,005,619	8,552,034	(453,585)
Net Change	2,961,492	-	632,985	632,985

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual**

ATTACHMENT C

Asnuntuck

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	3,855,200	3,898,460	3,974,506	76,046
Fees	2,608,427	2,632,113	3,080,355	448,242
State Appropriations	7,089,449	7,106,827	7,008,314	(98,513)
Fringe Benefits Paid By State	5,388,405	5,613,683	5,444,759	(168,924)
Government Grants & Contracts		-	-	-
Private Gifts, Grants and Contracts		-	-	-
Sales of Educational Activities	15,120	20,489	11,922	(8,567)
All Other Revenue	89,322	116,500	145,552	29,052
Total Revenue	19,045,923	19,388,072	19,665,408	277,336
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	5,786,328	5,229,308	5,360,945	131,637
Continuing Part Time (6111)	25,890	26,572	22,484	(4,088)
Temporary Part Time (6102, B, D, G)	2,036,022	2,395,613	2,283,830	(111,783)
Contractual PTL (6103D)	1,432,088	1,431,398	1,449,179	17,781
Contractual NCL (6103E)	402,015	432,582	462,652	30,070
Contractual ECL (6103F)	301,326	342,928	540,356	197,428
Student Labor (6104, H)	34,966	39,988	39,988	-
Overtime (6107)	31,938	34,564	33,319	(1,245)
All Other Personnel Services	229,262	69,250	110,269	41,019
Subtotal Personnel Services	10,279,835	10,002,203	10,303,022	300,819
Fringe Benefits	6,318,249	6,362,401	6,489,874	127,473
Total P.S. & Fringe Benefits	16,598,084	16,364,604	16,792,896	428,292
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	493,890	575,899	560,530	(15,369)
Waivers	272,310	258,604	280,809	22,205
All Other Expenses	1,896,528	2,126,691	2,138,755	12,064
Total Other Expenses	2,662,728	2,961,194	2,980,094	18,900
<u>Library Expenses:</u>				
Books		-	-	-
Periodicals		-	-	-
Electronic Periodicals / Subscriptions		-	-	-
All Other Library Equipment		-	-	-
Total Non-P.S. Library Expense		-	-	-
Total Equipment (excludes Library)		-	-	-
Total Expenditures	19,260,812	19,325,798	19,772,990	447,192
Addition to (Use of) Funds Before Designated Items	(214,889)	62,274	(107,582)	(169,856)
Designated Transfers Per BOT Policies				
Transfer in	100,795		87,146	87,146
Add'l Operation Support				-
Ops Support (DM Change)				-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	601,424			-
Developmental Education	167,224	189,279	183,601	(5,678)
Early College			-	-
Transitional Adult Education	53,755	53,715	52,103	(1,612)
All Other Transfers In/Out (CFT, Fac Awards, etc)	12,116			
Transfer out	(270,637)	(305,268)	(305,268)	-
Total Designated Transfers	664,677	(62,274)	107,582	169,856
Net Change	449,788	-	-	-

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Capital**

ATTACHMENT C

Account Name	FY16 Actual	FY17 Budget	FY17 Projection	FY17 Proj vs. Bud
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)
Revenue:				
Tuition (Gross)	7,991,590	8,000,550	8,000,550	-
Fees	3,770,869	3,650,704	3,748,962	98,258
State Appropriations	12,260,124	11,880,155	11,651,924	(228,231)
Fringe Benefits Paid By State	9,223,425	9,034,317	8,765,870	(268,447)
Government Grants & Contracts		-	-	-
Private Gifts, Grants and Contracts		-	-	-
Sales of Educational Activities	24,995	25,000	25,000	-
All Other Revenue	178,903	271,275	244,275	(27,000)
Total Revenue	33,449,906	32,862,001	32,436,581	(425,420)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	12,698,691	11,969,278	11,705,986	(263,292)
Continuing Part Time (6111)	30,296	30,432	35,517	5,085
Temporary Part Time (6102, B, D, G)	2,391,888	1,995,851	2,300,818	304,967
Contractual PTL (6103D)	2,601,759	2,142,703	2,001,703	(141,000)
Contractual NCL (6103E)	385,926	382,055	332,055	(50,000)
Contractual ECL (6103F)	514,826	432,650	382,650	(50,000)
Student Labor (6104, H)	129,018	95,000	175,000	80,000
Overtime (6107)	86,412	80,000	80,000	-
All Other Personnel Services	455,805	275,000	52,000	(223,000)
Subtotal Personnel Services	19,294,621	17,402,969	17,065,729	(337,240)
Fringe Benefits	11,259,162	10,180,737	10,401,562	220,825
Total P.S. & Fringe Benefits	30,553,783	27,583,706	27,467,291	(116,415)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	1,471,535	1,200,083	1,176,455	(23,628)
Waivers	514,692	550,000	550,000	-
All Other Expenses	3,261,632	3,254,435	3,107,151	(147,284)
Total Other Expenses	5,247,859	5,004,518	4,833,606	(170,912)
<u>Library Expenses:</u>				
Books	33,737	33,476	33,476	-
Periodicals		-	-	-
Electronic Periodicals / Subscriptions		64,400	64,400	-
All Other Library Equipment		-	-	-
Total Non-P.S. Library Expense	33,737	97,876	97,876	-
Total Equipment (excludes Library)	-	-	-	-
Total Expenditures	35,835,379	32,686,100	32,398,773	(287,327)
Addition to (Use of) Funds Before Designated Items	(2,385,473)	175,901	37,808	(138,093)
Designated Transfers Per BOT Policies				
Transfer in	174,800		156,231	156,231
Add'l Operation Support				-
Ops Support (DM Change)				-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	1,022,756			-
Developmental Education	365,650	413,875	401,458	(12,417)
Early College			-	-
Transitional Adult Education	95,747	117,451	113,927	(3,524)
All Other Transfers In/out (CFT, Fac Awards, etc)	(11,739)		-	-
Transfer out	(663,093)	(707,227)	(707,227)	-
Total Designated Transfers	984,121	(175,901)	54,389	230,290
Net Change	(1,401,352)	-	92,197	92,197

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Gateway**

ATTACHMENT C

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	18,162,419	18,598,647	18,156,935	(441,712)
Fees	6,521,943	6,536,413	6,662,572	126,159
State Appropriations	19,764,295	20,180,689	19,719,779	(460,910)
Fringe Benefits Paid By State	14,569,032	15,004,342	14,454,598	(549,744)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	-	-	-	-
Sales of Educational Activities	39,712	21,000	42,601	21,601
All Other Revenue	558,739	488,907	616,536	127,629
Total Revenue	59,616,140	60,829,998	59,653,021	(1,176,977)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	17,821,041	18,372,932	17,754,938	(617,994)
Continuing Part Time (6111)	79,920	60,064	45,629	(14,435)
Temporary Part Time (6102, B, D, G)	3,542,640	3,405,134	3,638,304	233,170
Contractual PTL (6103D)	7,327,901	6,968,592	6,850,000	(118,592)
Contractual NCL (6103E)	407,717	380,900	381,000	100
Contractual ECL (6103F)	955,267	954,110	1,003,386	49,276
Student Labor (6104, H)	574,261	656,666	754,334	97,668
Overtime (6107)	323,592	281,682	475,000	193,318
All Other Personnel Services	541,850	418,292	561,226	142,934
Subtotal Personnel Services	31,574,189	31,498,372	31,463,817	(34,555)
Fringe Benefits	17,656,537	18,382,954	17,585,025	(797,929)
Total P.S. & Fringe Benefits	49,230,726	49,881,326	49,048,842	(832,484)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	2,371,230	2,383,393	2,383,393	-
Waivers	903,196	948,498	948,498	-
All Other Expenses	7,017,584	7,236,443	7,096,584	(139,859)
Total Other Expenses	10,292,010	10,568,334	10,428,475	(139,859)
<u>Library Expenses:</u>				
Books	36,850	67,980	67,980	-
Periodicals	-	-	-	-
Electronic Periodicals / Subscriptions	-	-	-	-
All Other Library Equipment	-	-	-	-
Total Non-P.S. Library Expense	36,850	67,980	67,980	-
Total Equipment (excludes Library)	-	-	-	-
Total Expenditures	59,559,586	60,517,640	59,545,297	(972,343)
Addition to (Use of) Funds Before Designated Items	56,554	312,358	107,724	(204,634)
Designated Transfers Per BOT Policies				
Transfer in	166,342	-	114,634	114,634
Add'l Operation Support	-	-	-	-
Ops Support (DM Change)	-	-	-	-
Outcomes Based Funding	-	-	90,000	90,000
Tuition Supplemental Funds	864,057	-	-	-
Developmental Education	767,936	869,215	869,215	-
Early College	-	-	-	-
Transitional Adult Education	386,860	246,669	246,669	-
All Other Transfers In/Out (CFT, Fac Awards, etc)	22,044	-	-	-
Transfer out	(1,225,353)	(1,428,242)	(1,428,242)	-
Total Designated Transfers	981,886	(312,358)	(107,724)	204,634
Net Change	1,038,440	-	-	-

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Housatonic**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	12,634,040	13,793,500	13,793,500	-
Fees	3,769,046	3,244,098	3,461,491	217,393
State Appropriations	14,838,330	14,288,093	13,963,777	(324,316)
Fringe Benefits Paid By State	10,505,540	10,148,584	9,886,356	(262,228)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	-	-	-	-
Sales of Educational Activities	161,335	-	-	-
All Other Revenue	208,680	280,000	308,000	28,000
Total Revenue	42,116,971	41,754,275	41,413,124	(341,151)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	14,059,408	14,612,937	14,593,800	(19,137)
Continuing Part Time (6111)	173,951	174,155	128,914	(45,241)
Temporary Part Time (6102, B, D, G)	1,170,438	1,172,734	1,279,954	107,220
Contractual PTL (6103D)	4,225,454	4,403,654	3,872,628	(531,026)
Contractual NCL (6103E)	160,712	225,547	122,300	(103,247)
Contractual ECL (6103F)	397,589	311,598	317,411	5,813
Student Labor (6104, H)	81,180	100,000	141,881	41,881
Overtime (6107)	84,454	81,000	81,000	-
All Other Personnel Services	322,704	370,750	370,750	-
Subtotal Personnel Services	20,675,890	21,452,375	20,908,638	(543,737)
Fringe Benefits	11,855,827	11,800,000	12,020,000	220,000
Total P.S. & Fringe Benefits	32,531,717	33,252,375	32,928,638	(323,737)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	2,224,026	1,971,525	1,865,062	(106,463)
Waivers	633,837	650,000	725,000	75,000
All Other Expenses	5,175,027	5,612,987	5,693,784	80,797
Total Other Expenses	8,032,890	8,234,512	8,283,846	49,334
<u>Library Expenses:</u>				
Books	52,321	37,500	37,500	-
Periodicals	-	-	-	-
Electronic Periodicals / Subscriptions	-	-	-	-
All Other Library Equipment	-	-	-	-
Total Non-P.S. Library Expense	52,321	37,500	37,500	-
Total Equipment (excludes Library)				-
Total Expenditures	40,616,928	41,524,387	41,249,984	(274,403)
Addition to (Use of) Funds Before Designated Items	1,500,043	229,888	163,140	(66,748)
Designated Transfers Per BOT Policies				
Transfer in	134,395	-	-	-
Add'l Operation Support	-	-	-	-
Ops Support (DM Change)	-	-	-	-
Outcomes Based Funding	-	-	90,000	90,000
Tuitional Supplemental Funds	972,080	-	-	-
Developmental Education	379,469	603,748	585,636	(18,112)
Early College	-	-	-	-
Transitional Adult Education	240,274	171,334	166,194	(5,140)
All Other Transfers In/Out (CFT, Fac Awards, etc)	(167,884)	-	-	-
Transfer out	(941,348)	(1,004,970)	(1,004,970)	-
Total Designated Transfers	616,986	(229,888)	(163,140)	66,748
Net Change	2,117,029	-	-	-

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Manchester**

ATTACHMENT C

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud Inc(Dec)</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:				
Tuition (Gross)	15,828,304	15,714,941	15,940,441	225,500
Fees	7,274,353	7,247,566	7,222,590	(24,976)
State Appropriations	17,992,908	17,806,604	17,373,095	(433,509)
Fringe Benefits Paid By State	14,092,922	14,191,044	13,607,454	(583,590)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	-	-	-	-
Sales of Educational Activities	11,576	10,700	10,700	-
All Other Revenue	370,763	202,230	296,786	94,556
Total Revenue	55,570,826	55,173,085	54,451,066	(722,019)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	20,072,056	19,400,462	19,023,221	(377,241)
Continuing Part Time (6111)	145,095	82,244	96,969	14,725
Temporary Part Time (6102, B, D, G)	1,665,601	1,844,971	2,219,828	374,857
Contractual PTL (6103D)	5,389,393	5,289,175	5,289,175	-
Contractual NCL (6103E)	311,598	375,000	375,000	-
Contractual ECL (6103F)	1,209,630	1,280,000	1,120,120	(159,880)
Student Labor (6104, H)	303,303	310,000	403,100	93,100
Overtime (6107)	72,375	89,197	100,527	11,330
All Other Personnel Services	655,983	591,434	591,434	-
Subtotal Personnel Services	29,825,034	29,262,483	29,219,374	(43,109)
Fringe Benefits	17,889,797	18,315,160	17,839,715	(475,445)
Total P.S. & Fringe Benefits	47,714,831	47,577,643	47,059,089	(518,554)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	2,434,263	2,265,591	2,265,591	-
Waivers	604,449	611,000	611,000	-
All Other Expenses	4,373,948	4,547,776	4,434,974	(112,802)
Total Other Expenses	7,412,660	7,424,367	7,311,565	(112,802)
<u>Library Expenses:</u>				
Books	18,374	26,000	26,000	-
Periodicals	-	-	-	-
Electronic Periodicals / Subscriptions	-	-	-	-
All Other Library Equipment	-	-	-	-
Total Non-P.S. Library Expense	18,374	26,000	26,000	-
Total Equipment (excludes Library)				-
Total Expenditures	55,145,865	55,028,010	54,396,654	(631,356)
Addition to (Use of) Funds Before Designated Items	424,961	145,075	54,412	(90,663)
Designated Transfers Per BOT Policies				
Transfer in	258,264	131,787	266,258	134,471
Add'l Operation Support	-	-	-	-
Ops Support (DM Change)	-	-	-	-
Outcomes Based Funding	-	-	90,000	90,000
Tuition Supplemental Funds	938,640	-	-	-
Developmental Education	733,929	830,724	805,803	(24,921)
Early College	-	-	-	-
Transitional Adult Education	457,983	235,746	228,674	(7,072)
All Other Transfers In/Out (CFT, Fac Awards, etc)	20,116	-	-	-
Transfer out	(1,205,855)	(1,343,332)	(1,343,332)	-
Total Designated Transfers	1,203,077	(145,075)	47,403	192,478
Net Change	1,628,038	-	101,815	101,815

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Middlesex**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	7,044,322	7,292,270	6,818,167	(474,103)
Fees	2,691,926	2,711,703	2,566,080	(145,623)
State Appropriations	8,079,383	8,208,612	8,035,201	(173,411)
Fringe Benefits Paid By State	5,967,193	6,190,114	5,934,561	(255,553)
Government Grants & Contracts		-	-	-
Private Gifts, Grants and Contracts	12,637	16,000	1,430	(14,570)
Sales of Educational Activities	5,079	3,500	1,290	(2,210)
All Other Revenue	134,799	164,545	164,545	-
Total Revenue	23,935,339	24,586,744	23,521,274	(1,065,470)
Expenditures:				
Personnel Services:				
Full Time (6101)	8,672,661	8,736,484	8,707,948	(28,536)
Continuing Part Time (6111)	122,940	-	2,934	2,934
Temporary Part Time (6102, B, D, G)	434,612	385,000	385,000	-
Contractual PTL (6103D)	2,596,127	2,606,029	2,212,022	(394,007)
Contractual NCL (6103E)	135,155	125,000	125,000	-
Contractual ECL (6103F)	650,323	441,542	202,798	(238,744)
Student Labor (6104, H)	142,707	170,000	170,000	-
Overtime (6107)	17,967	25,000	6,494	(18,506)
All Other Personnel Services	182,880	256,228	84,000	(172,228)
Subtotal Personnel Services	12,955,372	12,745,283	11,896,196	(849,087)
Fringe Benefits	7,344,354	7,248,678	6,899,794	(348,884)
Total P.S. & Fringe Benefits	20,299,726	19,993,961	18,795,990	(1,197,971)
Other Expenses:				
Inst. Financial Aid/Match	789,686	1,153,841	1,153,841	-
Waivers	398,452	410,320	475,000	64,680
All Other Expenses	2,541,465	2,908,575	2,968,110	59,535
Total Other Expenses	3,729,603	4,472,736	4,596,951	124,215
Library Expenses:				
Books	4,549	5,000	4,000	(1,000)
Periodicals		-	-	-
Electronic Periodicals / Subscriptions		-	-	-
All Other Library Equipment		-	-	-
Total Non-P.S. Library Expense	4,549	5,000	4,000	(1,000)
Total Equipment (excludes Library)				-
Total Expenditures	24,033,878	24,471,697	23,396,941	(1,074,756)
Addition to (Use of) Funds Before Designated Items	(98,539)	115,047	124,333	9,286
Designated Transfers Per BOT Policies				
Transfer in	104,343		147,627	147,627
Add'l Operation Support				-
Ops Support (DM Change)				-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	641,454			-
Developmental Education	290,627	328,956	319,088	(9,868)
Early College				-
Transitional Adult Education	145,335	93,353	90,552	(2,801)
All Other Transfers In/Out (CFT, Fac Awards, etc)	13,116			-
Transfer out	(464,039)	(537,356)	(537,356)	-
Total Designated Transfers	730,836	(115,047)	109,911	224,958
Net Change	632,297	-	234,244	234,244

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual**

ATTACHMENT C

Naugatuck Valley

<u>Account Name</u>	<u>FY16 Actual</u> Dollars (\$)	<u>FY17 Budget</u> Dollars (\$)	<u>FY17 Projection</u> Dollars (\$)	<u>FY17 Proj vs. Bud Inc(Dec)</u> Dollars (\$)
Revenue:				
Tuition (Gross)	16,696,707	16,920,521	16,566,097	(354,424)
Fees	6,264,848	6,351,672	6,251,627	(100,045)
State Appropriations	19,337,577	19,532,525	19,108,407	(424,118)
Fringe Benefits Paid By State	15,205,599	15,756,205	15,025,397	(730,808)
Government Grants & Contracts		-	-	-
Private Gifts, Grants and Contracts	124,602	-	-	-
Sales of Educational Activities	98,131	109,120	109,120	-
All Other Revenue		295,516	272,070	(23,446)
Total Revenue	57,727,464	58,965,559	57,332,718	(1,632,841)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	19,462,858	19,171,300	18,819,066	(352,234)
Continuing Part Time (6111)	317,050	290,553	317,630	27,077
Temporary Part Time (6102, B, D, G)	3,297,730	3,282,335	3,276,553	(5,782)
Contractual PTL (6103D)	5,724,490	5,732,888	5,546,360	(186,528)
Contractual NCL (6103E)	383,727	373,493	375,000	1,507
Contractual ECL (6103F)	752,991	737,248	813,000	75,752
Student Labor (6104, H)	231,689	213,719	224,241	10,522
Overtime (6107)	305,691	337,600	337,600	-
All Other Personnel Services	537,411	877,485	877,485	-
Subtotal Personnel Services	31,013,637	31,016,621	30,586,935	(429,686)
Fringe Benefits	19,351,901	19,909,522	19,126,667	(782,855)
Total P.S. & Fringe Benefits	50,365,538	50,926,143	49,713,602	(1,212,541)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	2,095,075	2,450,959	2,111,629	(339,330)
Waivers	495,689	580,792	615,631	34,839
All Other Expenses	3,675,338	4,546,417	4,676,478	130,061
Total Other Expenses	6,266,102	7,578,168	7,403,738	(174,430)
<u>Library Expenses:</u>				
Books	30,622	47,790	47,790	-
Periodicals	-	21,749	21,749	-
Electronic Periodicals / Subscriptions	-	74,935	74,935	-
All Other Library Equipment	-	7,530	7,530	-
Total Non-P.S. Library Expense	30,622	152,004	152,004	-
Total Equipment (excludes Library)				-
Total Expenditures	56,662,262	58,656,315	57,269,344	(1,386,971)
Addition to (Use of) Funds Before Designated Items	1,065,202	309,244	63,374	(245,870)
Designated Transfers Per BOT Policies				
Transfer in	194,752		211,800	211,800
Add'l Operation Support			-	-
Ops Support (DM Change)			-	-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	809,097			-
Developmental Education	708,863	802,353	778,282	(24,071)
Early College	50,000		-	-
Transitional Adult Education	317,002	227,694	220,863	(6,831)
All Other Transfers In/Out (CFT, Fac Awards, etc)	38,809			
Transfer out	(1,187,757)	(1,314,231)	(1,314,231)	-
Total Designated Transfers	930,766	(284,184)	(13,286)	270,898
Net Change	1,995,968	25,060	50,088	25,028

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Norwalk**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	15,510,944	15,648,392	15,336,293	(312,099)
Fees	6,666,010	6,716,180	6,721,365	5,185
State Appropriations	15,757,720	15,544,937	15,165,941	(378,996)
Fringe Benefits Paid By State	11,005,048	11,001,462	10,591,755	(409,707)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	-	-	-	-
Sales of Educational Activities	225,147	210,000	210,000	-
All Other Revenue	234,928	290,000	264,795	(25,205)
Total Revenue	49,399,797	49,410,971	48,290,149	(1,120,822)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	17,258,390	17,239,770	16,904,547	(335,223)
Continuing Part Time (6111)	129,327	140,291	116,675	(23,616)
Temporary Part Time (6102, B, D, G)	3,067,767	2,620,772	2,546,130	(74,642)
Contractual PTL (6103D)	4,648,441	4,555,774	4,555,774	-
Contractual NCL (6103E)	645,537	662,205	646,863	(15,342)
Contractual ECL (6103F)	729,518	727,304	776,735	49,431
Student Labor (6104, H)	447,206	440,000	492,004	52,004
Overtime (6107)	35,056	44,500	24,256	(20,244)
All Other Personnel Services	450,677	510,085	510,085	-
Subtotal Personnel Services	27,411,919	26,940,701	26,573,069	(367,632)
Fringe Benefits	14,184,161	14,310,465	13,836,791	(473,674)
Total P.S. & Fringe Benefits	41,596,080	41,251,166	40,409,860	(841,306)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	1,879,834	2,263,559	2,263,559	-
Waivers	506,307	558,000	558,000	-
All Other Expenses	6,104,262	4,950,000	4,850,025	(99,975)
Total Other Expenses	8,490,403	7,771,559	7,671,584	(99,975)
<u>Library Expenses:</u>				
Books	14,695	20,200	18,471	(1,729)
Periodicals	85,433	60,000	64,516	4,516
Electronic Periodicals / Subscriptions	20,189	47,787	45,000	(2,787)
All Other Library Equipment	-	-	-	-
Total Non-P.S. Library Expense	120,317	127,987	127,987	-
Total Equipment (excludes Library)				-
Total Expenditures	50,206,800	49,150,712	48,209,431	(941,281)
Addition to (Use of) Funds Before Designated Items	(807,003)	260,259	80,718	(179,541)
Designated Transfers Per BOT Policies				
Transfer in	683,619		116,965	116,965
Add'l Operation Support				-
Ops Support (DM Change)				-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	721,833			-
Developmental Education	629,108	712,078	690,716	(21,362)
Early College	240,000			-
Transitional Adult Education	303,998	202,076	196,014	(6,062)
All Other Transfers In/Out (CFT, Fac Awards, etc)	201,433			
Transfer out	(1,056,636)	(1,174,413)	(1,174,413)	-
Total Designated Transfers	1,723,355	(260,259)	(80,718)	179,541
Net Change	916,352	-	-	-

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Northwestern**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	3,309,389	3,426,283	3,360,160	(66,123)
Fees	1,025,506	1,021,000	1,017,781	(3,219)
State Appropriations	6,507,442	6,522,428	6,442,167	(80,261)
Fringe Benefits Paid By State	4,922,092	5,039,652	4,914,085	(125,567)
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	92,500	192,500	92,955	(99,545)
Sales of Educational Activities	-	-	-	-
All Other Revenue	75,210	90,000	133,024	43,024
Total Revenue	15,932,139	16,291,863	15,960,172	(331,691)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	6,850,508	6,665,971	6,857,948	191,977
Continuing Part Time (6111)	47,629	57,485	57,485	-
Temporary Part Time (6102, B, D, G)	604,240	487,753	255,005	(232,748)
Contractual PTL (6103D)	1,179,543	1,205,786	1,201,812	(3,974)
Contractual NCL (6103E)	74,690	81,515	66,954	(14,561)
Contractual ECL (6103F)	133,448	150,000	108,583	(41,417)
Student Labor (6104, H)	45,862	25,000	107,716	82,716
Overtime (6107)	29,940	30,699	30,919	220
All Other Personnel Services	202,294	117,124	120,374	3,250
Subtotal Personnel Services	9,168,154	8,821,333	8,806,796	(14,537)
Fringe Benefits	5,732,320	5,541,077	5,581,228	40,151
Total P.S. & Fringe Benefits	14,900,474	14,362,410	14,388,024	25,614
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	470,948	466,239	466,238	(1)
Waivers	307,052	318,022	318,022	-
All Other Expenses	1,208,115	1,030,653	1,074,582	43,929
Total Other Expenses	1,986,115	1,814,914	1,858,842	43,928
<u>Library Expenses:</u>				
Books	12,351	11,098	15,031	3,933
Periodicals	-	9,965	10,910	945
Electronic Periodicals / Subscriptions	-	36,030	36,201	171
All Other Library Equipment	-	5,630	4,751	(879)
Total Non-P.S. Library Expense	12,351	62,723	66,893	4,170
Total Equipment (excludes Library)	-	-	-	-
Total Expenditures	16,898,940	16,240,047	16,313,759	73,712
Addition to (Use of) Funds Before Designated Items	(966,801)	51,816	(353,587)	(405,403)
Designated Transfers Per BOT Policies				
Transfer in	62,303	-	236,694	236,694
Add'l Operation Support	-	-	-	-
Ops Support (DM Change)	-	-	-	-
Outcomes Based Funding	-	-	90,000	90,000
Tuition Supplemental Funds	845,992	-	-	-
Developmental Education	135,497	153,368	148,767	(4,601)
Early College	-	-	-	-
Transitional Adult Education	59,558	43,523	42,218	(1,305)
All Other Transfers In/Out (CFT, Fac Awards, etc)	98,217	-	-	-
Transfer out	(220,944)	(248,707)	(248,707)	-
Total Designated Transfers	980,623	(51,816)	268,972	320,788
Net Change	13,822	-	(84,615)	(84,615)

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Quinebaug Valley**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	3,819,200	3,635,713	3,675,355	39,642
Fees	1,407,048	1,415,278	1,370,598	(44,680)
State Appropriations	6,853,889	6,829,105	6,720,964	(108,141)
Fringe Benefits Paid By State	4,704,415	4,753,588	4,869,477	115,889
Government Grants & Contracts	-	-	-	-
Private Gifts, Grants and Contracts	1,500	-	-	-
Sales of Educational Activities	-	-	-	-
All Other Revenue	106,633	134,886	136,673	1,787
Total Revenue	16,892,685	16,768,570	16,773,067	4,497
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	6,173,658	6,206,919	5,776,750	(430,169)
Continuing Part Time (6111)	363,555	316,437	391,769	75,332
Temporary Part Time (6102, B, D, G)	439,452	558,971	526,781	(32,190)
Contractual PTL (6103D)	1,211,766	1,150,565	1,336,931	186,366
Contractual NCL (6103E)	191,536	168,984	196,023	27,039
Contractual ECL (6103F)	68,031	60,000	66,520	6,520
Student Labor (6104, H)	11,870	15,075	106,064	90,989
Overtime (6107)	78,600	69,885	84,886	15,001
All Other Personnel Services	297,113	180,605	228,945	48,340
Subtotal Personnel Services	8,835,581	8,727,441	8,714,669	(12,772)
Fringe Benefits	5,194,056	5,151,051	5,211,956	60,905
Total P.S. & Fringe Benefits	14,029,637	13,878,492	13,926,625	48,133
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	697,482	545,357	545,357	-
Waivers	165,297	154,519	154,519	-
All Other Expenses	1,517,704	2,001,733	1,979,095	(22,638)
Total Other Expenses	2,380,483	2,701,609	2,678,971	(22,638)
<u>Library Expenses:</u>				
Books	51,640	50,000	50,000	-
Periodicals	-	-	-	-
Electronic Periodicals / Subscriptions	-	47,000	47,000	-
All Other Library Equipment	-	17,700	17,700	-
Total Non-P.S. Library Expense	51,640	114,700	114,700	-
Total Equipment (excludes Library)			22,638	22,638
Total Expenditures	16,461,760	16,694,801	16,742,934	48,133
Addition to (Use of) Funds Before Designated Items	430,925	73,769	30,133	(43,636)
Designated Transfers Per BOT Policies				
Transfer in	74,006		123,921	123,921
Add'l Operation Support			-	-
Ops Support (DM Change)			-	-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	649,898		-	-
Developmental Education	179,845	203,564	197,457	(6,107)
Early College	50,000		-	-
Transitional Adult Education	112,693	57,768	56,035	(1,733)
All Other Transfers In/Out (CFT, Fac Awards, etc)	16,316		-	-
Transfer out	(305,614)	(335,101)	(335,101)	-
Total Designated Transfers	777,144	(73,769)	132,312	206,081
Net Change	1,208,069	-	162,445	162,445

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual**

ATTACHMENT C

Three Rivers

<u>Account Name</u>	<u>FY16 Actual</u>	<u>FY17 Budget</u>	<u>FY17 Projection</u>	<u>FY17 Proj vs. Bud</u>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)
				Dollars (\$)
Revenue:				
Tuition (Gross)	10,019,650	9,539,854	10,177,677	637,823
Fees	3,259,201	2,664,839	2,905,392	240,553
State Appropriations	12,172,685	11,833,201	11,565,306	(267,895)
Fringe Benefits Paid By State	9,063,084	8,881,505	8,565,916	(315,589)
Government Grants & Contracts		-		-
Private Gifts, Grants and Contracts		-		-
Sales of Educational Activities		300,721	561,114	260,393
All Other Revenue	563,405	550,849	660,848	109,999
Total Revenue	<u>35,078,025</u>	<u>33,770,969</u>	<u>34,436,253</u>	<u>665,284</u>
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	11,454,913	11,540,056	11,080,692	(459,364)
Continuing Part Time (6111)		-		-
Temporary Part Time (6102, B, D, G)	1,755,233	1,144,388	1,906,546	762,158
Contractual PTL (6103D)	3,851,657	3,663,162	3,851,550	188,388
Contractual NCL (6103E)	164,296	200,000	300,000	100,000
Contractual ECL (6103F)	403,286	343,644	343,644	-
Student Labor (6104, H)	296,104	170,000	261,939	91,939
Overtime (6107)	9,738	13,500	12,000	(1,500)
All Other Personnel Services	416,287	388,655	391,750	3,095
Subtotal Personnel Services	<u>18,351,514</u>	<u>17,463,405</u>	<u>18,148,121</u>	<u>684,716</u>
Fringe Benefits	10,616,153	10,553,767	10,794,291	240,524
Total P.S. & Fringe Benefits	<u>28,967,667</u>	<u>28,017,172</u>	<u>28,942,412</u>	<u>925,240</u>
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	1,439,584	1,368,814	1,368,814	-
Waivers	493,634	490,985	524,580	33,595
All Other Expenses	2,936,327	3,500,960	3,409,717	(91,243)
Total Other Expenses	<u>4,869,545</u>	<u>5,360,759</u>	<u>5,303,111</u>	<u>(57,648)</u>
<u>Library Expenses:</u>				
Books	19,429	27,000	27,000	-
Periodicals		-	-	-
Electronic Periodicals / Subscriptions		73,000	73,000	-
All Other Library Equipment		-	-	-
Total Non-P.S. Library Expense	<u>19,429</u>	<u>100,000</u>	<u>100,000</u>	<u>-</u>
Total Equipment (excludes Library)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>33,856,641</u>	<u>33,477,931</u>	<u>34,345,523</u>	<u>867,592</u>
Addition to (Use of) Funds Before Designated Items	<u>1,221,384</u>	<u>293,038</u>	<u>90,730</u>	<u>(202,308)</u>
Designated Transfers Per BOT Policies				
Transfer in	125,588		177,209	177,209
Add'l Operation Support				-
Ops Support (DM Change)				-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	707,996			-
Developmental Education	442,075	500,379	485,367	(15,012)
Early College	50,000			-
Transitional Adult Education	195,238	142,000	137,740	(4,260)
All Other Transfers In/Out (CFT, Fac Awards, etc)	(103,083)			-
Transfer out	(766,818)	(830,137)	(830,137)	-
Total Designated Transfers	<u>650,996</u>	<u>(187,758)</u>	<u>60,179</u>	<u>247,937</u>
Net Change	<u><u>1,872,380</u></u>	<u><u>105,280</u></u>	<u><u>150,909</u></u>	<u><u>45,629</u></u>

**Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection, FY17 Budget and FY16 Actual
Tunxis**

ATTACHMENT C

Account Name	FY16 Actual Dollars (\$)	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY17 Proj vs. Bud Inc(Dec) Dollars (\$)
Revenue:				
Tuition (Gross)	9,770,350	9,615,460	9,287,079	(328,381)
Fees	4,416,295	4,120,572	3,792,597	(327,975)
State Appropriations	11,769,722	11,475,960	11,225,331	(250,629)
Fringe Benefits Paid By State	9,265,052	9,186,244	8,836,511	(349,733)
Government Grants & Contracts		-		-
Private Gifts, Grants and Contracts	3,617	3,000	3,000	-
Sales of Educational Activities	116,107	112,000	107,000	(5,000)
All Other Revenue	159,433	358,645	347,347	(11,298)
Total Revenue	35,500,576	34,871,881	33,598,865	(1,273,016)
Expenditures:				
<u>Personnel Services:</u>				
Full Time (6101)	11,825,603	11,563,883	11,485,595	(78,288)
Continuing Part Time (6111)	356,480	387,358	413,789	26,431
Temporary Part Time (6102, B, D, G)	1,644,644	1,303,195	1,429,750	126,555
Contractual PTL (6103D)	3,726,765	3,530,990	3,342,120	(188,870)
Contractual NCL (6103E)	396,840	398,221	398,221	-
Contractual ECL (6103F)	700,616	760,474	725,891	(34,583)
Student Labor (6104, H)	152,723	147,716	122,827	(24,889)
Overtime (6107)	60,137	67,672	130,641	62,969
All Other Personnel Services	427,046	381,318	406,536	25,218
Subtotal Personnel Services	19,290,854	18,540,827	18,455,370	(85,457)
Fringe Benefits	11,741,339	11,540,515	11,206,145	(334,370)
Total P.S. & Fringe Benefits	31,032,193	30,081,342	29,661,515	(419,827)
<u>Other Expenses:</u>				
Inst. Financial Aid/Match	1,461,539	1,390,355	1,390,355	-
Waivers	302,176	346,430	400,430	54,000
All Other Expenses	2,807,629	2,886,158	3,269,012	382,854
Total Other Expenses	4,571,344	4,622,943	5,059,797	436,854
<u>Library Expenses:</u>				
Books	11,702	15,000	10,000	(5,000)
Periodicals		-	-	-
Electronic Periodicals / Subscriptions		-	-	-
All Other Library Equipment		-	-	-
Total Non-P.S. Library Expense	11,702	15,000	10,000	(5,000)
Total Equipment (excludes Library)				-
Total Expenditures	35,615,239	34,719,285	34,731,312	12,027
Addition to (Use of) Funds Before Designated Items	(114,663)	152,596	(1,132,447)	(1,285,043)
Designated Transfers Per BOT Policies				
Transfer in	181,385		154,921	154,921
Add'l Operation Support				-
Ops Support (DM Change)				-
Outcomes Based Funding			90,000	90,000
Tuition Supplemental Funds	1,224,773			-
Developmental Education	429,454	486,094	471,511	(14,583)
Early College				-
Transitional Adult Education	239,541	137,946	133,807	(4,139)
All Other Transfers In/Out (CFT, Fac Awards, etc)	16,653			
Transfer out	(711,638)	(776,636)	(776,636)	-
Total Designated Transfers	1,380,168	(152,596)	73,603	226,199
Net Change	1,265,505	-	(1,058,844)	(1,058,844)

**Connecticut State Universities
Unrestricted Net Position (UNP) - Balances
2008-2017**

	Actual								Projection	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Central	45,933,123	44,109,352	48,428,138	52,779,884	51,324,667	46,682,175	46,292,656	25,883,224	37,442,150	37,442,150
Eastern	(5,728,855)	(6,849,410)	(1,120,856)	3,596,179	7,129,239	10,588,795	12,403,873	12,680,295	23,606,177	24,718,149
Southern	17,207,456	12,689,063	22,467,331	24,758,798	23,571,609	46,384,195	46,345,913	41,555,304	40,852,330	40,852,330
Western	15,200,071	12,843,456	18,539,856	24,342,364	24,479,939	23,560,194	21,589,351	14,906,045	12,872,957	12,872,957
System Office	5,932,068	10,671,141	12,615,855	16,327,749	19,601,944	17,854,027	18,501,528	20,076,521	22,001,573	22,001,573
CSU Total	<u>78,543,863</u>	<u>73,463,602</u>	<u>100,930,324</u>	<u>121,804,974</u>	<u>126,107,398</u>	<u>145,069,386</u>	<u>145,133,321</u>	<u>115,101,389</u>	<u>136,775,187</u>	<u>137,887,159</u>

GASB 68 Pension Adjustment - record liability as of 6/30/14

(480,454,501) (480,454,501) (480,454,501)

GASB 68 Pension Adjustment to record FY15 Acitivity

(5,096,533) (17,924,035)

Adjusted totals

(480,454,501) (485,551,034) (498,378,536)

NOTE: Adjustments from FY15 to FY16 balance include the transfer to State per Senate Bill 1601 and only the projected Addition to/ (Use of) Funds for FY17 are included in the 2017 Projection. Does not include expected disbursements for designated projects or potential changes in accruals for FY17. Designated reserves for debt repayment, project set-asides, etc. leaves approximately \$53M in contingency funds available.

**Connecticut Community Colleges
Unrestricted Net Position (UNP) - Balances
2008-2017**

	Actual									Projection
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Asnuntuck	1,474,223	1,260,202	1,817,784	1,346,440	1,384,472	727,491	717,800	449,681	913,841	913,841
Capital	(266,461)	(713,819)	1,510,273	2,373,350	2,389,314	2,594,774	3,020,979	2,998,652	1,574,843	1,667,040
Gateway	1,283,920	1,073,140	1,832,147	1,575,733	(292,615)	(2,389,545)	(4,524,353)	(4,299,244)	(3,629,183)	(3,629,183)
Housatonic	7,644,812	6,977,882	8,266,079	7,748,356	6,698,946	7,126,326	7,226,552	10,299,902	11,604,555	11,604,555
Manchester	1,531,991	1,259,949	2,344,653	1,685,242	503,456	217,559	441,612	1,746,858	3,608,267	3,710,082
Middlesex	1,182,954	1,168,289	2,276,410	1,872,396	2,015,717	903,066	(514,368)	(799,881)	(253,958)	(19,714)
Naugatuck Valley	1,609,113	(577,226)	200,364	2,083	476,629	831,645	852,309	3,104,674	4,810,976	4,861,064
Northwestern	(109,529)	(396,383)	(61,988)	282,712	271,141	762,762	971,213	1,111,979	924,984	924,984
Norwalk	146,812	(43,982)	1,175,302	1,336,700	405,845	(897,382)	(434,948)	459,275	748,025	663,410
Quinebaug Valley	2,808,524	1,929,210	2,818,365	2,493,788	2,680,423	2,597,555	3,083,058	4,099,157	5,335,625	5,498,070
System Office	12,544,702	12,438,024	14,190,042	16,017,396	9,958,339	1,260,611	1,791,272	4,796,566	7,300,257	7,933,242
Three Rivers	2,356,619	430,147	2,098,658	3,281,229	3,393,421	3,243,345	3,517,942	4,800,029	6,554,445	6,705,354
Tunxis	625,465	(563,977)	(560,483)	(825,860)	(1,566,786)	(1,803,559)	(2,820,300)	(3,046,682)	(1,832,958)	(2,891,802)
CCC Total	32,833,145	24,241,457	37,907,606	39,189,564	28,318,301	15,174,648	13,328,768	25,720,966	37,659,719	37,940,943
GASB 68 Adjustment for Pension Liability							(550,024,147)	(546,444,652)	(503,705,512)	
Adjusted totals							(536,695,379)	(520,723,686)	(466,045,793)	

NOTE: Adjustments from FY15 to FY16 balance include the transfer to State per Senate Bill 1601 and only the projected Addition to/ (Use of) Funds for FY1:

**Charter Oak State College
Unrestricted Net Position (UNP) - Balances
2008-2017**

	Actual					Projection
	2012	2013	2014	2015	2016	2017
Charter Oak	1,010,014	1,554,321	1,451,593	1,220,643	740,000	341,386
GASB 68 Adjustment for Pension Liability			(7,869,699)	(9,129,790)	(10,044,340)	
Adjusted totals			<u>(7,869,699)</u>	<u>(9,129,790)</u>	<u>(10,044,340)</u>	

HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY17 Mid-year Estimate vs Spending Plan						
						Increase (Decrease)						
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT		
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%	
HEADCOUNT Enrollment												
<u>Undergraduate</u>												
State Universities	22,101	5,257	27,358	21,907	4,967	26,874	(194)	-1%	(290)	-6%	(484)	-2%
Community Colleges	15,299	33,323	48,622	15,258	33,718	48,976	(41)	0%	395	1%	354	1%
Charter Oak	346	1,425	1,771	334	1,264	1,598	(12)	-3%	(161)	-11%	(173)	-10%
Total Undergraduate	37,746	40,005	77,751	37,499	39,949	77,448	(247)	-0.7%	(56)	-0.1%	(303)	0%
<u>Graduate</u>												
State Universities Graduate	1,373	3,680	5,053	1,551	3,622	5,173	178	13.0%	(58)	-1.6%	120	2%
<u>Total Undergraduate & Graduate</u>												
State Universities	23,474	8,937	32,411	23,458	8,589	32,047	(16)	0%	(348)	-4%	(364)	-1%
Community Colleges	15,299	33,323	48,622	15,258	33,718	48,976	(41)	0%	395	1%	354	1%
Charter Oak	346	1,425	1,771	334	1,264	1,598	(12)	-3%	(161)	-11%	(173)	-10%
Total Headcount	39,119	43,685	82,804	39,050	43,571	82,621	(69)	-0.2%	(114)	-0.3%	(183)	0%

FTE - Avg Fall and Spring Semesters						FTE FY17 Mid-year Estimate vs Spending Plan						
						Increase (Decrease)						
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT		
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%	
FTE Enrollment												
<u>Undergraduate</u>												
State Universities	21,370	2,261	23,631	21,274	2,157	23,431	(96)	0%	(104)	-5%	(200)	-1%
Community Colleges	13,578	14,179	27,757	13,387	14,151	27,538	(191)	-1%	(28)	0%	(219)	-1%
Charter Oak	295	532	827	281	474	755	(14)	-5%	(58)	-11%	(72)	-9%
Total Undergraduate	35,243	16,972	52,215	34,942	16,782	51,724	(301)	-0.9%	(190)	-1.1%	(491)	-1%
<u>Graduate</u>												
State Universities Graduate	1,250	1,427	2,677	1,410	1,422	2,832	160	12.8%	(5)	-0.4%	155	6%
<u>Total Undergraduate & Graduate</u>												
State Universities	22,620	3,688	26,308	22,684	3,579	26,263	64	0%	(109)	-3%	(45)	0%
Community Colleges	13,578	14,179	27,757	13,387	14,151	27,538	(191)	-1%	(28)	0%	(219)	-1%
Charter Oak	295	532	827	281	474	755	(14)	-5%	(58)	-11%	(72)	-9%
Total FTE	36,493	18,399	54,892	36,352	18,204	54,556	(141)	-0.4%	(195)	-1.1%	(336)	-1%

CONNECTICUT STATE UNIVERSITIES

AVERAGE Fall and Spring ENROLLMENT - HEADCOUNT & FTE

HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY17 Mid-year Estimate vs Spending Plan						
						Increase (Decrease)						
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT		
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%	
HEADCOUNT Enrollment												
Undergraduate												
CCSU	7,460	2,151	9,611	7,215	1,984	9,199	(245)	-3%	(167)	-8%	(412)	-4%
ECSU	4,141	846	4,987	4,140	896	5,036	(1)	0%	50	6%	49	1%
SCSU	6,477	1,209	7,686	6,574	1,119	7,693	97	1%	(90)	-7%	7	0%
WCSU	4,023	1,051	5,074	3,978	968	4,946	(45)	-1%	(83)	-8%	(128)	-3%
CSU Total Undergraduate	22,101	5,257	27,358	21,907	4,967	26,874	(194)	-0.9%	(290)	-5.5%	(484)	-2%
Graduate												
CCSU	473	1,628	2,101	555	1,654	2,209	82	17%	26	2%	108	5%
ECSU	47	114	161	72	118	190	25	53%	4	4%	29	18%
SCSU	778	1,505	2,283	847	1,405	2,252	69	9%	(100)	-7%	(31)	-1%
WCSU	75	433	508	77	445	522	2	3%	12	3%	14	3%
CSU Total Graduate	1,373	3,680	5,053	1,551	3,622	5,173	178	13.0%	(58)	-1.6%	120	2%
Total												
CCSU	7,933	3,779	11,712	7,770	3,638	11,408	(163)	-2%	(141)	-4%	(304)	-3%
ECSU	4,188	960	5,148	4,212	1,014	5,226	24	1%	54	6%	78	2%
SCSU	7,255	2,714	9,969	7,421	2,524	9,945	166	2%	(190)	-7%	(24)	0%
WCSU	4,098	1,484	5,582	4,055	1,413	5,468	(43)	-1%	(71)	-5%	(114)	-2%
CSU Total Headcount	23,474	8,937	32,411	23,458	8,589	32,047	(16)	-0.1%	(348)	-3.9%	(364)	-1%

FTE - Avg Fall and Spring Semesters						FTE FY17 Mid-year Estimate vs Spending Plan						
						Increase (Decrease)						
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT		
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%	
FTE Enrollment												
Undergraduate												
CCSU	7,157	964	8,121	6,956	897	7,853	(201)	-3%	(67)	-7%	(268)	-3%
ECSU	4,106	294	4,400	4,118	348	4,466	12	0%	54	18%	66	2%
SCSU	6,253	540	6,793	6,405	487	6,892	152	2%	(53)	-10%	99	1%
WCSU	3,854	463	4,317	3,795	425	4,220	(59)	-2%	(38)	-8%	(97)	-2%
CSU Total Undergraduate	21,370	2,261	23,631	21,274	2,157	23,431	(96)	-0.4%	(104)	-4.6%	(200)	-1%
Graduate												
CCSU	414	640	1,054	490	652	1,142	76	18%	12	2%	88	8%
ECSU	41	43	84	63	43	106	22	54%	-	0%	22	26%
SCSU	720	569	1,289	781	543	1,324	61	8%	(26)	-5%	35	3%
WCSU	75	175	250	76	184	260	1	1%	9	5%	10	4%
CSU Total Graduate	1,250	1,427	2,677	1,410	1,422	2,832	160	12.8%	(5)	-0.4%	155	6%
Total												
CCSU	7,571	1,604	9,175	7,446	1,549	8,995	(125)	-2%	(55)	-3%	(180)	-2%
ECSU	4,147	337	4,484	4,181	391	4,572	34	1%	54	16%	88	2%
SCSU	6,973	1,109	8,082	7,186	1,030	8,216	213	3%	(79)	-7%	134	2%
WCSU	3,929	638	4,567	3,871	609	4,480	(58)	-1%	(29)	-5%	(87)	-2%
CSU Total Headcount	22,620	3,688	26,308	22,684	3,579	26,263	64	0.3%	(109)	-3.0%	(45)	0%

CONNECTICUT COMMUNITY COLLEGES

AVERAGE Fall and Spring ENROLLMENT - HEADCOUNT & FTE

HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY17 Mid-year Estimate vs Spending Plan						
						Increase (Decrease)						
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT		
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%	
HEADCOUNT Enrollment												
Asnuntuck	563	917	1,480	585	1,100	1,685	22	3.9%	183	20.0%	205	13.9%
Capital	679	2,455	3,134	657	2,577	3,234	(22)	-3.2%	122	5.0%	100	3.2%
Gateway	2,092	5,314	7,406	2,004	5,072	7,076	(88)	-4.2%	(242)	-4.6%	(330)	-4.5%
Housatonic	1,496	3,505	5,001	1,795	3,813	5,608	299	20.0%	308	8.8%	607	12.1%
Manchester	2,052	4,368	6,420	2,020	4,446	6,466	(32)	-1.6%	78	1.8%	46	0.7%
Middlesex	1,001	1,792	2,793	918	1,710	2,628	(83)	-8.3%	(82)	-4.6%	(165)	-5.9%
Naugatuck Valley	2,075	4,375	6,450	2,033	4,336	6,369	(42)	-2.0%	(39)	-0.9%	(81)	-1.3%
Northwestern	407	1,023	1,430	384	947	1,331	(23)	-5.7%	(76)	-7.4%	(99)	-6.9%
Norwalk	1,937	3,709	5,646	1,872	3,683	5,555	(65)	-3.4%	(26)	-0.7%	(91)	-1.6%
Quinebaug Valley	482	966	1,448	454	985	1,439	(28)	-5.8%	19	2.0%	(9)	-0.6%
Three Rivers	1,154	2,607	3,761	1,246	2,815	4,061	92	8.0%	208	8.0%	300	8.0%
Tunxis	1,361	2,292	3,653	1,290	2,234	3,524	(71)	-5.2%	(58)	-2.5%	(129)	-3.5%
CCC Total Headcount	15,299	33,323	48,622	15,258	33,718	48,976	(41)	-0.3%	395	1.2%	354	1%

FTE - Avg Fall and Spring Semesters						FTE FY17 Mid-year Estimate vs Spending Plan						
						Increase (Decrease)						
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT		
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%	
FTE Enrollment												
Asnuntuck	525	349	874	547	424	971	22	4.2%	75	21.5%	97	11.1%
Capital	595	1,110	1,705	582	1,138	1,720	(13)	-2.2%	28	2.5%	15	0.9%
Gateway	1,837	2,279	4,116	1,764	2,197	3,961	(73)	-4.0%	(82)	-3.6%	(155)	-3.8%
Housatonic	1,315	1,458	2,773	1,428	1,403	2,831	113	8.6%	(55)	-3.8%	58	2.1%
Manchester	1,811	1,851	3,662	1,761	1,914	3,675	(50)	-2.8%	63	3.4%	13	0.4%
Middlesex	895	746	1,641	817	709	1,526	(78)	-8.7%	(37)	-5.0%	(115)	-7.0%
Naugatuck Valley	1,846	1,921	3,767	1,808	1,876	3,684	(38)	-2.1%	(45)	-2.3%	(83)	-2.2%
Northwestern	372	390	762	353	369	722	(19)	-5.1%	(21)	-5.4%	(40)	-5.2%
Norwalk	1,738	1,627	3,365	1,677	1,614	3,291	(61)	-3.5%	(13)	-0.8%	(74)	-2.2%
Quinebaug Valley	424	387	811	407	402	809	(17)	-4.0%	15	3.9%	(2)	-0.2%
Three Rivers	1,041	1,109	2,150	1,126	1,176	2,302	85	8.2%	67	6.0%	152	7.1%
Tunxis	1,179	952	2,131	1,117	929	2,046	(62)	-5.3%	(23)	-2.4%	(85)	-4.0%
CCC Total FTE	13,578	14,179	27,757	13,387	14,151	27,538	(191)	-1.4%	(28)	-0.2%	(219)	-1%

CHARTER OAK STATE COLLEGE

ATTACHMENT E

AVERAGE Fall and Spring ENROLLMENT - HEADCOUNT & FTE

HEADCOUNT Enrollment
Charter Oak

HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY17 Mid-year Estimate vs Spending Plan					
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT	
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%
-											
346	1,425	1,771	334	1,264	1,598	(12)	-3.5%	(161)	-11.3%	(173)	-10%

FTE Enrollment
Charter Oak

FTE - Avg Fall and Spring Semesters						FTE FY17 Mid-year Estimate vs Spending Plan					
FY17 Spending Plan			FY17 Estimate @ Mid-Year Review			Full-time		Part-time		Total FT and PT	
Full-time	Part-time	Total	Full-time	Part-time	Total	#s	%	#s	%	#s	%
295	532	827	281	474	755	(14)	-4.7%	(58)	-10.9%	(72)	-9%

ITEM

Fiscal Year 2018 and Fiscal Year 2019 Connecticut State Colleges and Universities Tuition and Fees**BACKGROUND**

The Board of Regents, under its statutory authority - CGS 10a-99 and Public Act 11-48, reviews and establishes tuition and fees annually for the Connecticut State Colleges and Universities for such purposes as the Board of Regents deems necessary.

Recommendations are developed through a process which involves discussions among leadership and Connecticut State Colleges & Universities (CSCU) management. Discussions generally focus upon programmatic needs and academic priorities, enrollment, the cost to students, the economy, anticipated state appropriations, and other factors. Tuition and fees are approved for each of the constituent units of the state: Connecticut State Universities (CSU), Connecticut Community Colleges (CCC) and Charter Oak State College (COSC).

EXECUTIVE SUMMARY

- Request for basic tuition and fee approval for a two-year period.
- Increase basic tuition and fees by the following rates:

	Proposed	
	FY18	FY19
Connecticut State Universities	4.0%	4.0%
Connecticut Community Colleges	2.5%	2.5%
Charter Oak State College	4.0%	4.0%

This represents 1.0% point reduction from tuition increases approved in FY2017 for CSU and CCC, and a flat rate of increase for COSC.

- Basic tuition and fee approval requested for a two-year period, however minor adjustments to Tier II fees and housing and food rates are expected to be brought to the Committee in FY2019 for approval.
- Change some programmatic fees at the Connecticut Community Colleges to better reflect the operational costs of programs.
- Unbanding of tuition at the Connecticut Community Colleges brought back to the Committee as a subject for discussion in FY2019.
- Hold out-of-state tuition flat at the Connecticut State Universities.

- Transportation fee for all undergraduate students to provide unlimited access to CT public transportation including commuter rail and all express and local buses, excluding Eastern CSU, Quinebaug Valley CC and Northwestern CC for FY2018 (and possibly FY2019).
- Extend Asnuntuck CC's reduced out-of-state tuition pilot program to other CCCs close to adjacent states.

ANALYSIS – Budget

The discussion among legislators and the Governor's Office concerning the FY2018/2019 biennium budget is still underway at this writing. After evaluation of the potential impact to CSCU, management has determined that this biennium reduction in funding, following previous years of reduced funding, will require a different solution to balance the budget than engaged in the past.

The following table illustrates the Governor's proposed budget and the funding trend over the past three years:

<u>Account</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17 Budget</u>	<u>FY18 Proposed</u>
Workers' Comp Claims		3,813,269	3,464,524	3,322,501
Charter Oak State College	2,532,166	2,689,733	2,375,843	
Comm Tech College System	155,307,976	161,936,815	158,217,634	
Connecticut State University	152,665,084	162,485,488	149,031,533	
Board of Regents	630,336	524,777	432,998	
Tuition Support	24,200,000	10,000,000	-	
Developmental Education	10,800,000	8,602,092	9,185,741	
Go Back to Get Ahead	4,850,000			
Early College	1,000,000			
Outcomes Based Funding			1,613,037	
Operating Expenses				306,701,238
Total	351,985,562	350,052,174	324,321,311	310,023,739
Delta		(1,933,388)	(25,730,863)	(14,297,572)
Percentage		-0.5%	-7.4%	-4.4%
Three Year Cum				-12.3%

The above illustrates a \$42M reduction in-state appropriations over three years. Including the impact of fringe benefits, the FY2018 proposed budget is a reduction from FY2017 of approximately \$25M.

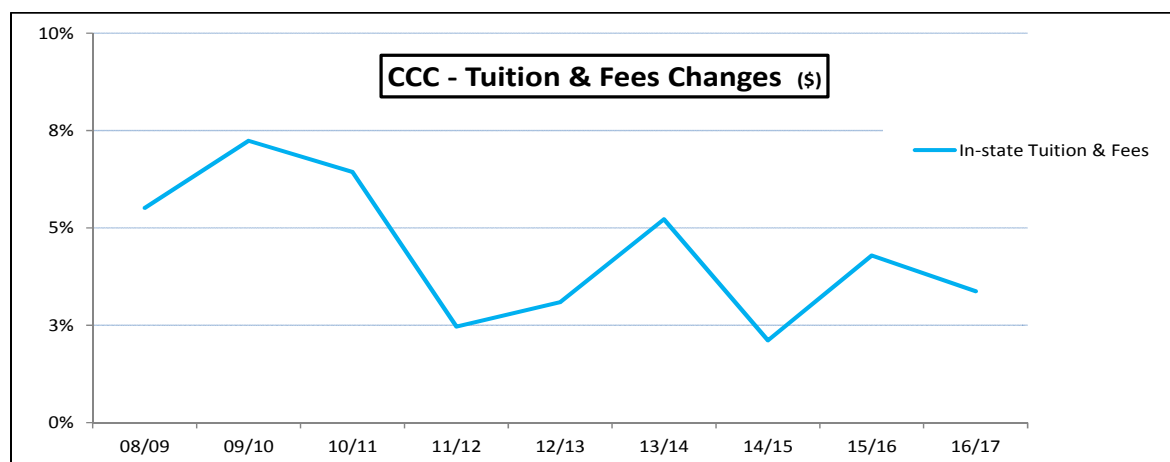
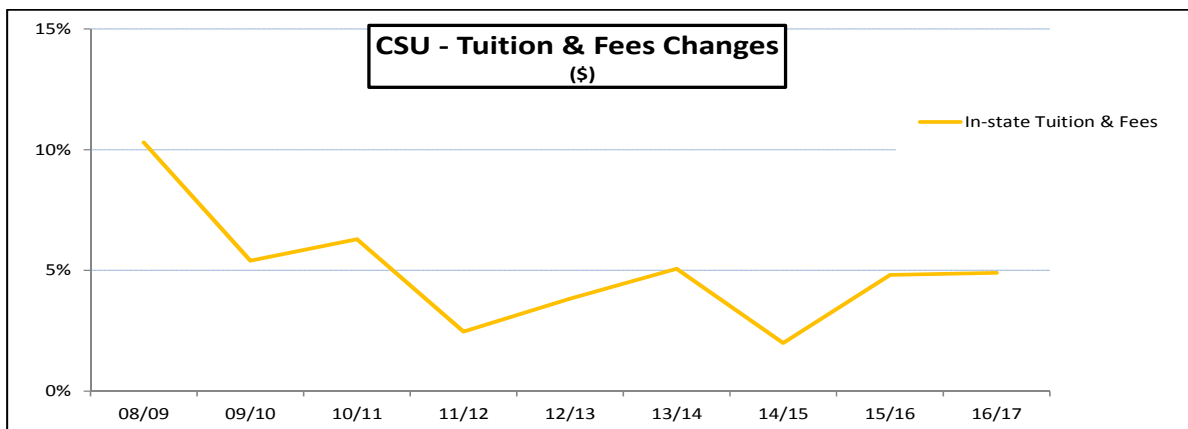
Further, the State Budget requires \$700M of concessions in order to balance. If a labor benefit agreement is not realized, the budget would be further reduced. We could be faced with a reduction in appropriation of \$31.8M in addition to the \$14.2M shown above.

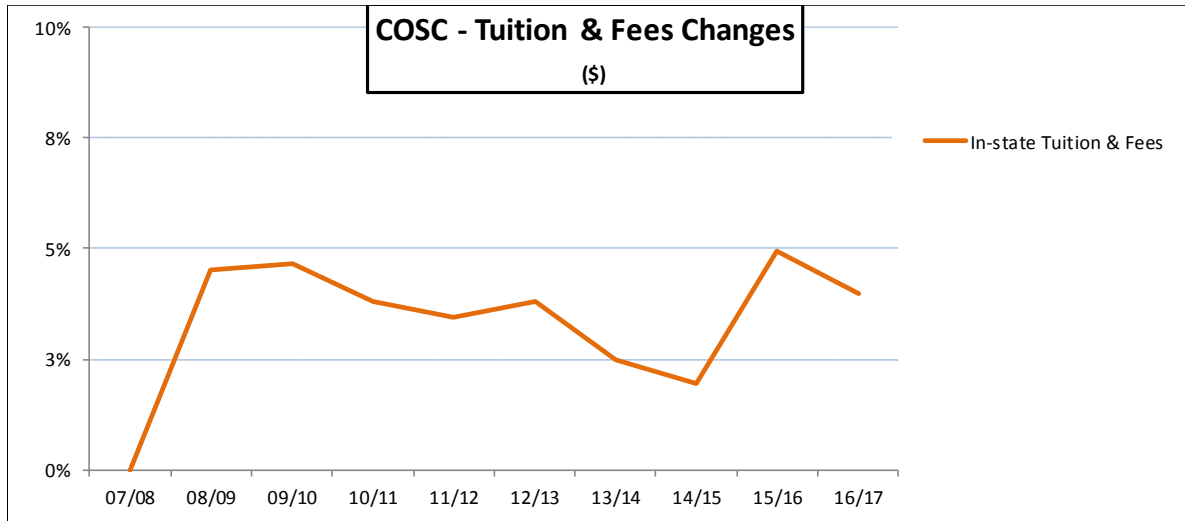
In addition to reduced state funding, we will be faced with increased fringe benefit costs (the Office of the State Comptroller advises a 9% increase in rates for FY2018 budgeting purposes, which is significantly higher than the 4% average we generally assumed for the biennium budget). We also must presume continued enrollment declines consistent with the reduction in the numbers of high school graduates projected for the state and the region. We calculate an overall budget gap of \$35M in FY2018, and growing beginning in FY2019, when we assume wage increases will be initiated.

Despite the fiscal constraints, we continue to be committed to hold access and affordability paramount when considering tuition and fee increases in this request.

ANALYSIS – Basic Tuition and Fees

Historically, tuition and fees have been the last element of balancing our budgets. With erratic state funding and increasing costs, this has led to an equally erratic tuition and fee policy, as illustrated below for the Connecticut Community Colleges (CCC) and Connecticut State Universities (CSU):





Such variation makes it difficult for our students and their families to plan for the cost of education.

We are therefore requesting that tuition and fees be established as a first, not a last, factor in terms of budget considerations. Further, we request that the Committee consider a two-year commitment for tuition and fee increases in order to provide more stability and transparency to our students and their families.

The tables attached provide details of the proposed tuition and fee increases for FY2018. In this request, we are also asking for approval for the FY2019 tuition and fee increases, at the same basic rate. The following table shows the actual increases for the past two years compared to the proposal for FY2018 and FY2019:

	Actual				Proposed			
	FY16		FY17		FY18		FY19	
	% Tuition Increase	Tuition & Fees	% Tuition Increase	Tuition & Fees	% Tuition Increase	Tuition & Fees	% Tuition Increase	Tuition & Fees
Connecticut State Universities	4.8%	9,609	5.0%	10,079	4.0%	10,482	4.0%	10,901
Connecticut Community Colleges	4.8%	4,032	3.5%	4,168	2.5%	4,276	2.5%	4,384
Charter Oak State College	4.8%	7,307	4.0%	7,611	4.0%	7,915	4.0%	8,234

Estimated tuition and mandatory fees for a full-time undergraduate (based on 12 credits where applicable)

This represents 1.0% point reduction from tuition increases approved in FY2017 for CSU and CCC, and a flat rate of increase for COSC. We believe that this is consistent with our “students first” philosophy, and this rate would apply to the vast majority of our students.

We have elected to keep tuition at CSCU at affordable levels and believe we provide great value at a relatively low cost. Our request for FY2018 and FY2019 increases philosophically chooses to limit tuition and fee increases to the greatest degree possible.

ANALYSIS – Programmatic Fee Changes, Market Adjustments and Other Changes

In addition to the basic tuition and fee increases, all institutions have certain programmatic fees, housing and food, and Tier II Fees, which are related to other activities.

Connecticut State Universities (CSUs)

- The CSUs have a number of minor changes proposed to Tier II fees. Tier II fees are generally not assessed the same overall increase as tuition and fees, and therefore are evaluated individually. These fees cover non-instructional costs incurred by the university.

The changes are reflected in Attachment A: “CSU Tier II Fees” and are in nature underlying cost increases, new programs, or, in some cases, are consistent treatment of fees among the four universities.

- Housing and food adjustments are based on the cost of each and increases in fees are intended only to cover the increases in relative costs. We will re-evaluate these costs and fees in FY2019.

Connecticut Community Colleges (CCCs)

- **Unbanding tuition** – this was introduced to the Finance Committee in October 2016 and management has since then gathered input from many stakeholders. Currently, approximately 17% of CCC students take 13 or more credits per semester. We estimate that revenues (net of 15% financial aid set-aside) would increase by \$4.5 - \$5.0M if we charged for all units taken.

There were some concerns expressed that it could deter students from taking 15 units, which is required in order to complete in two years. There were other opinions expressed suggesting that it is unfair to those students taking 12 or fewer units to effectively subsidize those that take over 12. In that case, the cost per unit taken is more expensive for many students who are taking 12 or fewer units, because they have jobs, children, or other life events preventing them from taking 15 units.

Management would like to continue to evaluate the pros and cons and potentially bring this matter back to the Committee for consideration in FY2019.

- **Programmatic fees** – the system has been working on a methodology to identify cost per program for purposes of fee assessment, best practice evaluation, and other considerations. This is a manual, labor-intensive process and we have committed to completing the analysis and make recommendations accordingly, before FY2019 academic year.

As an interim measure for FY2018, and possibly to continue in FY2019 pending this analysis, we are recommending the following changes to the program fees currently assessed by the CCCs:

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u> <u>Proposed</u>	<u>Frequency</u>
Laboratory Course Fee	84	88	91	-	per course
Studio Course Fee	90	94	97	-	per course
Clinical Program Fee Level 1*	287	301	312	475	per semester
Clinical Program Fee Level 2*	205	215	223	350	per semester
Advanced Manufacturing Fee*	-	-	-	475	per semester
Supplemental Course Fee Level 1 **	-	-	-	100	per course
Supplemental Course Fee Level 2 **	-	-	-	200	per course
Supplemental Course Fee Level 3 **	-	-	-	300	per course
Material Fee***	-	-	-	50	per course

* Per semester; not assess Material or Usage Fees

** Per course; level determined by additional contact hours

*** Per course, where applicable

This will allow CCC to preserve the low increase in basic tuition and fees while charging more for courses that: (1) are at a high cost to the system (e.g., instruction and facilities costs); (2) provide more content than a typical three-credit course (e.g., extra contact hours); or, (3) have considerable material requirements. We expect this will generate approximately \$5.8M in additional revenue in FY2018.

This will better match fees with the value received by the student. These fees will be programmed into the related courses/programs and clearly identified in the course catalog.

Although increasing fees is never a desired outcome, we believe that charging a student for what they are receiving allows us to hold down the general increases which would burden all students.

Charter Oak State College (COSC)

COSC has recognized fiscal challenges following the winding down of the system’s Go Back to Get Ahead program, which was started in FY2015. The cost structure for COSC is semi-variable: Faculty is paid by the number of students they support. As such, COSC is operating at the lowest cost possible in order to meet its mission. The college conducted a market assessment and found that the per-unit cost currently charged has elasticity. However, a market increase at this time would create a substantial percentage increase to COSC students. Instead, we are holding the percentage increase for FY2018 and FY2019 constant with the FY2017 increase of 4%.

Transportation Fee

CSCU continues to hear from students about the challenges of getting to and from school thereby limiting their access to our institutions. As a system, we are also actively trying to reduce our carbon footprint in our state. To address this, we are proposing a \$20 per semester fee for students that will allow them to unlimited access to CT commuter rail and all buses across the state. This will provide our students a way to get to work, class, and back and forth at a deeply discounted rate. Each student will be assessed \$20 per semester to pay for the program. In the first year of application, FY2018, students from Eastern CSU, Quinebaug Valley CC, and Northwestern CC will have the fee waived, since the transit systems in those regions are not robust enough at this time to support our students. The systems will be re-evaluated in FY2019 again; if there has been no progress, fees will again be waived.

ANALYSIS – Out-of-state Tuition

The pilot program initiated in FY2017 at Asnuntuck CC has proven to be highly successful and has significantly increased enrollment from across the border:

- Massachusetts FTE enrollment in Fall 2016 increased by 34%, as compared to Fall 2015
- Massachusetts FTE enrollment in Spring 2017 increased by 52%, as compared to Spring 2016

We are asking the Committee to approve extending the waiver of out-of-state rates, and therefore assess in-state tuition and fee rates, to the remaining colleges near to bordering states: Quinebaug Valley, Three Rivers, Norwalk, Northwestern, Housatonic, and Naugatuck Valley (Danbury Campus). States included are Massachusetts, Rhode Island, and New York. We anticipate that this will encourage students who are in general commuters, to cross the state borders to attend these colleges, as demonstrated by the Asnuntuck pilot program.

The pilot at Western CSU will begin in FY2018, so it is too soon to assess the impact. Should this program prove to be successful, we will return to the Board with a request to expand the program to the other universities.

However, we are requesting that the fee schedules for FY2018 and FY2019 hold flat out-of-state rates at the CSUs. The current rates are too high to incentivize students from out-of-state to attend our schools, and we have capacity available to accommodate more students. Incentivizing out-of-state students to attend the CSUs helps to defray overhead costs, and brings additional diversity to our institutions. Holding rates flat will still render the out-of-state rates very high, but we are not asking for a reduction of those rates at this time.

RECOMMENDATION

To seek Board approval of the attached tuition and fee recommendations covering the two fiscal years FY2018 and FY2019, as further described in this staff report, comprising the Connecticut State Universities, Connecticut Community Colleges, and Charter Oak State College.

3/29/17 Finance and Infrastructure Committee