

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

Wednesday, May 11 – May 13, 2016, at 9:00 am  
Regents Board Room  
61 Woodland Street, Hartford, CT

**Agenda**

**1. APPROVAL OF MINUTES FROM THE MARCH 28, 2016 MEETING**

**2. INFORMATION ITEMS**

**A. FY16-17 Institutional Spending Plan Hearings**

	11-May	12-May	13-May
9:00 – 9:20	Finance Committee Agenda Items	Eastern CSU	Norwalk CC
9:20 – 9:40	Budget Process and Assumptions/ Update of State Budget	Three Rivers CC	Quinebaug Valley CC
9:40 – 10:00	System Office	Housatonic CC	Charter Oak SC
10:00 – 10:20	Naugatuck Valley CC	Northwestern CC	Gateway CC
10:20 – 10:40	BREAK	BREAK	BREAK
10:40 – 11:00	Southern CSU	Central CSU	Capital CC
11:00 – 11:20	Western CSU	Manchester CC	Asnuntuck CC
11:20 – 11:40	Tunxis CC	Middlesex CC	CSCU Consolidated

**SPECIAL MEETING OF THE  
FINANCE & INFRASTRUCTURE COMMITTEE**

Board of Regents for Higher Education  
Monday, March 28, 2016, at 9:00 a.m.  
61 Woodland Street, Hartford CT

**Minutes**

**REGENTS PRESENT**

Matt Fleury, Committee Chair  
Richard Balducci  
William McGurk (Telephonic)  
Catherine Smith (Telephone)  
Barbara Richards

**CSCU REPRESENTATIVES**

Mary Papazian, President CCSU; Mark Rozewski, Executive Vice President, SCSU; Charlene Casamento, Chief Financial Officer, CCSU; James Howarth, Vice President for Finance & Administration, ECSU; Sean Loughran, Vice President for Finance & Administration, WCSU; Cliff Williams, Chief Financial and Administrative Officer, COSC

**CSCU STAFF**

Mark Ojakian, President; Erika Steiner, Chief Financial Officer; Alice Pritchard, Chief of Staff; Keith Epstein, Vice President for Facilities & Infrastructure Planning; Karen Stone, Director of Internal Audit; Melentina Puszty, Director for Budgets and Planning; Sandra Bispham-Haywood, Director of Contracts, Purchasing & Procurement; Pamela Mikaelian, Associate Director of Budgets & Planning; Erin Fitzgerald, Associate for Board Affairs; Christopher Forster, Controller; Sean Bradbury, Legislative Program Manager; Rose Butler, Administrative Assistant for Human Resources; Louisa Despina, Administrative Assistant for Finance

*With a quorum present, Chairman Fleury called the meeting to order at 9:07 a.m.*

**1. APPROVAL OF MINUTES FROM THE FEBRUARY 18, 2016 MEETING**

*The minutes of the February 18, 2016 meeting were unanimously approved, as amended (Item D, Paragraph 2, \$550 million to \$5.5 million).*

**2. INFORMATION ITEMS**

**a. CSCU 2020 Update**

VP Epstein provided an update on CSCU 2020 and other capital projects to date. Most of projects are on schedule and within budget, while some projects are ahead of schedule. Chairman Fleury asked for report on any external delays. VP Epstein will provide that report at the next Finance & Infrastructure Committee Meeting.

### 3. ACTION ITEMS

#### a. Approval of FY 2017 Tuition and Fees

President Ojakian thanked Erika Steiner, Chief Financial Officer and her team for their hard work on analyzing Tuition and Fees. President Ojakian recognized that any increase in tuition and fees was unwelcomed, but CSCU staff believes this is the minimum increase they could recommend, in order to defray some of the fiscal hurdles. To close the gap for the FY 2016-2017, the increase represents \$110 a year for Connecticut Community Colleges and \$410 for Connecticut State Universities and for Charter Oak State College. President Ojakian stated that the decision of raising tuition and fees is a responsible reaction to the State's difficult situation. Once the final budget is established, the Board can start mitigating next year's budget and can initiate conversations about balancing and costs. CFO Steiner pointed out that various factors were considered in the decision making: Flat funding, low enrollment, no change to fringe benefits provided by the State (even as costs traditionally rise annually). This recommendation for FY 2017 tuition and fees does not close the budget gap, even in the best case scenario.

President Ojakian stated that in making those recommendations, the impact on students who depend on Pell grants to attend schools was also considered. 35.2 % of students are Pell recipients and 23.2% receive the maximum award. In FY 2017, the maximum Pell grant has been increased to \$5,815. At proposed tuition and fees of \$4,173, there is still a good margin for books, transportation and child care afforded to those students in need.

Regent Balducci commented that it's time to look for long term resolutions: Enrollment, personnel costs, as well as facilities.

*A motion by Chairman Fleury, seconded by Regent Balducci, carried unanimously to approve FY 2017 Tuition and Fees.*

Chairman Fleury stated that FY 2017 Tuition and Fees will go to the full Board tomorrow for final approval.

#### b. CSCU 2020 Reallocation of Funds for Southern Connecticut State University

VP Epstein explained that based upon SCSU's recent 2015 Master Plan study, CSCU 2020 Program funding for Southern's proposed Fine Arts Instructional Center Could be more effectively utilized to mitigate significant space deficiencies for the Health and Human Services Program and School of Business. \$70,929,000 of CSCU 2020 funds for design and construction of a new Fine Arts Instructional Center will be reallocated to three new projects: HHS Program Phase II, School of Business and Deferred Maintenance (includes roof replacement to Davis Hall's 47-year old original roof).

VP Epstein further explained that State statute (CGS Sec. 10a-91d(c)) requires a formal approving vote of the Board of Regents for any "Project" cost revision within CSCU 2020. The statute further states that project cost revision(s) equal to or greater than 5% of the total, if the project is greater than \$1 million, also require "a request by the BOR for, and enactment of, a subsequent public or special act approving" the revision. This modification exceeds 5% of the current project budget. Pending BOR approval, a legislative modification will be sought for the revision.

President Papazian commented that every year it's a challenge to anticipate enrollment, but those programs are the ones where the University has the most growth and need.

*The Resolution concerning CSCU 2020 Reallocation of Funds for Southern Connecticut*

*State University was unanimously approved on a motion by Chairman Fleury, seconded by Regent Balducci.*

**c. CSCU 2020 Reallocation of Funds for Western Connecticut State University**

VP Epstein explained that Western Connecticut State University's Midtown campus Berkshire Hall is approximately an 84,796 square foot facility. This facility houses classrooms and faculty offices. Funding for the renovation of this facility was not established. VP Epstein added that the Nursing and Education Departments currently located in various buildings, will be consolidated into one building. This space reallocation not only addresses space needs of both the Nursing and Education Departments, but also provides additional space for School of Business within the Westside Classroom building. VP Epstein stated that the funding for this project includes: Reallocation of CSCU FY 2017 \$4,797,000 from design of Berkshire Hall to the new White Hall Improvement Project, pending legislative modification; reallocation of \$1,618,952 from FY 2013 & FY 2015 of Western's CSCU 2020 Code Compliance/ Infrastructure Improvement Program, pending a legislative modification.

*The Resolution concerning CSCU 2020 Reallocation of Funds for Western Connecticut State University was unanimously approved on a motion my Chairman Fleury, seconded by Regent Balducci.*

*With no other business to discuss, the meeting was adjourned at 9:46 a.m.*

# **CONNECTICUT STATE COLLEGES & UNIVERSITIES FY 17 PRELIMINARY BUDGET**

**Presentation for Finance & Infrastructure Committee  
of the Board of Regents  
May 11 – May 13, 2016**

# BUDGET PROCESS & ASSUMPTIONS

# Institutional Presentations - Schedule

	11-May	12-May	13-May
9:00 – 9:20	Finance Committee Agenda Items	Eastern CSU	Norwalk CC
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# Institutional Presentations – Assumptions Provided

Each institution was asked to complete preliminary budgets based on the following assumptions:

- Distribution of Appropriations were based on the Governor’s Proposed Budget as of 2-23-16, and reissued the same on 5-2-16. There was no reallocation of fringe benefits in the second proposal, nor did we consider that for our preliminary budgets.
- Developmental Education funding provided was distributed as prescribed by the state.
- The following assumptions were required:
  - Assume enrollment based on the trend over the last three years (e.g. if enrollment decreased by 2% each year over the last three years, then FY17 should be budgeted based on a 2% decline). NOTE: Enrollment used for the budget are averages and may not tie to IPEDS which is a point in time.
  - Tuition and fees as approved by the Board of Regents.
  - General Fund appropriation and Fringe paid by State using the proposed Governor’s budget were provided.
  - No wage increases in FY17; this is consistent with the Governor’s proposed State budget
  - Fringe benefit rates are estimated to increase by 4% over FY16. The following chart shows the components of the rates.
- A Contingency Plan was also developed by each institution which will be used for further internal discussions.



# Fringe Benefit Rates Trend

<b>Fringe Benefit Rate Components</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17 Proj</b>	<b>% Increase FY17 vs FY16</b>
AVG Medical Insurance as a % of Total PS	22.20%	15.10%	15.86%	5.0%
Unemployment Compensation	0.15%	0.12%	0.08%	-33.3%
FICA Social Security	6.20%	5.60%	5.60%	0.0%
FICA Medicare	1.45%	1.30%	1.30%	0.0%
Employer SERS Retirement Regular Employee	50.50%	53.58%	55.50%	3.6%
Employer SERS Retirement Hazardous Duty	62.43%	62.90%	69.50%	10.5%
Employer Alternative Retirement Program	11.70%	11.99%	12.70%	5.9%
Employer Teachers Retirement	50.77%	43.14%	43.14%	0.0%
Workers Comp	1.05%	1.10%	0.70%	-36.4%
<b>Total SERS Fringe Rates (excluding Med Ins)</b>	<b>59.35%</b>	<b>61.70%</b>	<b>63.18%</b>	<b>2.40%</b>
<b>Total SERS Fringe Rates (including Med Ins)</b>	<b>81.55%</b>	<b>76.80%</b>	<b>79.04%</b>	<b>2.92%</b>
<b>Total ARP Fringe Rates (excluding Med Ins)</b>	<b>20.55%</b>	<b>20.11%</b>	<b>20.38%</b>	<b>1.34%</b>
<b>Proj Total ARP Fringe Rates (including Med Ins)</b>	<b>42.75%</b>	<b>35.21%</b>	<b>36.24%</b>	<b>2.93%</b>
<b>SERS vs ARP rate</b>	<b>38.80%</b>	<b>41.59%</b>	<b>42.80%</b>	<b>2.91%</b>

Based on the information provided by the OSC, the FY17 Preliminary Budget includes an estimated 4% increase in FB over FY16; OSC does not yet have estimates for all components of the overall fringe rate so some pieces are our estimates.

Subsequent to preparing our preliminary budgets OSC advised that the Medical Insurance rates will increase by 3.8% to 3.9% instead of the 5% place-holder above; this will be adjusted for the final budgets.



# Institutional Presentations

- Institutions were required to present a balanced budget. The manner in which a balance was achieved was not prescribed, and in some cases the use of reserves was deemed to be necessary.
- Institutions varying from the assumptions provided were asked to provide details and reasoning for a different approach; this is in particular the case for changes in enrollment from the 3-year trend requested.
  - The following institutions believe their FY17 enrollments will be better than the 3-year trend: Capital CC, Housatonic CC, Norwalk CC, Central CSU, and Eastern CSU.
  - The following have used enrollments lower than the 3-year trend for their preliminary FY17 budgets: Gateway CC, Northwestern CC and Charter Oak SC.
- Each presentation will include a budget compared to prior year, enrollment assumptions, and expected full-time employee counts and personnel costs.
  - The number of part-time employees is not included due to the volatility in how we employ them; the salary values are presented however.
- Each presentation has been scheduled for 20 minutes, including time for Q&A.

# Institutional Presentations - continued

- Each presentation also includes a narrative. Request was to cover at least the following:
  1. What assumptions have you used in your balanced budget scenario besides those provided in the instructions?
  2. Do you assume there are any shared services in order to balance your budget, either system-wide or among fewer sister institutions?
  3. What support services might you require or desire from the System to ensure you have adequate resources to manage your institution?
  4. Any other information you think is pertinent to this preliminary budget.
- We will conclude the meetings with a recap of Consolidated results, and closing comments on the preliminary budget.

# STATE BUDGET UPDATE



# Update of State Budget

Account	FY16 Biennium to Final			FY17 Budget Adjustments							
	Original FY16 Appropriated	Final FY16 Appropriated	Final to Orig Change	Original FY17 Appropriated	Governor's 2/3/2016 Prop Bud (2)	Corrected OPM Budget 2/23/2016	Legislative Proposal 4-6-16 (1)	Governor's 4/12/2016 Prop Bud (2)	Legislative Proposal 4/28/2016	Governor's Proposal 5/2/2016	Legislative Proposal 5/4/2016
Workers' Comp Claims	3,877,440	3,813,269	-64,171	3,877,440			3,599,670		3,590,338	3,569,149	3,571,674
Charter Oak State College	2,733,385	2,689,733	-43,652	2,769,156	2,256,901	2,359,601	2,633,617	2,256,901	2,630,521	2,550,845	2,424,330
Comm Tech College System	163,191,028	161,936,815	-1,254,213	164,480,874	213,066,980	217,561,108	163,409,534	213,066,980	163,120,211	160,430,714	161,446,565
Connecticut State University	163,728,122	162,485,488	-1,242,634	164,206,317	170,900,623	209,952,181	156,334,406	170,900,623	156,103,198	152,219,454	153,640,756
Board of Regents	566,038	524,777	-41,261	566,038			500,281			530,802	446,390
Transform CSCU	19,406,103	18,602,092	-804,011	22,102,291							
<b>Agency Total - General Fund</b>	<b>353,502,116</b>	<b>350,052,174</b>	<b>-3,449,942</b>	<b>358,002,116</b>							
Agency Operations					4,298,683	4,298,683		4,298,683			
Developmental Services					10,179,000	10,179,000	10,179,000	10,179,000	10,735,262	10,179,000	9,469,836
Outcomes Based Funding					2,356,250	2,356,250	1,956,250	2,356,250	1,950,142	2,356,250	1,662,925
Accrued Pension Liability (3)					112,911,100	145,570,698		112,911,100			
<b>Total Net Cum Agency Budget</b>				<b>358,002,116</b>	<b>515,969,537</b>	<b>592,277,521</b>	<b>338,612,758</b>	<b>515,969,537</b>	<b>338,129,672</b>	<b>331,836,214</b>	<b>332,662,476</b>

**NOTES:**

(1) Does away with fringe allocations Fringe Allocation

(2) Fringe figures are incorrect

↑  
Appropriations used for FY 17 Preliminary Budget.

- As illustrated above, the State Budget and the appropriations to CSCU have changed substantially since the FY17 Biennium was issued.
  - During the process, the Governor's Office proposed an allocation of fringe benefits to the System as a block grant; the most current version of both the Governor's and Legislative proposals have eliminated that aspect.
- The most current Legislative proposal is \$25.3M lower than the original FY17 Biennium, and \$17.4M lower than the final FY16. This does not include the impact that fringe benefits have on our general fund allotments.
- The budget is not yet final – a special session is scheduled. However, by next week we expect to have a budget that has been approved by both chambers and is on its way to the Governor for his signature.
- We note that OPM still has \$163M of reductions required from the 5/4/2016 proposal in order to balance the state budget.

# SYSTEM OFFICE



# SO Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj	
State Appropriations	22,144,745	24,600,084	20,396,244	20,984,287	588,043	(1)
State Paid Fringe Benefits	7,312,971	8,382,037	8,147,651	8,179,817	32,166	
Other	98,338	31,401	31,401	65,597	34,196	
<b>Total Revenue</b>	<b>29,556,054</b>	<b>33,013,522</b>	<b>28,575,296</b>	<b>29,229,701</b>	<b>654,405</b>	
Full Time Labor	14,456,256	15,968,743	15,486,818	15,415,082	(71,736)	
Part-Time Labor	391,739	202,698	120,980	86,108	(34,872)	
Students and Other	430,674	4,108,574	896,942	2,424,112	1,527,170	(2)
Total Personal Services	15,278,669	20,280,015	16,504,740	17,925,302	1,420,562	
Fringe Benefits	7,743,819	9,057,889	8,523,370	8,735,360	211,990	
Total PS and Fringe	23,022,488	29,337,904	25,028,110	26,660,662	1,632,552	
Other Expenses	11,176,285	12,155,716	10,166,262	11,471,432	1,305,170	(3)
Telecom from CSUs	(1,926,269)	(1,883,491)	(767,404)	(576,472)	190,932	(3)
<b>Total Expenditures</b>	<b>32,272,504</b>	<b>39,610,129</b>	<b>34,426,968</b>	<b>37,555,622</b>	<b>3,128,654</b>	
<b>Total Before Transfers</b>	<b>(2,716,450)</b>	<b>(6,596,607)</b>	<b>(5,851,672)</b>	<b>(8,325,921)</b>	<b>(2,474,249)</b>	
CSU Funding Transfers (previous Policy)	(600,000)	-	-	-	-	
Operational Fund Transfers	9,645,524	6,866,077	7,950,335	9,261,997	1,311,662	
Other Transfers Net	(2,012,132)	(269,470)	(1,700,017)	(1,000,000)	700,017	(1) (2)
<b>Total Transfers</b>	<b>7,033,392</b>	<b>6,596,607</b>	<b>6,250,318</b>	<b>8,261,997</b>	<b>2,011,679</b>	
<b>Net Change</b>	<b>4,316,942</b>	<b>-</b>	<b>398,646</b>	<b>(63,924)</b>	<b>(462,570)</b>	

(1) Includes \$1M holding place in FY17 for CCC shared services

(2) Holdbacks and payouts for CCC bargaining unit set-asides

(3) SO has managed the CSU telecomm systems; billings and charges go in and out of the P&L

# SO Department Employees and Expenses

	<b>FY16 Budget</b>		<b>FY16 Projection @ Mid-Year</b>		<b>FY17 Preliminary Budget</b>		<b>FY17 Inc/(Dec)</b>	
	HC	Total	HC	Total	HC	Total	FY16 Proj	FY16 Bud
<b>Personnel Services</b>								
Academic Affairs	19.3	2,061,013	20.0	2,056,905	18.0	1,993,604	(63,301)	(67,409)
Institutional Research	5.0	563,958	5.0	536,667	5.0	539,415	2,748	(24,543)
Facilities	10.0	1,145,520	10.0	1,055,532	10.0	1,058,957	3,425	(86,564)
Public Relations	3.0	283,524	3.0	306,537	4.0	380,249	73,712	96,725
Audit Dept	4.0	408,373	4.0	439,110	4.0	381,573	(57,537)	(26,800)
Government Relations	2.0	152,801	2.0	164,025	2.0	145,577	(18,448)	(7,224)
Board Affairs	2.0	178,605	2.0	163,931	2.0	164,561	630	(14,044)
Executive	3.0	775,918	3.0	872,752	3.0	656,491	(216,261)	(119,428)
Finance	21.0	2,094,481	22.0	1,950,381	22.0	2,054,744	104,363	(39,737)
HR & HR Administration	9.0	923,132	8.5	1,033,321	9.5	1,090,877	57,556	167,745
Legal	3.0	495,511	3.5	461,749	3.5	460,243	(1,506)	(35,268)
Info Technology	64.5	7,088,603	64.0	6,720,314	63.0	6,574,899	(145,415)	(513,703)
<b>Total Personnel Services</b>	<b>145.8</b>	<b>16,171,437</b>	<b>147.0</b>	<b>15,761,224</b>	<b>146.0</b>	<b>15,501,189</b>	<b>(260,035)</b>	<b>(670,248)</b>
<b>Fringe Benefits</b>		<b>9,048,861</b>		<b>8,520,155</b>		<b>8,732,016</b>	<b>211,861</b>	<b>(316,845)</b>
<b>Total PS &amp; Fringe Benefits</b>		<b>25,220,298</b>		<b>24,281,379</b>		<b>24,233,205</b>	<b>(48,173)</b>	<b>(987,093)</b>
<b>Other Expense</b>								
Academic Affairs		1,134,134		361,006		394,124	33,118	(740,010)
Institutional Research		170,890		116,763		145,415	28,652	(25,475)
Facilities		996,022		871,421		858,560	(12,861)	(137,462)
Public Relations		272,691		318,165		623,891	305,726	351,200
Audit Dept		29,750		11,425		23,300	11,875	(6,450)
Government Relations		11,240		9,747		11,240	1,493	-
Board Affairs		24,000		24,000		24,000	-	-
Executive		78,000		45,404		70,700	25,296	(7,300)
Finance		984,969		944,127		1,133,269	189,142	148,300
HR & HR Administration		1,725,631		1,649,935		1,666,042	16,107	(59,589)
Legal		53,800		32,995		54,500	21,505	700
Info Technology		7,939,029		7,573,204		7,972,604	399,400	33,575
<b>Total Other Expense</b>		<b>13,420,156</b>		<b>11,958,192</b>		<b>12,977,645</b>	<b>1,019,453</b>	<b>(442,511)</b>
<b>Grand Total Preliminary Budget</b>		<b>38,640,454</b>		<b>36,239,571</b>		<b>37,210,850</b>	<b>971,280</b>	<b>(1,429,604)</b>





# SO Narrative

- As a support organization to the institutions, SO expects to take the same reductions as imposed on the system.
  - In addition to the \$670K reduction in personnel costs recognized for FY17 compared to FY16 Budget, SO has approximately \$500K positions on hiring freeze still included in the budget; these positions will be eliminated in the final budget.
  - As positions vacate during the year, we will use the same process as the institutions; the hiring freeze requires strict justification to fill open positions.
- We should expect to see some increases in IT operational costs.
  - However the increase seen in FY17 is seasonal; we are billed every three years for Banner maintenance costs.
  - As we are working on areas for efficiency and shared services, IT solutions may be identified and necessary to facilitate these objectives

# NAUGATUCK VALLEY CC



# NVCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	22,544,817	23,567,521	22,875,326	23,272,193	396,867
State Appropriations	18,462,475	18,946,590	19,429,272	19,375,559	(53,713)
State Paid Fringe Benefits	13,966,045	14,211,342	15,152,889	15,756,205	603,316
Other	199,273	461,149	441,674	404,636	(37,038)
<b>Total Revenue</b>	<b>55,172,610</b>	<b>57,186,602</b>	<b>57,899,161</b>	<b>58,808,593</b>	<b>909,432</b>
Full Time Labor	18,929,225	19,754,085	19,538,204	19,171,300	(366,904)
Part-Time Labor	9,007,973	9,385,610	9,412,201	9,305,776	(106,425)
Students and Other	2,293,682	2,373,119	2,499,545	2,539,545	40,000
Total Personal Services	30,230,880	31,512,814	31,449,950	31,016,621	(433,329)
Fringe Benefits	17,904,584	19,021,219	19,489,014	19,964,460	475,446
Total PS and Fringe	48,135,463	50,534,033	50,938,964	50,981,081	42,117
Financial Aid & Waivers	2,776,636	3,026,584	2,955,792	2,955,792	-
All Other	3,911,406	4,553,343	4,536,684	4,701,895	165,211
<b>Total Expenditures</b>	<b>54,823,505</b>	<b>58,113,960</b>	<b>58,431,440</b>	<b>58,638,768</b>	<b>207,328</b>
<b>Total Before Transfers</b>	<b>349,105</b>	<b>(927,358)</b>	<b>(532,279)</b>	<b>169,825</b>	<b>702,104</b>
Developmental Education	915,055	796,953	712,521	862,438	149,917
State Tuition Support	686,163	809,097	809,097	-	(809,097)
Other Transfers Net	(512,027)	(677,993)	(871,889)	(1,007,203)	(135,314)
<b>Total Transfers</b>	<b>1,089,190</b>	<b>928,057</b>	<b>649,729</b>	<b>(144,765)</b>	<b>(794,494)</b>
<b>Net Change</b>	<b>1,438,295</b>	<b>699</b>	<b>117,450</b>	<b>25,060</b>	<b>(92,390)</b>



# NVCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	2,603	2,171	2,387	2,369	1,756	2,063	2,362	1,871	2,117	2,315	1,834	2,075	-2.0%
Part Time	4,691	4,544	4,618	4,733	4,098	4,416	4,614	4,314	4,464	4,522	4,228	4,375	-2.0%
Total	7,294	6,715	7,005	7,102	5,854	6,478	6,976	6,185	6,581	6,837	6,062	6,450	-2.0%
<b>FTE</b>													
Full Time	2,320	1,929	2,125	2,115	1,738	1,927	2,106	1,660	1,883	2,064	1,627	1,846	-2.0%
Part Time	2,054	1,956	2,005	2,079	2,041	2,060	2,049	1,870	1,960	2,008	1,833	1,921	-2.0%
Total	4,374	3,885	4,130	4,194	3,779	3,987	4,155	3,530	3,843	4,072	3,460	3,766	-2.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# NVCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim.Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	106	8,316,682	104	8,126,646	101	8,063,663	101	8,040,028
Counselors	6	434,356	6	453,792	7	471,647	6	356,343
Librarians	6	429,319	6	490,300	6	487,563	6	487,563
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	91	4,290,410	84	4,506,038	83	4,343,582	85	4,269,531
Administrative (Union Code 22, 46 and 55)	66	4,332,453	63	4,780,884	62	4,811,671	66	4,653,758
Managerial Professional ( Union code 23, 20 and 50)	12	1,126,005	13	1,396,425	13	1,360,078	13	1,364,078
<b>TOTAL POSITIONS</b>	<b>287</b>	<b>18,929,225</b>	<b>276</b>	<b>19,754,085</b>	<b>272</b>	<b>19,538,204</b>	<b>277</b>	<b>19,171,300</b>
<b>PART-TIME</b>								
Lecturers (PTL)		5,572,110		5,959,115		5,879,276		5,732,888
Contractual (NCL)		400,626		333,200		333,493		373,493
Contractual (ECL)		676,055		657,781		737,248		737,248
Continuing Part-Time		342,445		380,834		355,056		290,553
Temporary Part-Time		3,093,418		3,045,661		3,177,869		3,282,335
Student Labor		222,576		166,917		213,719		213,719
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		994,425		1,215,221		1,215,085		1,215,085
<b>TOTAL POSITIONS</b>		<b>11,301,655</b>		<b>11,758,729</b>		<b>11,911,746</b>		<b>11,845,321</b>

# NVCC – Comments from President

“Education is the most powerful weapon which you can use to change the world.”

-Nelson Mandela, former president of South Africa, 1993 Nobel Peace Prize laureate

Today more than ever, Nelson Mandela’s words about the power of education in transforming lives, and in bringing about access to full citizenship, have added resonance as we consider the current economic state. These are times of decreased social mobility and the gap between the poor and the wealthy continues to widen. Times like these call on community colleges to demonstrate the reasons for which they were created. I am proud to affirm that at Naugatuck Valley Community College, our faculty and staff understand and embrace the very great responsibility we have, especially in difficult times, to change lives and communities.

However, we need support to continue to grow stronger and move forward with intelligence and generosity of spirit so that we can find creative solutions to strive to make things better for our students. It is the path to freedom that education at NVCC enables. We beg for your assistance as we continue a journey in support of economic, social and civil justice for the citizens of Connecticut.

# NVCC Narrative

## ASSUMPTIONS

The following are assumptions made in preparation of NVCC's submission of a balanced budget:

1. Other Expense overall reduced \$220,000, or 3% compared to OE in FY16; except six major areas (e.g., new Danbury campus and new Founders Hall) increased \$495,000
2. Non-credit lecturers—retroactive raise mandated by State--\$40,000
3. Enrollment for all fall, winter, summer, late start, and winter: 2% below FY16 levels
4. Tuition and fees up 3.5% as approved by BOR
5. General fund allocation is as per the Budget Distribution numbers provided by the BOR.
6. Education assistants—same as in FY16
7. No raise for any employee
8. Many of the college's 44 vacancies to be held indefinitely, some to be filled during the year, a few filled as soon as possible
9. Services to students flat, such as PA 12-40, tutoring in ACE, lab assistants, library services, hours campus is open
10. Fringe benefit rate unchanged
11. Bookstore commission revenue down
12. Transfer out to BOR increased compared to FY16
13. \$75,000 of carryover from Transitional PA 12-40 included as revenue
14. No shared services with other colleges or the System Office are anticipated or needed

Very difficult decisions were made in order to achieve a balanced budget.

# NVCC Narrative cont.

## IMPACT

The final reduction of \$220,000 (after many other painful reductions, like not filling vacant positions) was made in our proposed budget by a general cut of Other Expense (OE) rather than the Educational Assistant budget (part timers) line so that we could avoid reductions to library hours, tutors, science lab assistants, grounds keepers, and student workers in Student Services and elsewhere. The OE reduction has not yet been allocated to departments and divisions, but would result in reductions and negative impact in some or all of the following:

1. Library books, subscriptions, and on-line services used by students and faculty—this would severely impact the quality of academic support.
2. Recruitment and outreach efforts by Admissions Department staff which will harm our enrollment efforts at a critical time
3. Media and IT supplies—hurts smart classrooms and computer labs
4. Office supplies—impinges on office efficiency
5. Custodial supplies—will affect cleanliness and housekeeping on campus
6. Boiler room chemicals, equipment repairs, and supplies—will impact infrastructure of heating/cooling plant
7. Supplies in the Horticulture and Hospitality Management programs—hurts students' classroom experience
8. Science lab consumable supplies—affects classroom/lab learning experience
9. Office of College Marketing—cuts to social media, radio, newspaper advertising—would hurt enrollment efforts, and the successful opening of the new Danbury campus which will give us an enrollment boost (with the proper marketing)
10. Ability to run conferences on academic subjects, women's issues, sexual and physical abuse, men's encouragement program, writers' conferences, debates, poetry readings, outside speakers—would affect students, faculty and staff development, and community outreach and support.



# SOUTHERN CSU



# SCSU Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	102,325,604	105,914,455	106,288,274	109,606,950	3,318,676
State Appropriations	42,348,591	45,457,392	45,321,275	41,946,680	(3,374,595)
State Paid Fringe Benefits	36,170,398	39,554,331	39,422,412	38,100,241	(1,322,171)
Housing & Food	24,737,480	25,112,424	26,180,598	26,231,518	50,920
Other	3,228,104	3,351,114	2,835,218	2,896,675	61,457
<b>Total Revenue</b>	<b>208,810,177</b>	<b>219,389,716</b>	<b>220,047,777</b>	<b>218,782,064</b>	<b>(1,265,713)</b>
Full Time Labor	75,933,120	80,210,576	79,612,320	80,238,706	626,386
Part-Time Labor	18,759,200	17,754,864	18,151,386	17,915,195	(236,191)
Students and Other	4,207,817	4,224,500	4,400,547	4,300,547	(100,000)
Total Personal Services	98,900,137	102,189,940	102,164,253	102,454,448	290,195
Fringe Benefits	52,394,823	55,538,257	56,620,932	59,045,054	2,424,122
Total PS and Fringe	<b>151,294,960</b>	<b>157,728,197</b>	<b>158,785,185</b>	<b>161,499,502</b>	<b>2,714,317</b>
Financial Aid & Waivers	12,147,050	12,405,118	13,152,347	12,477,383	(674,964)
All Other	38,219,312	42,042,322	40,238,085	36,427,314	(3,810,771)
<b>Total Expenditures</b>	<b>50,366,362</b>	<b>54,447,440</b>	<b>53,390,432</b>	<b>48,904,697</b>	<b>(4,485,735)</b>
<b>Total Before Transfers</b>	<b>7,148,855</b>	<b>7,214,079</b>	<b>7,872,160</b>	<b>8,377,865</b>	<b>505,705</b>
Debt Service	(11,202,423)	(8,614,273)	(9,233,074)	(8,794,974)	438,100
Tuition Support	3,340,995	0	0	0	
Other Transfers Net	1,655,861	1,408,961	1,375,212	442,565	(932,647)
<b>Total Transfers</b>	<b>(6,205,567)</b>	<b>(7,205,312)</b>	<b>(7,857,862)</b>	<b>(8,352,409)</b>	<b>(494,547)</b>
<b>Net Change</b>	<b>943,288</b>	<b>8,767</b>	<b>14,298</b>	<b>25,456</b>	<b>11,158</b>

# SCSU Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time													
Undergraduate	7,016	6,425	6,721	6,802	6,292	6,547	6,869	6,349	6,609	6,732	6,222	6,477	-2.0%
Graduate	876	793	835	894	771	833	818	769	794	802	754	778	-2.0%
Total Full Time	7,892	7,218	7,555	7,696	7,063	7,380	7,687	7,118	7,403	7,534	6,976	7,255	-2.0%
Part Time													
Undergraduate	1,241	1,337	1,289	1,331	1,267	1,299	1,237	1,231	1,234	1,212	1,206	1,209	-2.0%
Graduate	1,671	1,689	1,680	1,798	1,718	1,758	1,549	1,522	1,536	1,518	1,492	1,505	-2.0%
Total Part Time	2,912	3,026	2,969	3,129	2,985	3,057	2,786	2,753	2,770	2,730	2,698	2,714	-2.0%
Total FT & PT	10,804	10,244	10,524	10,825	10,048	10,437	10,473	9,871	10,172	10,264	9,674	9,969	-2.0%
<b>FTE</b>													
Full Time													
Undergraduate	6,821	6,188	6,505	6,596	6,079	6,338	6,630	6,131	6,381	6,497	6,008	6,253	-2.0%
Graduate	821	724	773	823	709	766	761	707	734	746	693	720	-1.9%
Total Full Time	7,642	6,912	7,277	7,419	6,788	7,104	7,391	6,838	7,115	7,243	6,701	6,973	-2.0%
Part Time													
Undergraduate	547	598	573	591	554	573	552	549	551	541	538	540	-2.0%
Graduate	644	660	652	673	649	661	573	588	581	562	576	569	-2.1%
Total Part Time	1,191	1,258	1,225	1,264	1,203	1,234	1,125	1,137	1,131	1,103	1,114	1,109	-2.0%
Total FT & PT	8,833	8,170	8,502	8,683	7,991	8,337	8,516	7,975	8,246	8,346	7,815	8,082	-2.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# SCSU Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Mid-Year Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	438	37,499,951	438	38,448,416	437	39,098,523	437	\$ 38,792,390
Counselors	4	303,906	4	312,453	4	333,202	4	343,151
Librarians	15	1,340,906	17	1,495,535	15	1,416,095	17	1,493,618
Coaches	25	1,759,247	26	1,911,820	25	1,794,236	25	1,922,218
Classified	260	13,359,148	285	14,926,044	279	14,083,876	277	14,505,016
Administrative	206	16,642,869	213	17,503,048	211	17,731,924	210	18,218,810
Managerial Professional	37	5,027,093	42	5,613,260	40	5,154,464	38	4,963,503
<b>TOTAL POSITIONS</b>	<b>985</b>	<b>75,933,120</b>	<b>1,025</b>	<b>80,210,576</b>	<b>1,011</b>	<b>79,612,320</b>	<b>1,008</b>	<b>80,238,706</b>
<b>PART-TIME</b>								
Lecturers		12,316,817		11,535,704		11,534,891		11,534,891
Permanent/Intermittent		821,986		927,856		926,132		896,132
State University Assistants		1,428,050		1,180,263		1,256,769		1,167,248
Graduate Assistants		1,032,365		1,070,041		1,026,142		1,026,142
Other Part-Time		3,159,982		3,041,000		3,407,452		3,290,781
<b>TOTAL POSITIONS</b>		<b>18,759,200</b>		<b>17,754,864</b>		<b>18,151,386</b>		<b>17,915,194</b>

# SCSU Narrative

Southern faces an estimated \$3,200,000 budget shortfall in the coming fiscal year, based on information provided to us in the April 1, 2016 Budget Development Guidelines, and our assessment of our current fiscal situation. This estimate also assumes an enrollment decline patterned on recent past experience, of about two percent.

The University proposes to balance its budget by the following means:

- A \$1,400,000, or 7%, reduction in its total spend on Other Expenditures (OE), University Assistants, and Student Wages,
- A \$1,200,000 reduction in expenses for Student Accident Insurance, due to a renegotiation and realignment of these arrangements that is common to all CSU universities, and
- A \$600,000 reduction in salary and fringe expenses achieved by freezing several vacant staff positions.

The impacts of taking the above steps are considerable, but manageable. Perhaps the most noticeable will be the permanent closure of the swimming pool in Pelz Gymnasium, which saves not only operating expenses, but cost-avoids meaningful deferred maintenance. Other savings will come from accelerating the public-private partnership that will take the maintenance of the Long Wharf site off the university budget. It's important to note that almost all university departments will have their operating budgets reduced, which will have a noticeable effect on day-to-day operations.

This plan also relies on freezing, and in all likelihood ultimately eliminating, 11 vacant staff positions.

# SCSU Narrative cont.

Southern has reduced staff in its current year budget by eliminating 24 vacant staff positions, and reduced the adjunct faculty budget as well. Reducing staff positions by a further 11 in the coming year, coupled with reducing OE, University Assistant, and possibly student wages budgets, means that little, if any, flexibility remains in any of these spending categories to address further deterioration in the university's revenues or enrollments. The aggregate loss of 35 staff positions in the current and coming fiscal years is particularly problematic. Reductions in the number of hours available for student employment similarly presents a range of difficulties, especially since it is well known that student employment helps students pay for college, and contributes to retention and timely degree completion.

Reducing Southern's budget by another 5%, or \$4 million, if it becomes necessary, would therefore likely come primarily at the expense of increasing the 14-1 student/faculty ratio at the university. The CSU system median student faculty ratio is 14.5 to 1, and ranges from the 14-1 ratio at Southern to 16-1 at Eastern. Southern's ratio is comparable to various mid-market private universities with which Southern competes, but is among the lowest for public universities in New England, and is far lower than the 21-1 median for the UConn regionals, or the 16-1 median for the Massachusetts regionals. While such a reduction would be undesirable, difficult, and may well have to be phased, any further budget reductions may well make it unavoidable.

This budget balancing plan does not assume or require sharing services among CSU institutions or between Southern or the system office.

# WESTERN CSU



# WCSU Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	55,080,387	58,474,644	56,246,538	58,256,408	2,009,870
State Appropriations	27,878,383	29,975,877	29,886,118	28,015,036	(1,871,082)
State Paid Fringe Benefits	20,876,168	22,762,665	22,701,478	22,039,117	(662,361)
Housing & Food	15,458,636	15,685,123	15,557,672	15,710,134	152,462
Other	1,222,492	1,610,737	1,505,145	1,344,030	(161,115)
<b>Total Revenue</b>	<b>120,516,066</b>	<b>128,509,046</b>	<b>125,896,951</b>	<b>125,364,725</b>	<b>(532,226)</b>
Full Time Labor	45,749,562	47,857,004	46,958,556	47,484,137	525,581
Part-Time Labor	9,779,697	9,822,172	9,999,899	9,886,717	(113,182)
Students and Other	2,251,472	2,605,307	2,644,153	2,419,641	(224,512)
Total Personal Services	57,780,731	60,284,483	59,602,608	59,790,495	187,887
Fringe Benefits	29,098,909	32,054,641	31,772,970	32,975,692	1,202,722
Total PS and Fringe	<b>86,879,640</b>	<b>92,339,124</b>	<b>91,375,578</b>	<b>92,766,187</b>	<b>1,390,609</b>
Financial Aid & Waivers	7,698,893	6,477,033	6,388,052	6,326,045	(62,007)
All Other	23,515,163	25,787,338	25,245,583	24,673,837	(571,746)
<b>Total Expenditures</b>	<b>31,214,056</b>	<b>32,264,371</b>	<b>31,633,635</b>	<b>30,999,882</b>	<b>(633,753)</b>
<b>Total Before Transfers</b>	<b>2,422,370</b>	<b>3,905,551</b>	<b>2,887,738</b>	<b>1,598,656</b>	<b>(1,289,082)</b>
Debt Service	(7,237,783)	(6,003,122)	(5,900,952)	(5,610,618)	290,334
Tuition Support	1,932,701	0	0	0	
Other Transfers Net	924,726	2,097,571	2,066,371	379,816	(1,686,555)
<b>Total Transfers</b>	<b>(4,380,356)</b>	<b>(3,905,551)</b>	<b>(3,834,581)</b>	<b>(5,230,802)</b>	<b>(1,396,221)</b>
<b>Net Change</b>	<b>(1,957,986)</b>	<b>-</b>	<b>(946,843)</b>	<b>(3,632,146)</b>	<b>(2,685,303)</b>



# WCSU Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time													
Undergraduate	4,394	4,058	4,226	4,365	4,061	4,213	4,250	3,853	4,052	4,165	3,776	3,971	-2.0%
Graduate	71	91	81	57	75	66	78	73	76	76	72	74	-2.6%
Total Full Time	4,465	4,149	4,307	4,422	4,136	4,279	4,328	3,926	4,127	4,241	3,848	4,045	-2.0%
Part Time													
Undergraduate	1,098	1,083	1,091	1,077	1,089	1,083	1,048	1,119	1,084	1,027	1,097	1,062	-2.0%
Graduate	462	434	448	453	439	446	450	433	442	441	424	433	-2.0%
Total Part Time	1,560	1,517	1,539	1,530	1,528	1,529	1,498	1,552	1,525	1,468	1,521	1,495	-2.0%
Total FT & PT	6,025	5,666	5,846	5,952	5,664	5,808	5,826	5,478	5,652	5,709	5,369	5,540	-2.0%
<b>FTE</b>													
Full Time													
Undergraduate	4,240	3,912	4,076	4,201	3,885	4,043	4,081	3,690	3,886	3,999	3,616	3,808	-2.0%
Graduate	75	86	81	58	71	65	79	70	75	77	69	73	-2.7%
Total Full Time	4,315	3,998	4,157	4,259	3,956	4,108	4,160	3,760	3,960	4,076	3,685	3,881	-2.0%
Part Time													
Undergraduate	457	463	460	458	464	461	453	483	468	444	473	459	-1.9%
Graduate	171	163	167	179	165	172	180	176	178	176	172	174	-2.3%
Total Part Time	628	626	627	637	629	633	633	659	646	620	645	633	-2.0%
Total FT & PT	4,943	4,624	4,784	4,896	4,585	4,741	4,793	4,419	4,606	4,696	4,330	4,514	-2.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# WCSU Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Mid-Year Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	214	19,320,267	211	19,820,443	211	19,662,074	222	20,419,177
Counselors	3	220,043	2	171,731	2	143,165	2	168,376
Librarians	8	721,815	9	814,172	9	772,305	8	736,487
Coaches	16	1,257,877	16	1,321,413	16	1,292,162	16	1,314,869
Classified	190	9,573,977	196	10,375,418	199	9,930,939	190	10,062,276
Administrative	137	10,961,926	139	11,565,569	143	11,383,718	140	11,227,718
Managerial Professional	29	3,693,657	29	3,788,259	30	3,774,493	27	3,555,234
<b>TOTAL POSITIONS</b>	<b>597</b>	<b>45,749,562</b>	<b>602</b>	<b>47,857,005</b>	<b>610</b>	<b>46,958,856</b>	<b>605</b>	<b>47,484,137</b>
<b>PART-TIME</b>								
Lecturers		6,763,405		6,788,000		7,022,218		6,937,914
Permanent/Intermittent		202,780		245,781		202,343		204,084
State University Assistants		713,185		794,247		796,839		760,562
Graduate Assistants		171,135		202,520		186,875		197,529
Other Part-Time		1,929,192		1,791,624		1,791,624		1,786,628
<b>TOTAL POSITIONS</b>		<b>9,779,697</b>		<b>9,822,172</b>		<b>9,999,899</b>		<b>9,886,717</b>

# WCSU Narrative

In preparing the FY2017 budget, Western used the assumption that enrollment would be down 2% from FY2015. We also have not budgeted for any positions that are currently vacant (with the exception of police and resident directors). This does not include faculty positions that are required to be filled under the AAUP agreement. We have also reduced department operating expenses by 6%.

Western continues to address the enrollment issues. As of today, our freshman deposits are looking favorable vs. prior years. We will have a better number in the upcoming weeks. Faculty and Academic Advising are currently contacting our students who have not registered for the Fall to assist them. WCSU is also in the process of offering new programs (ex. Digital and Interactive Media Arts) that should have a positive effect on enrollment.

Western will continue to need the support of the System Computing Service Department for our ITI Department in various areas (ex. Blackboard).

Moving forward, we will plan to not fill positions that open up during FY2017. During FY2017, Western will continue to look at ways to reduce expenses or increase revenue.

# TUNXIS CC



# TXCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	14,292,106	14,638,162	13,905,092	13,736,032	(169,060)
State Appropriations	11,122,220	11,536,890	11,825,532	11,383,203	(442,329)
State Paid Fringe Benefits	8,639,633	8,915,405	9,216,829	9,186,244	(30,585)
Other	61,065	480,109	470,839	473,645	2,806
<b>Total Revenue</b>	<b>34,115,024</b>	<b>35,570,566</b>	<b>35,418,292</b>	<b>34,779,124</b>	<b>(639,168)</b>
Full Time Labor	12,097,321	12,224,191	11,757,624	11,563,883	(193,741)
Part-Time Labor	5,506,086	5,436,392	5,759,603	5,221,543	(538,060)
Students and Other	1,745,862	1,924,132	1,790,150	1,755,401	(34,749)
Total Personal Services	19,349,269	19,584,715	19,307,377	18,540,827	(766,550)
Fringe Benefits	11,442,927	12,284,036	12,510,926	11,540,515	(970,411)
Total PS and Fringe	30,792,196	31,868,751	31,818,303	30,081,342	(1,736,961)
Financial Aid & Waivers	1,867,500	1,840,804	1,840,804	1,736,695	(104,109)
All Other	2,964,940	3,248,904	2,855,985	2,894,814	38,829
<b>Total Expenditures</b>	<b>35,624,636</b>	<b>36,958,459</b>	<b>36,515,092</b>	<b>34,712,851</b>	<b>(1,802,241)</b>
<b>Total Before Transfers</b>	<b>(1,509,612)</b>	<b>(1,387,893)</b>	<b>(1,096,800)</b>	<b>66,273</b>	<b>1,163,073</b>
Developmental Education	554,372	482,823	431,670	522,496	90,826
State Tuition Support	444,307	1,224,773	1,224,773	-	(1,224,773)
Other Transfers Net	(426,722)	(319,703)	(395,578)	(588,769)	(193,191)
<b>Total Transfers</b>	<b>571,957</b>	<b>1,387,893</b>	<b>1,260,865</b>	<b>(66,273)</b>	<b>(1,327,138)</b>
<b>Net Change</b>	<b>(937,655)</b>	<b>-</b>	<b>164,065</b>	<b>-</b>	<b>(164,065)</b>

# TXCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 PRELIM. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	1,688	1,346	1,517	1,586	1,370	1,478	1,594	1,270	1,432	1,514	1,207	1,361	-5.0%
Part Time	2,859	2,773	2,816	2,607	2,577	2,592	2,461	2,364	2,413	2,338	2,246	2,292	-5.0%
Total	4,547	4,119	4,333	4,193	3,947	4,070	4,055	3,634	3,845	3,852	3,453	3,653	-5.0%
<b>FTE</b>													
Full Time	1,440	1,159	1,300	1,364	1,188	1,276	1,376	1,106	1,241	1,307	1,051	1,179	-5.0%
Part Time	1,142	1,140	1,141	1,055	1,060	1,058	1,015	989	1,002	964	940	952	-5.0%
Total	2,582	2,299	2,441	2,419	2,248	2,334	2,391	2,095	2,243	2,271	1,991	2,131	-5.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# TXCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	67	5,066,630	65	5,101,361	61	5,056,029	60	4,927,812
Counselors	6	557,291	7	603,696	6	519,612	5	493,297
Librarians	5	424,611	5	444,770	5	444,770	4	350,411
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	49	2,589,731	48	2,574,719	49	2,582,678	41	2,417,079
Administrative (Union Code 22, 46 and 55)	33	2,520,641	33	2,640,947	30	2,368,337	35	2,636,906
Managerial Professional ( Union code 23, 20 and 50)	7	938,417	6	858,699	6	786,198	5	738,378
<b>TOTAL POSITIONS</b>	<b>167</b>	<b>12,097,321</b>	<b>164</b>	<b>12,224,192</b>	<b>157</b>	<b>11,757,624</b>	<b>150</b>	<b>11,563,883</b>
<b>PART-TIME</b>								
Lecturers (PTL)		3,475,924		3,718,169		3,621,345		3,530,990
Contractual (NCL)		408,717		457,122		457,522		398,221
Contractual (ECL)		739,156		799,554		753,292		760,474
Continuing Part-Time		321,472		283,289		365,114		387,358
Temporary Part-Time		1,708,690		1,434,934		1,773,144		1,303,195
Student Labor		165,816		157,865		155,373		147,716
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		432,173		509,591		423,963		448,990
<b>TOTAL POSITIONS</b>		<b>7,251,948</b>		<b>7,360,524</b>		<b>7,549,753</b>		<b>6,976,944</b>

# TXCC Narrative

## General Comments

The college has been able to achieve a balanced budget primarily from employees leaving State service and leaving these positions vacant. It also includes the difficult decision to issue a layoff notice to one classified employee. Every area of the college now has significant vacancies. Tunxis faculty and staff continue to remain dedicated in providing our students, credit and non-credit, with exemplary service in spite of reduced staffing and limited resources. However, the large number of vacancies cannot be sustained and will need to be addressed during FY17.

## Assumptions

The college expects enrollment will continue to decline and agrees that a 5% reduction is realistic. Operating budgets were reduced where possible. Overtime costs will decrease for FY17 if custodian positions are allowed to be filled. The college has been heavily relying on student labor as vacancies have occurred. Temporary Part-Time reduced 26% due to EA's moving to standard appointment due to end of SEBAC agreement. Faculty have been asked to use their nine hours of Additional Responsibilities to help staff the reading and writing labs and provide tutoring. Otherwise, tutoring and lab hours may need to be reduced.

During FY17 the college achieved significant Personnel Savings, estimated at \$978 thousand. This is due to the following changes:

Resignation of one Admin. Assistant & one Sec. II

Retirement of three faculty members, one Admin. Asst., Director of IT, Director of Early Childhood Center, Coordinator of Acad. Info Systems, Custodian, Office Asst. in the Business Office & Clerk Typist in Records

Dean of Academic Affairs resigning to assume presidency of NWCC

The college did not make any assumptions regarding shared services. Due to TX's central location, the college is well positioned to share services with the BOR, CCSU, MX, CA, NW or NV – all within reasonable driving distance of campus. The college would be open to sharing positions or services to ensure continued services to college and smooth college operations.

The college does not anticipate hiring any full-time faculty in FY17. However, the college budget contains two full-time lecturers in Business and Art.



# TXCC Narrative cont.

## Support Services

The college feels the support the college receives from the BOR in the areas of HR, IT and Finance are exceptional. Staff in those areas are very responsive to, and supportive of, the college.

Affirmative Action is an area the college would hope the BOR would consider for additional support. At the college due to changes in personnel and vacancies, the college has struggled with finding a skilled person to write the plan as well as complying with all the various Affirmative Action requirements.

BOR Purchasing staff have consistently provided guidance and support, as well as templates to assist schools with contracting. TX would like to see this expanded to include writing/reviewing contracts and clinical contracts. As the number of Business Office staff continues to decline, the Director of Finance duties continues to grow. Having the Director spend large amounts of time reviewing legal terminology and go back and forth with vendors and medical providers is not an efficient use of time. These valuable duties might better be performed by a Contracting specialist who may resolve them more expeditiously.

Previously the System Office had a contract with TRC. This firm provided valuable assistance to schools in the area of hazardous waste, federal mandates and record-keeping. Their campus visits were invaluable to management, faculty, facilities staff and lab assistants in art, science and dental labs. Without that steady hand and reminders, the college may not be fully in compliance. This expertise cannot be replicated on campus.

# TXCC Narrative cont.

## **Reorganization**

The President announced a reorganization of key areas of the college effective July 1<sup>st</sup>:

The college will go from four Dean positions to three. The Dean of Academic Affairs and the Dean of Institutional Effectiveness will be combined into one position.

The library will move from Academic Affairs to Student Services.

Continuing Ed. offerings will be streamlined, resulting in one staff member being reassigned to Counseling. This is estimated to result in a 13% reduction in NCL expenditures. Non-credit revenue projections have been adjusted accordingly.

IT & MIT will jointly share the Coordinator of Academic Information. There will be no search for an IT Director. The college will continue with an Acting IT Director for FY17.

A Purchasing Assistant will be reassigned from the Business Office to Student Services to perform purchasing and higher level clerical duties. Business Office staff will have been reduced by two full-time positions by 7/1/16.

## **Hiring Freeze**

The college was in the last stages of hiring the following positions when the hiring freeze was implemented:

Director of Financial Aid

Registrar

Custodians (2)

Clerk Typist – Records

The college's request to hire for these positions was denied. The college built the FY17 balanced budget with these positions funded. The college hopes that the hiring freeze will be lifted and these positions can be filled. The college has operated for more than one year without a Financial Aid Director. One third of the custodial staff is vacant. The college has not hired a full-time faculty member in several years, and does not plan to fill any existing faculty vacancies in FY17. The college does anticipate the need to fill the Administrative Assistant to the Dean of Academic Affairs in fall 2016. This has been reflected in the current budget submission.

# EASTERN CSU



# ECSU Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	48,735,843	51,936,451	51,123,011	54,530,503	3,407,492
State Appropriations	28,047,917	31,140,248	31,047,002	29,450,721	(1,596,281)
State Paid Fringe Benefits	20,239,068	22,759,795	22,701,617	22,365,573	(336,044)
Housing & Food	25,943,387	27,700,062	27,277,096	28,209,040	931,944
Other	1,599,870	1,404,420	1,334,179	1,069,348	(264,831)
<b>Total Revenue</b>	<b>124,566,085</b>	<b>134,940,976</b>	<b>133,482,905</b>	<b>135,625,185</b>	<b>2,142,280</b>
Full Time Labor	43,672,087	46,085,654	45,295,386	45,576,770	281,384
Part-Time Labor	6,087,303	6,863,246	7,040,211	7,185,612	145,401
Students and Other	5,373,175	5,485,200	5,686,888	5,351,083	(335,805)
Total Personal Services	55,132,565	58,434,100	58,022,485	58,113,465	90,980
Fringe Benefits	31,153,457	35,981,999	34,908,681	36,800,764	1,892,083
Total PS and Fringe	<b>86,286,022</b>	<b>94,416,099</b>	<b>92,931,166</b>	<b>94,914,229</b>	<b>1,983,063</b>
Financial Aid & Waivers	6,500,904	8,618,208	9,182,199	9,857,257	675,058
All Other	21,947,035	24,822,510	24,138,971	23,786,762	(352,209)
<b>Total Expenditures</b>	<b>28,447,939</b>	<b>33,440,718</b>	<b>33,321,170</b>	<b>33,644,019</b>	<b>322,849</b>
<b>Total Before Transfers</b>	<b>9,832,124</b>	<b>7,084,159</b>	<b>7,230,569</b>	<b>7,066,937</b>	<b>(163,632)</b>
Debt Service	(7,738,523)	(6,939,119)	(6,860,239)	(6,943,217)	(82,978)
Tuition Support	1,709,719	0	0	0	
Other Transfers Net	(492,386)	(145,040)	(370,330)	(123,720)	246,610
<b>Total Transfers</b>	<b>(6,521,190)</b>	<b>(7,084,159)</b>	<b>(7,230,569)</b>	<b>(7,066,937)</b>	<b>163,632</b>
<b>Net Change</b>	<b>3,310,934</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# ECSU Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET SUGGESTED				2016-17 Prelim. BUDGET ECSU BASIS				Fall FY 16 vs 15		Spring FY 15 vs 16		Combined		
	Fall 13	Spring 14	Avg	Fall 14	Spring 15	Avg	Fall 15	Spring 16*	Avg	Fall 16	Spring 17	Avg	Est % Change	Fall 16	Spring 17	Avg	Est % Change	Count	%	Count	%	Count	%	
<b>HEADCOUNT</b>																								
Full Time																								
Undergraduate	4,395	4,092	4,244	4,288	3,981	4,135	4,267	4,014	4,141	4,224	3,974	4,099	-1.0%	4,272	4,009	4,141	0.0%	(21)	-0.5%	33	1%	12	0.3%	
Graduate	67	42	55	44	33	39	44	52	48	44	51	48	0.0%	42	51	47	-2.1%	-	0.0%	19	58%	19	48.7%	
Total Full Time	4,462	4,134	4,298	4,332	4,014	4,173	4,311	4,066	4,189	4,268	4,025	4,147	-1.0%	4,314	4,060	4,188	0.0%	(21)	-0.5%	52	1%	31	0.7%	
Part Time																								
Undergraduate	784	789	787	851	888	870	830	861	846	822	852	837	-1.1%	830	861	846	0.0%	(21)	-2.5%	(27)	-3%	(48)	-5.5%	
Graduate	122	126	124	104	117	111	120	108	114	119	107	113	-0.9%	120	108	114	0.0%	16	15.4%	(9)	-8%	7	6.3%	
Total Part Time	906	915	911	955	1,005	980	950	969	960	941	959	950	-1.0%	950	969	960	0.0%	(5)	-0.5%	(36)	-4%	(41)	-4.2%	
Total FT & PT	5,368	5,049	5,209	5,287	5,019	5,153	5,261	5,035	5,148	5,209	4,984	5,097	-1.0%	5,264	5,029	5,148	0.0%	(26)	-0.5%	16	0%	(10)	-0.2%	
<b>FTE</b>																								
Full Time																								
Undergraduate	4,365	4,044	4,205	4,267	3,922	4,095	4,246	3,965	4,106	4,204	3,925	4,065	-1.0%	4,252	3,960	4,106	0.0%	(21)	-0.5%	43	1%	22	0.5%	
Graduate	59	35	47	39	27	33	38	45	42	38	45	42	0.0%	36	45	41	-2.4%	(1)	-2.6%	18	67%	17	51.5%	
Total Full Time	4,424	4,079	4,252	4,306	3,949	4,128	4,284	4,010	4,147	4,242	3,970	4,107	-1.0%	4,288	4,005	4,147	0.0%	(22)	-0.5%	61	2%	39	0.9%	
Part Time																								
Undergraduate	311	259	285	329	275	302	326	261	294	323	258	291	-1.0%	326	261	294	0.0%	(3)	-0.9%	(14)	-5%	(17)	-5.6%	
Graduate	42	46	44	37	40	39	44	42	43	44	42	43	0.0%	44	42	43	0.0%	7	18.9%	2	5%	9	23.1%	
Total Part Time	353	305	329	366	315	341	370	303	337	367	300	334	-0.9%	370	303	337	0.0%	4	1.1%	(12)	-4%	(8)	-2.3%	
Total FT & PT	4,777	4,384	4,581	4,672	4,264	4,468	4,654	4,313	4,484	4,609	4,270	4,441	-1.0%	4,658	4,308	4,484	0.0%	(18)	-0.4%	49	1%	31	0.7%	

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

\*\* Eastern has used enrollment projections for the FY 2017 budget based upon current year enrollment experience and enhanced retention efforts

# ECSU Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Mid-Year Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	206	17,629,303	205	18,014,741	207	18,123,394	211	18,235,084
Counselors	4	426,705	4	345,633	4	332,364	4	314,689
Librarians	12	969,886	12	1,030,912	12	1,041,157	11	961,860
Coaches	-	-	-	-	-	-	-	-
Classified	192	10,148,537	204	11,124,896	197	10,548,214	186	10,427,064
Administrative	147	10,835,294	155	11,737,042	154	11,600,151	155	11,981,450
Managerial Professional	28	3,662,364	28	3,832,430	26	3,650,106	27	3,656,623
<b>TOTAL POSITIONS</b>	<b>589</b>	<b>43,672,089</b>	<b>608</b>	<b>46,085,654</b>	<b>600</b>	<b>45,295,386</b>	<b>594</b>	<b>45,576,770</b>
<b>PART-TIME</b>								
Lecturers		4,875,854		5,507,035		5,700,000		5,579,538
Permanent/Intermittent		132,084		140,475		140,475		172,456
State University Assistants		1,006,262		1,119,736		1,119,736		1,202,860
Graduate Assistants		55,673		80,000		80,000		111,431
Other Part-Time		17,430		16,000		-		119,327
<b>TOTAL POSITIONS</b>		<b>6,087,303</b>		<b>6,863,246</b>		<b>7,040,211</b>		<b>7,185,612</b>

# ECSU Narrative

The Eastern Connecticut State University Preliminary Budget for FY 2016-17 is balanced, reflecting the continued support of our faculty, staff and students.

We are able to balance the budget primarily by continuing to hold various positions open for periods of time. Also contributing to our cost-saving efforts are several individuals who accepted additional responsibilities and are performing duties above their traditional roles. Our continued success reflects the dedication to our students that allows the university to operate and serve our students while we continue to work with limited financial resources.

Eastern did not use utilize the enrollment trend of a 1% decrease in enrollment for FY 2016-17 that was supplied with the budget package. We utilized our current trend for FY 2015-16 when compared to FY 2014-15 where we experienced an increase of 0.07% for full-time headcount and an overall FTE increase of 0.07%. We attribute this overall improvement to targeted enrollment management for the fall class combined with increased emphasis on retention. Our fall University Meeting focused on the importance of retention and provided insight into the levels of success reached by some of our academic departments. This provided some reference points for other individual departments and the increased awareness has helped to strengthen our overall retention program.

For the reasons mentioned above the enrollment numbers used to prepare our Preliminary Budget are at the same level of enrollment we experienced for FY 2015-16.

Our revenue budget includes all approved tuition and fee increases and the change in student accident insurance reflecting the FY 2016-17 anticipated policy pricing.

# ECSU Narrative cont.

Personal services includes the impact of full-year employment for employees who were hired during the year with no increases included for FY 2016-17. Our staffing schedule indicates we will be lower in FY 2016-17 than the mid-year projection for FY 2015-16 by six full-time staff. This reduction is not a reduction in force but rather a combination of positions not filled in FY 2015-16 and retirements that will not be filled in FY 2016-17. As an example of our open positions, we continue to operate with fewer maintainers than is recommended for a facility of this size as well as other positions that do not directly impact the students. Positions that provide direct support to our students, and are required for campus operations or public safety are budgeted to be filled when current staff retires.

Other operating expenses for FY 2016-17 include additional funding to support financial aid offset in part by carefully managing other expenses. We have budgeted our other expenses to be below the FY 2015-16 budget and FY 2015-16 projection but slightly above the FY 2014-15 levels. We are confident we will be able to achieve this level of savings with continued cooperation of faculty and staff, student accident insurance pricing, energy savings from new lighting projects, and reduced telephone expenses as we transition to the new voice over internet protocol.

Considering the possibility of funding rescission in FY 2016-17, we begin with the reality that Eastern has continued to do more with less for an extended period of time. We have been fortunate to have had only minimum impacts to our students' experience at Eastern and continue to provide them with a quality education at an affordable price.

It is important to understand that any potential savings from reductions in staffing would be limited by required notice periods and thus reduce the current year savings.



# THREE RIVERS CC



# TRCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	13,464,712	12,540,464	12,389,600	12,601,228	211,628
State Appropriations	11,856,596	11,917,845	12,230,405	11,734,053	(496,352)
State Paid Fringe Benefits	8,816,251	8,829,349	8,793,661	8,881,505	87,844
Other	375,168	940,000	862,374	874,405	12,031
<b>Total Revenue</b>	<b>34,512,727</b>	<b>34,227,658</b>	<b>34,276,040</b>	<b>34,091,191</b>	<b>(184,849)</b>
Full Time Labor	12,411,518	12,168,027	12,092,983	11,490,769	(602,214)
Part-Time Labor	5,319,292	5,134,121	4,971,611	4,751,146	(220,465)
Students and Other	1,412,355	1,091,874	1,225,928	1,072,155	(153,773)
Total Personal Services	19,143,165	18,394,022	18,290,522	17,314,070	(976,452)
Fringe Benefits	10,829,809	11,466,390	10,701,746	10,492,742	(209,004)
Total PS and Fringe	29,972,975	29,860,412	28,992,268	27,806,812	(1,185,456)
Financial Aid & Waivers	1,886,984	2,071,195	1,971,195	1,934,835	(36,360)
All Other	2,666,206	2,884,229	3,338,138	3,964,810	626,672
<b>Total Expenditures</b>	<b>34,526,165</b>	<b>34,815,836</b>	<b>34,301,601</b>	<b>33,706,457</b>	<b>(595,144)</b>
<b>Total Before Transfers</b>	<b>(13,438)</b>	<b>(588,178)</b>	<b>(25,561)</b>	<b>384,734</b>	<b>410,295</b>
Developmental Education	570,663	497,011	444,356	537,850	93,494
State Tuition Support	429,917	707,996	707,996	-	(707,996)
Other Transfers Net	(413,491)	(442,680)	(419,816)	(685,536)	(265,720)
<b>Total Transfers</b>	<b>587,089</b>	<b>762,327</b>	<b>732,536</b>	<b>(147,686)</b>	<b>(880,222)</b>
<b>Net Change</b>	<b>573,651</b>	<b>174,149</b>	<b>706,975</b>	<b>237,048</b>	<b>(469,927)</b>

# TRCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	1,609	1,301	1,455	1,486	1,213	1,350	1,407	1,100	1,254	1,337	1,045	1,191	-5.0%
Part Time	3,140	3,023	3,082	3,044	2,914	2,979	2,852	2,814	2,833	2,709	2,673	2,691	-5.0%
Total	4,749	4,324	4,537	4,530	4,127	4,329	4,259	3,914	4,087	4,046	3,718	3,882	-5.0%
<b>FTE</b>													
Full Time	1,434	1,178	1,306	1,324	1,097	1,211	1,262	1,001	1,132	1,199	951	1,075	-5.0%
Part Time	1,318	1,264	1,291	1,304	1,231	1,268	1,227	1,183	1,205	1,166	1,124	1,145	-5.0%
Total	2,752	2,442	2,597	2,628	2,328	2,478	2,489	2,184	2,337	2,365	2,075	2,220	-5.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# TRCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	85	5,917,152	69	5,356,813	67	5,213,249	67	5,025,519
Counselors	6	493,431	5	452,136	5	427,965	5	415,606
Librarians	2	182,722	2	188,505	2	190,372	2	189,089
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	39	2,049,230	37	1,995,270	36	1,975,517	36	1,893,529
Administrative (Union Code 22, 46 and 55)	39	2,629,058	36	2,904,280	42	3,077,896	41	3,001,728
Managerial Professional ( Union code 23, 20 and 50)	9	1,139,925	10	1,271,022	9	1,207,984	8	965,297
<b>TOTAL POSITIONS</b>	<b>180</b>	<b>12,411,518</b>	<b>159</b>	<b>12,168,026</b>	<b>161</b>	<b>12,092,983</b>	<b>159</b>	<b>11,490,768</b>
<b>PART-TIME</b>								
Lecturers (PTL)		3,428,798		3,808,104		3,808,104		3,663,162
Contractual (NCL)		191,857		232,796		237,796		200,000
Contractual (ECL)		373,314		305,443		339,256		300,000
Continuing Part-Time		-		-		-		-
Temporary Part-Time		1,890,494		1,326,017		1,148,244		1,087,984
Student Labor		264,367		170,000		170,000		170,000
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		582,817		383,635		483,876		402,155
<b>TOTAL POSITIONS</b>		<b>6,731,647</b>		<b>6,225,995</b>		<b>6,187,276</b>		<b>5,823,301</b>

# TRCC Narrative

- Our FY17 Preliminary Budget plan was developed utilizing the information that was provided by your office.
  - We utilized the three (3) year enrollment average which extrapolated a decline of 5% for Three Rivers.
  - However, we believe that our enrollment will be down closer to 8%. If the lower enrollment projection is realized, our revenues would actually be \$419K less than what is reported on the submitted information. Accordingly, we have a contingency reserve in our preliminary budget to cover this potential shortfall as described below.
- For planning purposes, our preliminary budget also includes a 4% increase in fringe benefits over last year's rates, consistent with instructions.
- We provided for a contingency of 6% of our General Fund appropriation, or \$664K, both to cover the potential enrollment shortfall of \$419K and to provide some cost leeway.
  - This amount is included in our Other Expense line.
  - In the event that the contingency is not needed, Three Rivers would like to use such funds to initiate a strong comprehensive marketing plan, develop new programs, and to increase some non-permanent staff in critical areas.

# HOUSATONIC CC



# HCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	16,218,698	16,489,808	16,187,811	17,037,598	849,787
State Appropriations	14,502,594	14,524,674	14,908,691	14,168,064	(740,627)
State Paid Fringe Benefits	9,698,152	9,655,232	9,857,626	10,148,584	290,958
Other	473,827	660,000	552,826	506,000	(46,826)
<b>Total Revenue</b>	<b>40,893,271</b>	<b>41,329,714</b>	<b>41,506,954</b>	<b>41,860,246</b>	<b>353,292</b>
Full Time Labor	13,896,433	14,705,367	14,582,874	14,300,997	(281,877)
Part-Time Labor	5,114,435	5,207,714	5,259,343	6,064,108	804,765
Students and Other	1,375,657	1,277,816	1,150,300	1,089,195	(61,105)
Total Personal Services	20,386,525	21,190,897	20,992,517	21,454,300	461,783
Fringe Benefits	11,033,155	11,587,685	11,819,000	11,800,000	(19,000)
Total PS and Fringe	31,419,680	32,778,582	32,811,517	33,254,300	442,783
Financial Aid & Waivers	2,583,420	2,343,782	2,343,782	2,514,538	170,756
All Other	5,124,985	7,232,716	6,903,846	5,909,839	(994,007)
<b>Total Expenditures</b>	<b>39,128,085</b>	<b>42,355,080</b>	<b>42,059,145</b>	<b>41,678,677</b>	<b>(380,468)</b>
<b>Total Before Transfers</b>	<b>1,765,186</b>	<b>(1,025,366)</b>	<b>(552,191)</b>	<b>181,569</b>	<b>733,760</b>
Developmental Education	688,552	599,685	536,152	648,961	112,809
State Tuition Support	516,722	972,080	972,080	-	(972,080)
Other Transfers Net	(595,878)	(546,400)	(771,167)	(830,530)	(59,363)
<b>Total Transfers</b>	<b>609,396</b>	<b>1,025,365</b>	<b>737,065</b>	<b>(181,569)</b>	<b>(918,634)</b>
<b>Net Change</b>	<b>2,374,582</b>	<b>(1)</b>	<b>184,874</b>	<b>-</b>	<b>(184,874)</b>

# HCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	1,843	1,658	1,751	1,694	1,434	1,564	1,654	1,428	1,541	1,621	1,399	1,510	-2%
Part Time	3,970	3,961	3,966	3,592	3,723	3,658	3,715	3,508	3,612	3,641	3,438	3,539	-2%
<b>Total</b>	<b>5,813</b>	<b>5,619</b>	5,716	<b>5,286</b>	<b>5,157</b>	5,222	<b>5,369</b>	<b>4,936</b>	5,153	<b>5,262</b>	<b>4,837</b>	<b>5,049</b>	-2%
<b>FTE</b>													
Full Time	1,591	1,443	1,517	1,482	1,257	1,370	1,449	1,259	1,354	1,420	1,234	1,327	-2%
Part Time	1,654	1,631	1,643	1,513	1,525	1,519	1,556	1,448	1,502	1,525	1,419	1,472	-2%
<b>Total</b>	<b>3,245</b>	<b>3,074</b>	3,160	<b>2,995</b>	<b>2,782</b>	2,889	<b>3,005</b>	<b>2,707</b>	2,856	2,945	2,653	<b>2,799</b>	-2%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016



# HCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	87	5,640,715	83	5,767,506	87	5,656,618	79	5,374,741
Counselors	5	394,116	6	417,316	5	463,076	5	463,076
Librarians	7	481,132	7	563,892	6	511,822	6	511,822
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	52	2,658,235	53	2,861,926	53	2,728,132	53	2,728,132
Administrative (Union Code 22, 46 and 55)	67	3,820,772	60	4,059,613	60	4,188,113	60	4,188,113
Managerial Professional ( Union code 23, 20 and 50)	9	901,463	9	1,035,113	9	1,035,113	8	1,035,113
<b>TOTAL POSITIONS</b>	<b>227</b>	<b>13,896,433</b>	<b>218</b>	<b>14,705,366</b>	<b>220</b>	<b>14,582,874</b>	<b>211</b>	<b>14,300,997</b>
<b>PART-TIME</b>								
Lecturers (PTL)		4,196,714		4,421,790		4,717,219		4,717,219
Contractual (NCL)		196,352		187,861		225,547		225,547
Contractual (ECL)		466,891		459,558		311,898		311,898
Continuing Part-Time		139,931		143,482		174,155		174,155
Temporary Part-Time		777,790		642,442		1,172,734		1,172,734
Student Labor		94,079		114,647		75,000		100,000
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		618,336		515,750		451,750		451,750
<b>TOTAL POSITIONS</b>		<b>6,490,093</b>		<b>6,485,530</b>		<b>7,128,303</b>		<b>7,153,303</b>

# HCC Narrative

## 1) Assumptions for FY 17 Budgets – Housatonic Community College

### Revenue

In preparation for the 2016-2017 budget, the College has applied a 5% budget reduction over last year's budget. This 5% represents a general fund reduction.

The Board has approved a 3.5% tuition increase for 16/17 budget years. This increase represents an increase in revenue. In addition, the budget reports a 3% increase in fringe paid by the State. The budget is based on a 2% reduction in enrollment. Based on current enrollment numbers the College is optimistic that enrollment will remain flat compared to last year.

### Expenses

#### 1. Personnel

The College is holding 11 positions open which are currently vacant in order to balance the budget. While leaving these positions open places a strain on the Institution, we have attempted to insure that the impact to students is minimal.

#### 2. Operating Fund Permanent Positions

FY17 funding is based on current positions adjusted for new hires. A 2% decrease is factored in.

#### 3. PTL's Salaries and Fringe Benefits

FY17 budget is based on projected FY16 budget. Continuing Education and Business & Industry budgets remain constant

#### 4. Educational Assistants

FY17 budget is based on projected FY16 actuals.

#### 5. Student Labor

Projection is based on the original FY16 budget with a slight decrease to reflect under-expenditure.

#### 6. Mandatory Expenses (Inst Financial Aid Match and Waivers)

Budget is based on the FY16 budget with an increase to reflect the increase in tuition revenue.

#### 7. Other Expenses

FY17 Budget is based on an 8% reduction of the FY16 projection.

# HCC Narrative

## **2) Shared Services**

The College is reliant on shared services provided by System Office. The absence of these services would result in increased expenditures, such as staffing. These services include:

- Budget Planning
- Payroll Processing
- IT Support
- Legal and contract services
- Accounts receivable and accounts payable

## **3) Desired Support Services**

Focusing on automation and back office processing that is not location dependent would further aid the College. These services could include:

- Financial Aid processing
- Purchasing
- Admissions application processing
- Energy reduction

## **4) Other Information**

None

# NORTHWESTERN CC



# NWCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	4,209,534	4,423,763	4,159,370	4,446,691	287,321
State Appropriations	6,409,847	6,457,294	6,538,299	6,492,723	(45,576)
State Paid Fringe Benefits	4,766,915	4,835,186	4,908,301	5,039,652	131,351
Other	168,421	182,500	182,500	282,500	100,000
<b>Total Revenue</b>	<b>15,554,717</b>	<b>15,898,743</b>	<b>15,788,470</b>	<b>16,261,566</b>	<b>473,097</b>
Full Time Labor	6,894,260	6,961,201	6,894,366	6,557,509	(336,857)
Part-Time Labor	1,664,783	1,661,616	1,561,027	1,757,671	196,644
Students and Other	541,412	350,133	363,707	386,785	23,078
Total Personal Services	9,100,455	8,972,950	8,819,100	8,701,965	(117,135)
Fringe Benefits	5,567,133	5,572,202	5,514,685	5,445,513	(69,172)
Total PS and Fringe	14,667,588	14,545,152	14,333,785	14,147,478	(186,307)
Financial Aid & Waivers	805,361	837,090	837,090	866,389	29,299
All Other	1,232,846	1,389,868	1,446,300	1,208,221	(238,079)
<b>Total Expenditures</b>	<b>16,705,794</b>	<b>16,772,110</b>	<b>16,617,175</b>	<b>16,222,088</b>	<b>(395,087)</b>
<b>Total Before Transfers</b>	<b>(1,151,077)</b>	<b>(873,367)</b>	<b>(828,706)</b>	<b>39,478</b>	<b>868,184</b>
Developmental Education	174,910	152,335	136,196	164,853	28,657
State Tuition Support	127,650	845,992	845,992	-	(845,992)
Other Transfers Net	748,131	(124,959)	(9,609)	(204,331)	(194,722)
<b>Total Transfers</b>	<b>1,050,691</b>	<b>873,368</b>	<b>972,579</b>	<b>(39,478)</b>	<b>(1,012,057)</b>
<b>Net Change</b>	<b>(100,387)</b>	<b>1</b>	<b>143,873</b>	<b>-</b>	<b>(143,873)</b>

# NWCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	457	364	411	423	380	402	434	379	407	434	379	407	0.0%
Part Time	1,092	1,038	1,065	1,191	1,123	1,157	1,087	959	1,023	1,087	959	1,023	0.0%
Total	1,549	1,402	1,476	1,614	1,503	1,559	1,521	1,338	1,430	1,521	1,338	1,430	0.0%
<b>FTE</b>													
Full Time	406	326	366	379	346	363	393	350	372	393	350	372	0.0%
Part Time	410	403	407	438	413	426	407	373	390	407	373	390	0.0%
Total	816	729	773	817	759	788	800	723	762	800	723	762	0.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# NWCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	32	2,316,114	29	2,264,612	30	2,299,251	26	2,037,507
Counselors	2	114,111	1	61,255	2	98,400	1	64,949
Librarians	5	317,982	5	311,038	5	304,377	4	268,209
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	24	1,159,296	23	1,247,408	23	1,161,394	20	1,070,209
Administrative (Union Code 22, 46 and 55)	30	2,335,377	28	2,400,613	28	2,408,954	29	2,471,229
Managerial Professional ( Union code 23, 20 and 50)	5	651,380	5	676,275	6	621,991	5	645,406
<b>TOTAL POSITIONS</b>	<b>98</b>	<b>6,894,260</b>	<b>91</b>	<b>6,961,201</b>	<b>94</b>	<b>6,894,367</b>	<b>85</b>	<b>6,557,509</b>
<b>PART-TIME</b>								
Lecturers (PTL)		1,090,814		1,178,864		1,153,520		1,205,786
Contractual (NCL)		65,062		81,515		94,746		81,515
Contractual (ECL)		123,473		113,348		113,691		150,000
Continuing Part-Time		50,307		60,296		47,381		57,485
Temporary Part-Time		523,662		422,456		360,126		494,400
Student Labor		42,035		25,000		25,000		25,000
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		310,843		130,270		130,270		130,270
<b>TOTAL POSITIONS</b>		<b>2,206,196</b>		<b>2,011,749</b>		<b>1,924,734</b>		<b>2,144,456</b>

# NWCC Narrative

## **FY17 Preliminary Budget**

The FY17 preliminary budget plan for Northwestern Connecticut Community College projects a balanced budget. However, the general fund appropriation will be reduced \$35,429 compared to FY16 original budget, resulting in additional fringe benefits costs transferred to the operating fund. This shifts a greater reliance on operating fund resources, which are dependent upon meeting enrollment goals. The budget plan is based on a flat enrollment projection and a 3.5% tuition and fee increase approved by the Board of Regents.

Total budgeted revenue is \$16.3 million. The general fund appropriation, is \$6.5 million. Student tuition and fees total \$4.5 million or 27% of total revenue. Fringe Benefits Paid by the State are budgeted at \$5 million compared to \$4.8 million projected for FY16. Other resources include commissions received on bookstore sales, gifts and miscellaneous receipts.

The FY17 budget for personal services and fringe benefits is \$14.1 million, a reduction of \$459 thousand from the FY16 projected results. Our plan includes: holding 4 faculty positions, and one classified position vacant, laying off one custodian, a counselor, and a librarian and not rehiring 4 Educational Assistants. This plan does not include Collective Bargaining increases. Certain job functions related to these vacancies will be performed by part time lectures and existing staff.

Other Expenses, \$2.2 million, includes a reduction of \$56 thousand in departmental budgets from FY16. Other Expenses also includes \$866 thousand in Institutional Financial Aid and Waivers. FY17 Transfer Out to the system totaling \$251 thousand is \$83 thousand greater than the FY16 original budget of \$168. The college received \$845 thousand in Tuition Supplemental Funds in FY16. However this funding is not included on the preliminary FY17 Governor's Budget.

## **FY16 Projection**

The FY16 original budget plan for Northwestern Connecticut Community College reflected a breakeven budget position. Our current projected end of year surplus is \$10 thousand. This surplus, will increase reserves to a balance of \$1.3 million, going into FY17.



# CENTRAL CSU



# CCSU Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	105,873,239	111,637,796	111,283,312	118,010,477	6,727,165
State Appropriations	43,503,420	46,838,106	46,697,855	43,575,005	(3,122,850)
State Paid Fringe Benefits	36,441,839	40,184,950	40,053,828	39,574,957	(478,871)
Housing & Food	22,790,805	27,760,845	27,244,365	28,187,315	942,950
Other	5,667,051	5,290,941	4,949,852	4,446,502	(503,350)
<b>Total Revenue</b>	<b>214,276,354</b>	<b>231,712,638</b>	<b>230,229,212</b>	<b>233,794,256</b>	<b>3,565,044</b>
Full Time Labor	77,522,204	84,756,952	83,032,696	85,040,063	2,007,367
Part-Time Labor	16,506,985	15,767,975	15,927,975	16,204,069	276,094
Students and Other	3,118,118	3,366,570	3,374,570	3,685,869	311,299
Total Personal Services	97,147,307	103,891,497	102,335,241	104,930,001	2,594,760
Fringe Benefits	51,457,031	58,574,687	57,508,477	59,857,810	2,349,333
Total PS and Fringe	<b>148,604,338</b>	<b>162,466,184</b>	<b>159,843,718</b>	<b>164,787,811</b>	<b>4,944,093</b>
Financial Aid & Waivers	13,635,886	15,052,221	14,132,295	15,158,796	1,026,501
All Other	42,014,804	42,872,777	44,897,994	42,609,362	(2,288,632)
<b>Total Expenditures</b>	<b>55,650,690</b>	<b>57,924,998</b>	<b>59,030,289</b>	<b>57,768,158</b>	<b>(1,262,131)</b>
<b>Total Before Transfers</b>	<b>10,021,326</b>	<b>11,321,456</b>	<b>11,355,205</b>	<b>11,238,287</b>	<b>(116,918)</b>
Debt Service	(11,456,117)	(11,730,417)	(11,730,417)	(11,949,856)	(219,439)
Tuition Support	3,491,276	0	0	0	
Other Transfers Net	(382,286)	408,961	375,212	711,569	336,357
<b>Total Transfers</b>	<b>(8,347,127)</b>	<b>(11,321,456)</b>	<b>(11,355,205)</b>	<b>(11,238,287)</b>	<b>116,918</b>
<b>Net Change</b>	<b>1,674,199</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CCSU Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 PROJECTION			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time													
Undergraduate	7,624	7,078	7,351	7,702	7,125	7,414	7,763	7,115	7,439	7,784	7,136	7,460	0.3%
Graduate	584	484	534	566	522	544	504	441	473	504	441	473	0.0%
Total Full Time	8,208	7,562	7,885	8,268	7,647	7,958	8,267	7,556	7,912	8,288	7,577	7,933	0.3%
Part Time													
Undergraduate	2,147	2,062	2,105	2,169	2,092	2,131	2,170	2,131	2,151	2,170	2,131	2,151	0.0%
Graduate	1,510	1,531	1,521	1,600	1,586	1,593	1,649	1,606	1,628	1,649	1,606	1,628	0.0%
Total Part Time	3,657	3,593	3,625	3,769	3,678	3,724	3,819	3,737	3,778	3,819	3,737	3,778	0.0%
Total FT & PT	11,865	11,155	11,510	12,037	11,325	11,681	12,086	11,293	11,690	12,107	11,314	11,711	0.2%
<b>FTE</b>													
Full Time													
Undergraduate	7,328	6,809	7,069	7,392	6,871	7,132	7,444	6,828	7,136	7,465	6,849	7,157	0.3%
Graduate	527	414	471	511	450	481	446	381	414	446	381	414	0.0%
Total Full Time	7,855	7,223	7,539	7,903	7,321	7,612	7,890	7,209	7,550	7,911	7,230	7,571	0.3%
Part Time													
Undergraduate	945	905	925	961	920	941	965	962	964	965	962	964	0.0%
Graduate	576	581	579	619	614	617	652	628	640	652	628	640	0.0%
Total Part Time	1,521	1,486	1,504	1,580	1,534	1,557	1,617	1,590	1,604	1,617	1,590	1,604	0.0%
Total FT & PT	9,376	8,709	9,043	9,483	8,855	9,169	9,507	8,799	9,153	9,528	8,820	9,174	0.2%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# CCSU Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Mid-Year Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	456	39,423,315	455	42,470,474	455	41,706,481	455	42,342,048
Counselors	4	324,160	4	376,841	4	320,826	4	378,724
Librarians	14	1,101,226	14	1,236,333	14	1,183,053	14	1,240,037
Coaches	32	2,543,728	32	2,605,240	32	2,605,269	32	2,611,693
Classified	239	12,106,657	242	14,181,753	242	13,568,526	242	14,098,710
Administrative	219	17,055,856	221	18,550,412	224	18,312,644	224	19,050,702
Managerial Professional	39	4,967,262	39	5,335,899	40	5,335,899	40	5,318,149
<b>TOTAL POSITIONS</b>	<b>1,003</b>	<b>77,522,204</b>	<b>1,007</b>	<b>84,756,952</b>	<b>1,011</b>	<b>83,032,698</b>	<b>1,011</b>	<b>85,040,063</b>
<b>PART-TIME</b>								
Lecturers		10,312,571		9,738,225		9,738,225		9,760,315
Permanent/Intermittent		381,577		414,750		469,750		469,750
State University Assistants		1,108,068		1,200,000		1,200,000		1,200,000
Graduate Assistants		283,855		315,000		320,000		320,000
Other Part-Time		4,420,914		4,100,000		4,200,000		4,200,000
<b>TOTAL POSITIONS</b>		<b>16,506,985</b>		<b>15,767,975</b>		<b>15,927,975</b>		<b>15,950,065</b>

# CCSU Narrative

## A. FY17 Spending Plan Assumptions:

1. CCSU establishes a Contingency Reduction Plan as part of our internal annual budget process each spring. Each division is given a reduction amount based on the value of their budget. The plan is prioritized by division at the time it is prepared. If financial conditions require the implementation of the Contingency Plan, each cabinet member is afforded the opportunity to make changes to their plan based on the latest data and priority for their division.
2. The University is requesting to transfer \$400K to the Plant Fund in FY16 to fund critical Energy Center projects in FY17 to keep the University in compliance with emissions regulations. The funding is available due to better than projected enrollment at the midyear report.
3. Tuition & Fee Increase - Approved by BOR 3/29/16: Tuition 5%, Food 3%, Housing 3% (3% on Doubles, 4% on Apartments).
4. Increase of \$495,961 for the 5% Tuition & Fee increase approved by the Board of Regents on 3/29/16 to preserve the current level of Institutional Financial Aid.
5. Fringe Benefit assumptions:

FY16	FY17	% Change	
0.12%	0.08%	-33.33%	Unemployment Comp.
7.65%	7.65%	0.00%	FICA Social Security/Medicare
53.58%	55.50%	3.58%	SERS Retirement
62.51%	69.50%	11.18%	SERS Hazardous Duty
11.99%	12.70%	5.92%	ARP Retirement Plan
43.14%	45.21%	4.80%	Teachers Retirement Plan *
0.65%	0.70%	7.69%	Workers Compensation

Medical insurance rates were increased by an estimated 5%.

\*Fringe rates are based on information received from the Office of the State Comptroller. The Teachers Retirement Plan was not determined at that time; therefore, an average increase of estimated FY17 SERS and ARP rates were applied against the Teachers Retirement Plan's FY16 rate to estimate its FY17 rate.

# CCSU Narrative cont.

## A. FY17 Spending Plan Assumptions (cont.):

6. Includes estimated cost of \$254,004 for minimum wage increases.
7. Includes \$95K for Presidential Search.
8. Enrollment (Full-Time Headcount) – The University assumed flat enrollment except for an additional 21 students per semester for the Scholarship Pilot program approved by the Board of Regents on 2/26/15. In reviewing the enrollment trend over the last three fiscal years (FY14, FY15 and FY16), the percentage change has been a 1.59% decrease, 0.92% increase and 0.58% increase respectively, for an overall average of a 0.03% decrease. This percentage was considered negligible and, therefore, flat enrollment was assumed to estimate FY17 enrollment.

	Fall	Spring	Avg.		Fall	Spring	Avg.
	2015	2016	FY16		2016	2017	Est. FY17
UIS	7,389	6,778	7,084		7,389	6,778	7,084
UOS	374	337	356		395	358	377*
GIS	393	354	374		393	354	374
GOS	111	87	99		111	87	99
<b>Total</b>	<b>8,267</b>	<b>7,556</b>	<b>7,913</b>		<b>8,288</b>	<b>7,577</b>	<b>7,934</b>

9. Credit Hours for Part-Time – The University assumed flat credit hours. In reviewing the credit hours trend over the last three fiscal years (FY14, FY15 and FY16), the percentage change has been a 1.44% decrease, 0.03% decrease and a 1.67% increase, respectively, for an overall average of a 0.07% increase. This percentage was considered negligible and, therefore, flat credit hours were assumed to estimate FY17.

# CCSU Narrative cont.

## A. FY17 Spending Plan Assumptions (cont.):

10. No funding for Auxiliary Plant Reserves (Housing & Food).
11. CCSU's share of the FY17 debt service payment for the new residence hall is projected at \$5,136,937. The spending plan assumes that only \$4M of the payment will come from revenue generated from the new residence hall and the remaining will be paid from the Residence Hall Reserve. This was a key component of our strategy to facilitate the roll out of the new residence hall coupled with the lost revenue while older residence halls were off-line for critical renovation.

## B. Shared Services:

1. There is no assumption for any shared services, either system-wide or among sister institutions, in order to balance the University's budget.
2. Some of the potential opportunities for shared services include:
  - a. Administration/collection of Perkins Loan Programs
  - b. International Collections
  - c. 1098T tax reporting
  - d. Deciphering changes in regulations, such as PCI Compliance
  - e. Research related to common IRS penalty notices

# MANCHESTER CC





# MCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	23,220,161	24,347,753	23,004,166	22,962,507	(41,659)
State Appropriations	17,150,991	17,583,244	18,078,226	17,646,163	(432,063)
State Paid Fringe Benefits	12,916,309	13,158,930	13,914,811	14,191,044	276,233
Other	188,699	216,802	177,690	212,930	35,240
<b>Total Revenue</b>	<b>53,476,160</b>	<b>55,306,729</b>	<b>55,174,893</b>	<b>55,012,644</b>	<b>(162,249)</b>
Full Time Labor	19,652,162	20,776,168	20,319,400	19,366,455	(952,945)
Part-Time Labor	7,248,856	6,990,815	7,107,345	7,120,390	13,045
Students and Other	2,903,850	2,887,734	2,703,993	2,645,631	(58,362)
Total Personal Services	29,804,868	30,654,717	30,130,738	29,132,476	(998,262)
Fringe Benefits	16,728,187	17,472,516	17,892,141	18,326,117	433,976
Total PS and Fringe	46,533,055	48,127,233	48,022,879	47,458,593	(564,286)
Financial Aid & Waivers	3,025,004	3,256,538	3,156,538	2,876,591	(279,947)
All Other	4,480,258	5,002,960	5,214,658	4,599,250	(615,408)
<b>Total Expenditures</b>	<b>54,038,317</b>	<b>56,386,731</b>	<b>56,394,075</b>	<b>54,934,434</b>	<b>(1,459,641)</b>
<b>Total Before Transfers</b>	<b>(562,157)</b>	<b>(1,080,002)</b>	<b>(1,219,182)</b>	<b>78,210</b>	<b>1,297,392</b>
Developmental Education	947,411	825,133	737,715	892,934	155,219
State Tuition Support	717,731	938,640	938,640	-	(938,640)
Other Transfers Net	(720,082)	(683,771)	(457,173)	(971,144)	(513,971)
<b>Total Transfers</b>	<b>945,060</b>	<b>1,080,002</b>	<b>1,219,182</b>	<b>(78,210)</b>	<b>(1,297,392)</b>
<b>Net Change</b>	<b>382,903</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# MCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	2,712	2,222	2,467	2,517	2,153	2,335	2,383	1,892	2,138	2,288	1,816	2,052	-4.0%
Part Time	4,859	4,713	4,786	4,783	4,714	4,749	4,508	4,592	4,550	4,328	4,408	4,368	-4.0%
Total	7,571	6,935	7,253	7,300	6,867	7,084	6,891	6,484	6,688	6,616	6,224	6,420	-4.0%
<b>FTE</b>													
Full Time	2,356	1,965	2,161	2,195	1,910	2,053	2,093	1,680	1,887	2,009	1,613	1,811	-4.0%
Part Time	2,099	2,013	2,056	2,064	2,003	2,034	1,924	1,931	1,928	1,847	1,854	1,851	-4.0%
Total	4,455	3,978	4,217	4,259	3,913	4,086	4,017	3,611	3,814	3,856	3,467	3,662	-4.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# MCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	114	8,227,414	114	8,468,461	114	8,524,698	113	8,119,166
Counselors	5	450,633	5	474,833	5	481,321	5	481,192
Librarians	7	560,974	7	589,598	7	574,968	7	586,973
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	83	4,276,134	83	4,598,728	81	4,228,763	80	4,086,071
Administrative (Union Code 22, 46 and 55)	66	5,009,785	66	5,166,696	67	5,101,670	67	4,896,794
Managerial Professional ( Union code 23, 20 and 50)	13	1,182,338	13	1,477,852	13	1,261,497	13	1,196,259
<b>TOTAL POSITIONS</b>	<b>288</b>	<b>19,707,278</b>	<b>288</b>	<b>20,776,168</b>	<b>287</b>	<b>20,172,917</b>	<b>285</b>	<b>19,366,455</b>
<b>PART-TIME</b>								
Lecturers (PTL)		5,356,216		5,190,374		5,389,175		5,289,175
Contractual (NCL)		325,422		445,262		325,000		375,000
Contractual (ECL)		1,319,846		1,342,115		1,280,007		1,280,000
Continuing Part-Time		78,424		81,792		147,475		82,244
Temporary Part-Time		1,759,100		1,718,649		1,691,394		1,748,971
Student Labor		326,063		284,400		309,340		310,000
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		896,736		815,957		696,740		680,631
<b>TOTAL POSITIONS</b>		<b>10,061,807</b>		<b>9,878,549</b>		<b>9,839,131</b>		<b>9,766,021</b>

# MCC Narrative

## **FY17 Preliminary Budget**

The FY17 preliminary budget plan for Manchester Community College projects a balanced budget. However, the general fund appropriation will be reduced \$243 thousand compared to FY16 original budget, resulting in additional fringe benefits costs transferred to the operating fund. This shifts a greater reliance on operating fund resources, which are dependent upon meeting enrollment goals. The budget plan is based on a three year average 4% reduction in enrollment and a 3.5% tuition and fee increase approved by the Board of Regents.

Total budgeted revenue is \$55.0 million. The general fund appropriation, including the Collective Bargaining Funds swap, is \$17.6 million which compares to \$18.0 million in FY16. Student tuition and fees total \$18.9 million or 34% of total revenue. Revenue from our Continuing Education credit and non-credit programs totals \$4.1 million or 7% of total revenue. Fringe Benefits Paid by the State are budgeted at \$14.2 million compared to \$13.9 million projected for FY16. Other resources include commissions received on bookstore and cafeteria sales, facility rentals, interest income, and miscellaneous receipts.

The FY17 budget for personal services and fringe benefits is \$47.5 million, a reduction of \$434 thousand from the FY16 projected results. Our plan includes holding 15 permanent positions vacant and does not include Collective Bargaining increases. Certain job functions related to these vacancies will be performed by existing part-time educational assistants. Fringe Benefits paid from the operating fund are budgeted at \$4.1 million in FY17 (36% fringe rate) compared to \$4.0 million projected for FY16 (33% fringe rate). Fringe benefits paid from the operating fund will continue to increase as positions are moved from the general fund to the operating fund.

# MCC Narrative cont.

## **FY17 Preliminary Budget (cont.)**

Other Expenses, \$7.4 million, includes a reduction of \$125 thousand in departmental budgets from FY16 projection and does not include provisions for any shared services. MCC has utilized shared services from several departments within the BOR: an IT staff member who is currently assisting in web maintenance, due to a vacancy in our webmaster position; Finance staff to provide support with audits, NEASC reviews, and Banner related issues; and, Purchasing to develop system wide contracts for goods and services. Other Expenses also includes a reduction of \$175 thousand in Institutional Financial Aid and Waivers as a result of declining enrollment. FY17 Transfer Out to the system totaling \$1.1 million is \$133 thousand greater than the FY16 original budget of \$918. The college received \$939 thousand in Tuition Supplemental Funds in FY16. However this funding is not included on the preliminary FY17 Governor's Budget.

## **FY16 Projection**

The FY16 original budget plan for Manchester Community College (MCC) reflected a breakeven budget position. Our current projected end of year surplus is \$711 thousand. This surplus, along with the restricted Collective Bargaining Distributions, will increase reserves to a balance of \$2.5 million, going into FY17.

# MIDDLESEX CC



# MXCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	9,693,740	10,109,343	9,370,549	10,003,973	633,424
State Appropriations	7,712,893	7,930,700	8,117,694	8,144,433	26,739
State Paid Fringe Benefits	5,307,121	5,432,946	5,791,163	6,141,717	350,554
Other	56,717	281,207	175,804	184,045	8,241
<b>Total Revenue</b>	<b>22,770,470</b>	<b>23,754,196</b>	<b>23,455,210</b>	<b>24,474,168</b>	<b>1,018,958</b>
Full Time Labor	8,704,917	8,822,007	8,556,148	8,736,483	180,335
Part-Time Labor	3,184,052	3,284,876	3,290,387	2,985,000	(305,387)
Students and Other	1,099,024	1,191,523	1,144,264	1,017,770	(126,494)
Total Personal Services	12,987,993	13,298,406	12,990,799	12,739,253	(251,546)
Fringe Benefits	6,682,283	6,974,968	6,556,469	7,248,678	692,209
Total PS and Fringe	19,670,275	20,273,374	19,547,268	19,987,931	440,663
Financial Aid & Waivers	1,242,777	1,468,785	1,440,562	1,493,840	53,278
All Other	2,893,881	2,719,719	2,903,825	2,903,776	(49)
<b>Total Expenditures</b>	<b>23,806,933</b>	<b>24,461,878</b>	<b>23,891,655</b>	<b>24,385,547</b>	<b>493,892</b>
<b>Total Before Transfers</b>	<b>(1,036,463)</b>	<b>(707,682)</b>	<b>(436,445)</b>	<b>88,621</b>	<b>525,066</b>
Developmental Education	375,163	326,743	292,127	353,591	61,464
State Tuition Support	284,483	641,454	641,454	-	(641,454)
Other Transfers Net	(243,508)	(260,515)	(371,314)	(442,212)	(70,898)
<b>Total Transfers</b>	<b>416,138</b>	<b>707,682</b>	<b>562,267</b>	<b>(88,621)</b>	<b>(650,888)</b>
<b>Net Change</b>	<b>(620,325)</b>	<b>-</b>	<b>125,822</b>	<b>0</b>	<b>(125,822)</b>

# MXCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	1,089	1,015	1,052	1,162	968	1,065	1,087	915	1,001	1,087	915	1,001	0.0%
Part Time	1,810	1,755	1,783	1,843	1,919	1,881	1,815	1,769	1,792	1,815	1,769	1,792	0.0%
Total	2,899	2,770	2,835	3,005	2,887	2,946	2,902	2,684	2,793	2,902	2,684	2,793	0.0%
<b>FTE</b>													
Full Time	954	896	925	1,036	879	958	966	823	895	966	823	895	0.0%
Part Time	757	728	743	765	802	784	758	734	746	758	734	746	0.0%
Total	1,711	1,624	1,668	1,801	1,681	1,741	1,724	1,557	1,641	1,724	1,557	1,641	0.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016



# MXCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	58	3,448,006	48	3,434,369	48	3,561,379	46	3,543,591
Counselors	3	270,099	2	211,746	2	211,296	2	212,101
Librarians	4	226,353	3	263,213	4	343,692	4	327,916
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	23	1,263,428	21	1,335,459	21	1,351,127	20	1,253,162
Administrative (Union Code 22, 46 and 55)	39	2,789,721	37	2,749,029	36	2,605,251	34	2,589,583
Managerial Professional ( Union code 23, 20 and 50)	7	705,061	7	828,191	7	782,903	7	810,130
<b>TOTAL POSITIONS</b>	<b>134</b>	<b>8,702,668</b>	<b>118</b>	<b>8,822,007</b>	<b>118</b>	<b>8,855,648</b>	<b>113</b>	<b>8,736,483</b>
<b>PART-TIME</b>								
Lecturers (PTL)		2,575,144		2,712,329		2,766,643		2,600,000
Contractual (NCL)		137,762		146,581		128,203		125,000
Contractual (ECL)		475,607		486,505		441,542		441,542
Continuing Part-Time		90,036		84,579		127,087		-
Temporary Part-Time		518,871		477,968		396,657		385,000
Student Labor		152,664		186,000		151,610		170,000
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		332,991		372,438		365,658		281,228
<b>TOTAL POSITIONS</b>		<b>4,283,075</b>		<b>4,466,400</b>		<b>4,377,400</b>		<b>4,002,770</b>

# MXCC Narrative

Based on assumptions provided, Middlesex Community College had a budget shortfall of \$435,383 compared to FY16 yearend expenditure projections. We project a flat enrollment from FY16 to FY17 based on the three year average enrollment trend. To balance our budget the following staffing adjustments are proposed:

- \$243,701 net savings through retirements, non-renewals, and other open positions of full-time employees, net of the cost of filling some of those vacancies.
- \$150,879 savings from retirements and vacancies of continuing part-time employees which won't be filled.
- \$40,803 from a reduction of temporary part-time educational assistants.

Additional assumptions include the following:

- Minimum wage increases to \$10.10 in 2017.
- Meriden Center scheduled Monday through Friday with night courses offered twice a week.
- Enhanced use of student labor in lieu of part-time educational assistants.

# NORWALK CC



# NKCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	22,051,633	23,067,929	22,077,177	22,364,572	287,395
State Appropriations	14,907,245	15,374,496	15,808,325	15,404,671	(403,654)
State Paid Fringe Benefits	10,128,302	10,380,600	10,675,362	10,901,886	226,524
Other	425,637	510,500	480,500	490,000	9,500
<b>Total Revenue</b>	<b>47,512,817</b>	<b>49,333,525</b>	<b>49,041,364</b>	<b>49,161,129</b>	<b>119,765</b>
Full Time Labor	16,622,690	17,527,932	17,402,979	17,117,719	(285,260)
Part-Time Labor	7,708,144	7,701,355	7,521,437	7,261,147	(260,290)
Students and Other	2,318,094	2,541,042	2,454,242	2,357,271	(96,971)
Total Personal Services	26,648,928	27,770,329	27,378,658	26,736,137	(642,521)
Fringe Benefits	13,370,386	13,857,394	14,123,416	14,323,041	199,625
Total PS and Fringe	40,019,315	41,627,723	41,502,074	41,059,178	(442,896)
Financial Aid & Waivers	2,403,107	2,904,382	2,631,688	2,821,559	189,871
All Other	5,660,268	5,626,914	5,684,922	5,077,226	(607,696)
<b>Total Expenditures</b>	<b>48,082,690</b>	<b>50,159,019</b>	<b>49,818,684</b>	<b>48,957,963</b>	<b>(860,721)</b>
<b>Total Before Transfers</b>	<b>(569,873)</b>	<b>(825,494)</b>	<b>(777,320)</b>	<b>203,166</b>	<b>980,486</b>
Developmental Education	812,099	707,286	632,354	765,403	133,049
State Tuition Support	662,971	721,833	721,833	-	(721,833)
Other Transfers Net	(474,725)	(603,625)	(532,235)	(968,569)	(436,334)
<b>Total Transfers</b>	<b>1,000,345</b>	<b>825,494</b>	<b>821,952</b>	<b>(203,166)</b>	<b>(1,025,118)</b>
<b>Net Change</b>	<b>430,473</b>	<b>-</b>	<b>44,632</b>	<b>-</b>	<b>(44,632)</b>

# NKCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	2,180	1,872	2,026	2,258	1,757	2,008	2,134	1,840	1,987	2,070	1,803	1,937	-2.5%
Part Time	4,376	4,192	4,284	4,105	4,184	4,145	3,920	3,690	3,805	3,802	3,616	3,709	-2.5%
Total	6,556	6,064	6,310	6,363	5,941	6,152	6,054	5,530	5,792	5,872	5,419	5,646	-2.5%
<b>FTE</b>													
Full Time	1,951	1,682	1,817	2,010	1,560	1,785	1,925	1,642	1,784	1,867	1,609	1,738	-2.6%
Part Time	1,903	1,817	1,860	1,785	1,802	1,794	1,729	1,608	1,669	1,677	1,576	1,627	-2.5%
Total	3,854	3,499	3,677	3,795	3,362	3,579	3,654	3,250	3,452	3,544	3,185	3,365	-2.5%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# NKCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	104	8,128,568	104	8,461,064	103	8,447,789	101	8,218,311
Counselors	11	944,535	10	1,075,605	11	1,104,241	11	1,104,241
Librarians	6	455,263	6	573,396	6	518,683	5	425,614
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	36	2,129,018	36	2,229,493	34	2,009,336	33	1,962,854
Administrative (Union Code 22, 46 and 55)	57	4,002,218	56	4,139,033	56	4,156,813	55	4,126,077
Managerial Professional ( Union code 23, 20 and 50)	8	963,089	8	1,049,341	10	1,166,117	11	1,280,622
<b>TOTAL POSITIONS</b>	<b>222</b>	<b>16,622,691</b>	<b>220</b>	<b>17,527,932</b>	<b>220</b>	<b>17,402,979</b>	<b>216</b>	<b>17,117,719</b>
<b>PART-TIME</b>								
Lecturers (PTL)		4,682,399		4,740,707		4,555,171		4,463,261
Contractual (NCL)		518,053		595,496		710,702		662,205
Contractual (ECL)		773,658		700,463		748,937		700,463
Continuing Part-Time		114,918		121,777		121,777		140,291
Temporary Part-Time		2,910,827		2,838,871		2,844,489		2,657,595
Student Labor		461,677		418,234		440,018		440,018
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		564,706		826,849		554,585		554,585
<b>TOTAL POSITIONS</b>		<b>10,026,238</b>		<b>10,242,397</b>		<b>9,975,679</b>		<b>9,618,418</b>

# NKCC Narrative

1. What assumptions have you used in your balanced budget scenario besides those provided in the instructions?

Norwalk Community College used the following budget assumptions in our budget:

- 3% Fall enrollment decline and 2% Spring Enrollment decline credit courses with the tuition increase of 3.5%.
- Non-credit enrollment decline of 5% in special programming and flat enrollment in workforce education.
- Increased enrollment of 4.5% winter term as we continue to grow this segment of our course offerings.
- Flat enrollment for summer term with increased fee revenue
- General fund appropriation and fringe paid by the state proposal as instructed by BOR office.
- No wage increases for FY2017
- Fringe benefit increase of 4% over FY16

With the assumptions above alone, NCC has \$1,634,042 to balance our budget.

Norwalk Community College has taken the following steps to balance the budget:

- We will fill two faculty vacancies but leave 3 open pending further budget clarification
- We will not fill an additional 3 administrative positions in addition to current administrative support function vacancies.
- We will not replace several educational assistant vacancies
- We will reduce fringe by \$310,000 not filling the above positions
- The college will institute a mandatory 10% expenditure budget reduction across all departments including academic areas such as Art, Science, Culinary Arts, Nursing as well as support functions such as IT, Faculty Services, and Maintenance. This will result in \$550,000 in savings. The Library budget will be cut by 30%.

# NKCC Narrative cont.

2. Do you assume there are any shared services in order to balance your budget, either system-wide or among fewer sister institutions?

We have not built in shared services to balance our budget. However, NCC is in discussions with a sister school around this topic.

3. What support services might you require or desire from the System to ensure you have adequate resources to manage your institution?

NCC has made significant cuts to many support functions at the institution. Areas that need continued/additional support are Information Technology, Building Maintenance, Custodial Services, and Building Security.

4. Any other information you think is pertinent to this preliminary budget.

The Norwalk Community College Foundation continues to fund five faculty and staff positions as well as some funding for our vet tech program and other special events/services the college can no longer afford (such as student Fresh Check day, Academic Festival, support of our PTK program, commencement ceremonies, and our Digication software). Across the board we have impacted students by cutting Library hours and resources; impacted campus facilities by cutting building maintenance, security and custodial services; and impacted instruction by cutting academic division budgets all of which define NCC as a world class community college.



# QUINEBAUG VALLEY CC



# QVCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	5,708,944	5,924,604	5,042,832	5,050,991	8,159
State Appropriations	6,889,552	6,767,862	6,886,389	6,734,082	(152,307)
State Paid Fringe Benefits	4,629,491	4,525,115	4,525,115	4,753,588	228,473
Other	115,763	141,467	80,797	134,820	54,023
<b>Total Revenue</b>	<b>17,343,749</b>	<b>17,359,048</b>	<b>16,535,133</b>	<b>16,673,481</b>	<b>138,348</b>
Full Time Labor	5,998,559	6,345,888	6,346,641	6,184,324	(162,317)
Part-Time Labor	2,379,218	2,305,376	1,992,635	2,025,973	33,338
Students and Other	669,559	603,598	593,012	494,549	(98,463)
Total Personal Services	9,047,336	9,254,862	8,932,288	8,704,846	(227,442)
Fringe Benefits	5,140,836	5,714,930	4,991,029	5,151,051	160,022
Total PS and Fringe	14,188,172	14,969,792	13,923,317	13,855,897	(67,420)
Financial Aid & Waivers	909,703	978,716	1,052,716	788,963	(263,753)
All Other	1,727,027	2,086,370	2,171,151	1,971,182	(199,969)
<b>Total Expenditures</b>	<b>16,824,903</b>	<b>18,034,878</b>	<b>17,147,184</b>	<b>16,616,042</b>	<b>(531,142)</b>
<b>Total Before Transfers</b>	<b>518,846</b>	<b>(675,830)</b>	<b>(612,051)</b>	<b>57,439</b>	<b>669,490</b>
Developmental Education	232,158	202,194	180,773	218,809	38,036
State Tuition Support	171,422	649,898	649,898	-	(649,898)
Other Transfers Net	(119,640)	(175,262)	71,380	(276,248)	(347,628)
<b>Total Transfers</b>	<b>283,940</b>	<b>676,830</b>	<b>902,051</b>	<b>(57,439)</b>	<b>(959,490)</b>
<b>Net Change</b>	<b>802,786</b>	<b>1,000</b>	<b>290,000</b>	<b>-</b>	<b>(290,000)</b>

# QVCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	677	530	604	671	552	612	587	460	524	540	423	482	-8%
Part Time	1,252	1,192	1,222	1,212	1,121	1,167	1,093	1,006	1,050	1,006	926	966	-8%
Total	1,929	1,722	1,826	1,883	1,673	1,778	1,680	1,466	1,573	1,546	1,349	1,448	-8%
<b>FTE</b>													
Full Time	591	477	534	586	488	537	513	409	461	472	376	424	-8%
Part Time	505	479	492	488	461	475	445	397	421	409	365	387	-8%
Total	1,096	956	1,026	1,074	949	1,012	958	806	882	881	741	811	-8%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# QVCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	32	2,217,008	31	2,233,767	32	2,339,375	31	2,246,829
Counselors	-	-	-	-	-	-	-	-
Librarians	4	337,031	4	356,505	4	358,441	4	287,467
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	23	1,146,208	22	1,210,666	25	1,155,509	23	1,234,947
Administrative (Union Code 22, 46 and 55)	29	1,872,944	26	1,993,009	26	1,886,143	28	1,932,157
Managerial Professional ( Union code 23, 20 and 50)	5	425,367	4	551,941	7	607,173	4	482,923
<b>TOTAL POSITIONS</b>	<b>93</b>	<b>5,998,558</b>	<b>87</b>	<b>6,345,888</b>	<b>94</b>	<b>6,346,641</b>	<b>90</b>	<b>6,184,323</b>
<b>PART-TIME</b>								
Lecturers (PTL)		1,496,014		1,515,153		1,233,157		1,150,565
Contractual (NCL)		172,351		191,045		176,570		168,984
Contractual (ECL)		114,588		74,260		59,716		60,000
Continuing Part-Time		170,642		122,700		363,821		316,437
Temporary Part-Time		712,562		667,523		395,657		558,971
Student Labor		15,032		15,225		15,225		15,075
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		367,589		323,068		341,501		250,490
<b>TOTAL POSITIONS</b>		<b>3,048,778</b>		<b>2,908,974</b>		<b>2,585,647</b>		<b>2,520,522</b>

# QVCC Narrative

Quinebaug Valley Community College (QVCC) expects to finish FY2016 with a \$350,000 - \$400,000 surplus, despite experiencing an enrollment decline of more than 12 percent, combined with mandated budget cuts. The surplus can be attributed to a contingency plan built into the 2016 budget and several vacancies not being filled this fiscal year. It is impressive to note that while significant budget cuts arose in FY2016, the impact was minimal to QVCC students.

Because QVCC is starting Fiscal Year 2017 in the black, the College is able to project a realistic breakeven preliminary budget.

1. In projecting Fiscal Year's 2017 budget, QVCC used the following assumptions to create a balanced budget:
  - Assumptions provided in the FY2016-2017 Budget and Spending Plan Documentation Guidelines;
  - Enrollment reduction of eight percent (8 percent);
  - Increase in extension revenues of 20 percent because of the newly hired Coordinator of Continuing and Professional Education;
  - Staffing changes and potential new hires to be approved by the BOR. These changes will meet the needs of the College but maintain a balanced budget:
    - Hire permanent leader for the Willimantic Center
    - Hire new Associate Director of Human Resources
    - Reorganize the advising function in light of the recent retirement of the Associate Director of Advising
    - Delay hiring new custodian - 9/1/16 start date
    - Delay hiring new Manufacturing/Engineering Program Coordinator - 1/1/17 start date
    - Delay hiring two new Manufacturing Lab Assistants – spring 2017
    - Delay hiring of the Library Director – 11/1/16

# QVCC Narrative

## 1. (continued)

- Institutional Financial Aid/Match is currently at 17 percent. This represents a reduction of approximately eight percent, of 2016 spending, because of an expected decline in enrollment next year.
  - No contingency has been built into the FY17 Preliminary Distribution at this point in time. As we fine tune the budget and know definitively what the July 1, 2016 numbers will be, QVCC will build a contingency, equal to at least a minimum of five percent of the General Fund allocation. Given the cost structure of the Connecticut Community Colleges, we will meet this by not filling positions or eliminating positions.
2. Although balancing QVCC's budget does not assume any shared services system wide or with our sister community colleges, QVCC would like to see support with regulatory compliance issues in the areas of Human Resources, Affirmative Action, Title IX, PA12-40 and environmental regulations to ensure that we have a system-wide standard. Discussions on consolidating purchasing or other accounting functions would not save QVCC any positions.
  3. To ensure QVCC has adequate resources, supplementary funding in the areas of the Early College Opportunity Program, Developmental Education, and Transitional Adult Education would help students participating in these courses succeed in achieving their goal of graduating.
  4. With declining resources, potential layoffs, and the uncertainty of many variables, Quinebaug Valley Community College hopes to find creative ways to fund and maintain programs without interrupting the quality of service offered to students. This goal may not be achievable if the College receives additional cuts beyond the current level.

# CHARTER OAK SC



# COSC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	10,199,084	10,721,400	9,622,948	10,969,759	1,346,811
State Appropriations	2,532,166	2,733,385	2,689,233	2,550,845	(138,388)
State Paid Fringe Benefits	1,482,234	1,394,026	1,647,175	1,664,772	17,597
Other	2,305,472	2,302,718	1,945,600	1,766,687	(178,913)
<b>Total Revenue</b>	<b>16,518,956</b>	<b>17,151,529</b>	<b>15,904,956</b>	<b>16,952,063</b>	<b>1,047,107</b>
Full Time Labor	5,912,900	6,282,852	6,230,242	5,884,131	(346,111)
Part-Time Labor	3,148,705	3,294,909	2,822,905	3,041,688	218,783
Students and Other	441,962	540,025	418,640	359,011	(59,629)
Total Personal Services	9,503,567	10,117,786	9,471,787	9,284,830	(186,957)
Fringe Benefits	4,619,597	4,441,047	4,810,330	4,968,827	158,497
Total PS and Fringe	14,123,164	14,558,833	14,282,117	14,253,657	(28,460)
All Other	2,609,689	2,729,897	2,317,713	2,698,406	380,693
<b>Total Expenditures</b>	<b>16,732,853</b>	<b>17,288,730</b>	<b>16,599,830</b>	<b>16,952,063</b>	<b>352,233</b>
<b>Total Before Transfers</b>	<b>(213,897)</b>	<b>(137,201)</b>	<b>(694,874)</b>	-	<b>694,874</b>
State Tuition Support	234,900	-	-	-	-
GBTGA - OE Reimbursement	976,457	137,201	137,201	-	(137,201)
<b>Total Transfers</b>	<b>1,211,357</b>	<b>137,201</b>	<b>137,201</b>	-	<b>(137,201)</b>
<b>Net Change</b>	<b>997,460</b>	-	<b>(557,673)</b>	-	<b>557,673</b>



# COSC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	301	338	320	386	376	381	329	359	344	332	359	346	0.9%
Part Time	1,279	1,386	1,333	1,543	1,627	1,585	1,406	1,407	1,407	1,415	1,435	1,415	0.6%
<b>Total</b>	<b>1,580</b>	<b>1,724</b>	<b>1,652</b>	<b>1,929</b>	<b>2,003</b>	<b>1,966</b>	<b>1,735</b>	<b>1,766</b>	<b>1,751</b>	<b>1,747</b>	<b>1,794</b>	<b>1,761</b>	<b>0.7%</b>
<b>FTE</b>													
Full Time	301	338	320	328	325	327	280	307	294	283	306	295	1.1%
Part Time	426	462	444	583	604	594	532	518	525	538	526	532	1.1%
<b>Total</b>	<b>727</b>	<b>800</b>	<b>764</b>	<b>911</b>	<b>929</b>	<b>920</b>	<b>812</b>	<b>825</b>	<b>819</b>	<b>821</b>	<b>832</b>	<b>827</b>	<b>1.1%</b>

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# COSC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Classified (Union Code 03, 06, 07, 09, 15, and 16)	3	92,330	2	92,846	2	92,846	-	
Administrative (AFSCME Local 1214)	67	4,223,489	69	4,854,655	67	4,854,722	68	4,850,396
Managerial Professional ( Union code 23, 20 and 50)	11	1,337,952	11	1,335,351	11	1,335,351	9	1,033,735
<b>TOTAL POSITIONS</b>	<b>81</b>	<b>5,653,771</b>	<b>82</b>	<b>6,282,852</b>	<b>80</b>	<b>6,282,919</b>	<b>77</b>	<b>5,884,131</b>
<b>PART-TIME</b>								
Lecturers								
Continuing Part-Time		447,465		404,026		404,026		412,550
Temporary Part-Time		2,701,240		2,427,187		2,427,187		2,629,138
Student Labor		340,293		318,595		318,595		286,085
Other Part-Time		101,669		100,045		100,045		80,864
<b>TOTAL POSITIONS</b>		<b>3,590,667</b>		<b>3,249,853</b>		<b>3,249,853</b>		<b>3,408,637</b>

# COSC Narrative

## Assumptions and Actions Taken

- On the revenue side, we expect to generate an additional \$450,000 from tuition of our new graduate program. We expect to have two groups of twenty students enroll in the fall and spring semesters. Prior to advertising for the program, more than 400 inquiries have already been received regarding the new master's degree in Organizational Effectiveness Leadership.
  - Our undergraduate enrollment is expected to be basically flat next year.
- On the expense side, reducing the budget by over \$700,000 was necessary. Since our budget is close to 90% human resources, options to decrease the personal services budget were the major guiding force.
  - While we made some modest reductions in the other expense line of the budget, several strategies complimented our approach to reducing personal services; they were: sharing our resources with another BOR institution, not filling vacancies, a request for the Voluntary Leave Program, a retirement, a change from full-time to part-time status, a reduction in student workers, and lastly layoffs.
  - Two opportunities allowed us to reduce costs by sharing our Chief Information Officer with Western CT. State University. Several of our staff will also be assisting WCSU with the installation of new hardware on their campus. Charter Oak will receive compensation for the hours worked by these staff members on this project. These actions save approximately \$171,000.
  - There will also be a voluntary separation from the College in the next couple of months. This position will not be refilled as well as another position vacated near the end of FY 16. The value of the position not filled next fiscal year is approximately \$105,000 including fringe.
  - In addition to not filling vacancies, several employee initiated actions assisted with expense reductions. We had an employee sign up for the Voluntary Leave Program in order to reduce the number of days she will work during a payroll cycle. We also approved a request for another employee to transition from full-time to part-time work. A third employee will be retiring near the beginning of FY 17. The approximate value for these three actions are \$124,000. An additional 10,000 was realized by reducing the number of student workers.
  - Unfortunately, our last part of the plan was to identify layoffs. This process was extremely difficult. Three employees have been identified for an approximate savings of \$305,000.
- These actions account for approximately \$715,000 in savings and balance our budget for FY 17.

# GATEWAY CC



# GWCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	25,139,906	26,348,765	25,280,850	25,135,060	(145,790)
State Appropriations	16,773,050	19,359,494	19,858,014	20,010,106	152,092
State Paid Fringe Benefits	12,029,660	14,077,415	13,630,541	14,877,514	1,246,973
Other	526,805	417,000	428,048	509,907	81,859
<b>Total Revenue</b>	<b>54,469,421</b>	<b>60,202,674</b>	<b>59,197,453</b>	<b>60,532,587</b>	<b>1,335,134</b>
Full Time Labor	17,560,426	18,218,758	18,163,874	18,289,709	125,835
Part-Time Labor	10,935,131	11,596,787	10,966,358	10,464,991	(501,367)
Students and Other	2,969,614	3,072,159	3,021,053	2,691,650	(329,403)
Total Personal Services	31,465,170	32,887,704	32,151,285	31,446,350	(704,935)
Fringe Benefits	16,613,424	17,233,161	17,247,091	18,153,977	906,886
Total PS and Fringe	48,078,594	50,120,865	49,398,376	49,600,327	201,951
Financial Aid & Waivers	3,301,803	3,376,554	3,176,209	3,385,224	209,015
All Other	7,099,177	7,744,913	7,539,261	7,304,423	(234,838)
<b>Total Expenditures</b>	<b>58,479,574</b>	<b>61,242,332</b>	<b>60,113,846</b>	<b>60,289,974</b>	<b>176,128</b>
<b>Total Before Transfers</b>	<b>(4,010,153)</b>	<b>(1,039,658)</b>	<b>(916,393)</b>	<b>242,613</b>	<b>1,159,006</b>
Developmental Education	991,308	863,366	771,898	934,308	162,410
State Tuition Support	752,556	864,057	864,057	-	(864,057)
Other Transfers Net	1,783,503	(687,765)	(719,562)	(1,176,921)	(457,359)
<b>Total Transfers</b>	<b>3,527,367</b>	<b>1,039,658</b>	<b>916,393</b>	<b>(242,613)</b>	<b>(1,159,006)</b>
<b>Net Change</b>	<b>(482,786)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# GWCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	2,689	2,366	2,528	2,589	2,149	2,369	2,286	1,953	2,120	2,257	1,927	2,092	-1.3%
Part Time	5,497	5,558	5,528	5,611	5,510	5,561	5,694	5,073	5,384	5,620	5,007	5,314	-1.3%
Total	8,186	7,924	8,055	8,200	7,659	7,930	7,980	7,026	7,503	7,877	6,934	7,406	-1.3%
<b>FTE</b>													
Full Time	2,307	2,051	2,179	2,252	1,890	2,071	1,984	1,726	1,855	1,965	1,708	1,837	-1.0%
Part Time	2,384	2,330	2,357	2,456	2,354	2,405	2,429	2,174	2,302	2,405	2,152	2,279	-1.0%
Total	4,691	4,381	4,536	4,708	4,244	4,476	4,413	3,900	4,157	4,370	3,860	4,115	-1.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# GWCC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	109	9,228,340	104	8,880,015	105	9,033,175	106	9,018,539
Counselors	7	555,081	8	533,658	7	501,920	7	553,191
Librarians	7	560,210	7	588,477	8	624,652	7	594,582
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	69	2,930,455	66	3,337,619	64	3,191,983	62	3,190,912
Administrative (Union Code 22, 46 and 55)	47	3,156,055	49	3,678,991	50	3,702,176	52	3,835,180
Managerial Professional ( Union code 23, 20 and 50)	8	1,130,285	8	1,199,998	7	1,109,968	7	1,097,305
<b>TOTAL POSITIONS</b>	<b>247</b>	<b>17,560,426</b>	<b>242</b>	<b>18,218,758</b>	<b>241</b>	<b>18,163,874</b>	<b>241</b>	<b>18,289,709</b>
<b>PART-TIME</b>								
Lecturers (PTL)		7,047,711		7,643,061		7,332,463		7,018,592
Contractual (NCL)		426,140		587,908		442,306		380,900
Contractual (ECL)		962,356		1,060,430		970,281		954,110
Continuing Part-Time		58,077		71,787		52,970		60,064
Temporary Part-Time		3,829,343		3,881,939		3,580,925		3,436,335
Student Labor		565,981		677,577		667,829		656,666
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		1,015,138		746,244		940,637		699,974
<b>TOTAL POSITIONS</b>		<b>13,904,746</b>		<b>14,668,946</b>		<b>13,987,411</b>		<b>13,206,641</b>

# GWCC Narrative

At the end of April 2016, Gateway Community College, (“GCC”) continues to project to end the 2015-2016 fiscal year with a balanced budget despite an actual 7.3% decline in credit FTE enrollment and 3.09% increase in the fringe benefit rate than originally planned. In the current year, budget deficits have been mitigated by reducing the number of sections offered thereby lowering part time instructional costs to correspond with the enrollment decline and by delaying the planned refill of vacant positions. In addition, we’ve benefitted from a mild winter which helped to reduce utility expenses, as well as a change in the composition in our student body that resulted in lower than anticipated costs for translator services for our deaf and hearing impaired population.

However the continued strategy of balancing the budget by allowing positions to remain vacant has taken a significant toll on GCC. Currently, there are 41 vacant positions that are distributed unequally among departments. Many areas are currently operating without sufficient staff to provide the bare minimum of services necessary to support the FY17 projected level of enrollment. For example:

- The current staffing level in the Admissions Office is such that they are unable to keep up with the volume of applications they receive, hindering enrollment efforts;
- The current staffing level of three full time personnel in the Financial Aid Office is not sufficient to keep pace with the high volume of loan applications they receive, also hindering enrollment efforts or to be compliant with federal FAFSA awarding processing requirements;
- The current staffing level of three full time personnel in the Records Office is unable to keep up with student’s demand for registration services, (70% of the student population registers in person). This level of staffing also risks the College’s ability to effectively maintain student academic records;
- Today, approximately 29% of our full time maintainer and custodial positions are unfilled. Without additional assistance in the area, overtime cost will soar.

In order to begin addressing this, GCC was recently approved to fill seven vacancies before the end of the current fiscal year in the areas the College deemed to be the most critical in carrying out our mission and goals. The positions approved for refill are: Registration Services Assistant (Temporary), Financial Aid Assistant, Assistant Director of Admissions/Processing, Administrative



# GWCC Narrative cont.

(cont.) Assistant for the Academic Dean's Office (Temporary), Record's Office Clerk, and two Custodians.

The related position costs are factored into the FY17 budget request. In addition, approval to fill an additional twelve positions at the start of the Fall 16 semester is also being sought. The costs associated with filling these positions has also been incorporated into the FY17 request. The FY17 position refill request includes the following positions: a total of five Faculty assigned to: Manufacturing, Philosophy, Nursing-Medical/Surgical (2), and Nuclear Medical Technology; two Academic Support positions: Media Specialist, Internship Facilitator; and five Student Services positions: Assistant Registrar, Office Assistant assigned to the Records Office, Registration Services Assistant (Permanent), Financial Aid Assistant, and Bursar.

The FY17 Budget Request is built to support the current level of services based on a 1% decline, (three year trend) in our actual FY17 credit FTE enrollment. The fringe benefit rates are updated to reflect the current rates after the recoding process on 5/22/16. Utility and translator costs are budgeted at FY15 levels since the savings generated in FY16 are expected to be temporary. The budget relies on vacancy savings of \$245 thousand from four new confirmed vacancies, and assumes real reductions in the following budget categories:

- Educational assistants - \$150,000 or 4.2%,
- Part time lecturers \$300,000 or 4.1%,
- Student labor \$10,000 or 1.5%,
- Overtime \$25,000 or \$9.5%, and
- Contracted security \$106,315 or 1.5%.

The FY17 Preliminary Budget does not rely on any savings from shared services over and above what is currently in place. Implementing these reductions will not be easy, especially given the college's current full time staffing issues. Decisions will need to be made that will impact both the types and the level of services that can be provided to our students. And while definitive reduction planning is still in progress, it is anticipated that these budget cuts will most likely impact the level of academic support services that the college can afford to provide.

# CAPITAL CC



# CCC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	12,622,199	13,257,454	11,710,649	11,651,254	(59,395)
State Appropriations	11,990,973	12,053,210	12,318,258	11,795,687	(522,571)
State Paid Fringe Benefits	8,446,570	8,430,533	8,976,315	9,034,317	58,002
Other	(97,232)	295,001	237,009	296,275	59,266
<b>Total Revenue</b>	<b>32,962,510</b>	<b>34,036,198</b>	<b>33,242,231</b>	<b>32,777,533</b>	<b>(464,698)</b>
Full Time Labor	12,207,661	12,517,050	12,510,803	11,937,516	(573,287)
Part-Time Labor	5,256,763	5,309,877	4,661,478	4,178,826	(482,652)
Students and Other	1,661,656	1,273,412	1,273,412	1,214,606	(58,806)
Total Personal Services	19,126,080	19,100,339	18,445,693	17,330,948	(1,114,745)
Fringe Benefits	10,399,090	10,329,430	10,449,387	10,225,259	(224,128)
Total PS and Fringe	29,525,170	29,429,769	28,895,080	27,556,207	(1,338,873)
Financial Aid & Waivers	2,258,862	1,936,493	1,818,228	1,800,083	(18,145)
All Other	3,417,202	3,715,676	3,372,784	3,278,286	(94,498)
<b>Total Expenditures</b>	<b>35,201,234</b>	<b>35,081,938</b>	<b>34,086,092</b>	<b>32,634,576</b>	<b>(1,451,516)</b>
<b>Total Before Transfers</b>	<b>(2,238,724)</b>	<b>(1,045,740)</b>	<b>(843,861)</b>	<b>142,957</b>	<b>986,818</b>
Developmental Education	472,009	411,089	367,537	444,868	77,331
State Tuition Support	402,440	1,022,756	1,022,756	-	(1,022,756)
Other Transfers Net	654,839	(388,105)	(546,432)	(587,825)	(41,393)
<b>Total Transfers</b>	<b>1,529,288</b>	<b>1,045,740</b>	<b>843,861</b>	<b>(142,957)</b>	<b>(986,818)</b>
<b>Net Change</b>	<b>(709,436)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CCC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	993	858	926	971	790	881	825	634	730	784	602	693	-5.1%
Part Time	3,175	3,051	3,113	3,104	2,917	3,011	2,678	2,601	2,640	2,544	2,471	2,508	-5.0%
Total	4,168	3,909	4,039	4,075	3,707	3,891	3,503	3,235	3,369	3,328	3,073	3,201	-5.0%
<b>FTE</b>													
Full Time	845	741	793	836	682	759	704	547	626	669	520	595	-5.0%
Part Time	1,426	1,359	1,393	1,372	1,273	1,323	1,177	1,159	1,168	1,118	1,101	1,110	-5.0%
Total	2,271	2,100	2,186	2,208	1,955	2,082	1,881	1,706	1,794	1,787	1,621	1,704	-5.0%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# CCC Employees

## CATEGORY

### FULL-TIME

Faculty  
 Counselors  
 Librarians  
 Coaches  
 Classified (Union Code 03, 06, 07, 09, 15, and 16)  
 Administrative (Union Code 22, 46 and 55)  
 Managerial Professional ( Union code 23, 20 and 50)

### TOTAL POSITIONS

### PART-TIME

Lecturers (PTL)  
 Contractual (NCL)  
 Contractual (ECL)  
 Continuing Part-Time  
 Temporary Part-Time  
 Student Labor  
 All Other Personnel Services (Leave pay, Longevity Pay and Overtime)

### TOTAL POSITIONS

	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
Faculty	63	5,499,504	69	5,457,035	63	5,213,085	59	4,915,939
Counselors	4	323,963	6	449,699	4	345,475	4	345,475
Librarians	5	417,482	5	441,610	5	432,979	5	432,979
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	37	2,046,652	35	2,074,027	36	2,124,764	33	1,976,031
Administrative (Union Code 22, 46 and 55)	44	2,952,224	41	3,083,103	39	3,250,204	37	3,122,796
Managerial Professional ( Union code 23, 20 and 50)	9	967,835	9	1,011,576	9	1,144,296	-	1,144,296
<b>TOTAL POSITIONS</b>	<b>162</b>	<b>12,207,660</b>	<b>165</b>	<b>12,517,050</b>	<b>156</b>	<b>12,510,803</b>	<b>138</b>	<b>11,937,516</b>
Lecturers (PTL)		2,749,993		2,957,180		2,380,781		2,258,171
Contractual (NCL)		422,007		382,055		382,055		382,055
Contractual (ECL)		528,596		432,650		432,650		432,650
Continuing Part-Time		29,878		30,432		30,432		30,432
Temporary Part-Time		2,476,892		2,322,265		2,250,265		1,890,223
Student Labor		172,689		100,000		100,000		95,000
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		538,364		358,707		358,707		304,901
<b>TOTAL POSITIONS</b>		<b>6,918,419</b>		<b>6,583,289</b>		<b>5,934,890</b>		<b>5,393,431</b>

# CCC Narrative

The FY 17 Prelim Budget spreadsheet reflects a balanced budget. Capital initially projected and addressed a 1.885 million dollar projected shortfall assuming College expenditures remain constant with FY 16 expenditures and based on the current projection of FY 17 operating and non-operating revenues.

Estimated tuition and fee revenues include a 3.5% rate increase and a 5% reduction in FTE from actual of academic year 2016. The 5% FTE reduction is less than the College three year average decline of 7%. A student survey was conducted for three consecutive Saturdays, the results revealed an opportunity to expand strategically course offerings by:

1. Coordinating and implementing credit late start courses
2. Increasing non-credit workforce development offerings
3. Strategically scheduling Friday and Saturday courses to optimize degree paths
4. Marketing the “weekend college” feature
5. Marketing and offering accelerated credit certificate programs
6. Promoting facility rental for business and community events
7. Opening of a new Personal Financial Counseling Center.

We have addressed the projected deficit, to ensure a balanced budget, based on the below recommendations:

1. Maintaining 8 vacancies - \$573,287
2. Reducing Part Time Lecturer (PTL) expenses 5% - \$122,610
3. Reducing Part Time staff by 16% - \$360,042
4. Reducing all other wages (OT, Students, payouts, etc.) 15% – \$58,806
5. Recalculating fringe on wage reductions - \$657,700
6. Reducing all other expenses by 10% - \$113,918
7. Opening of a new Personal Finance Counseling Center.

# CCC Narrative

The general budget assumptions are:

- 5% Enrollment decline, projecting an average FTE of 1,704
- Maintaining at least 8 vacancies with limited backfilling
- Reduction of PTL contracts (adjusted for enrollment semester variations)
- Non-renewal of many Educational Assistant contracts
- Estimated fringe expense at 59% of total wages

The analysis done on vacancies were as of March 31, 2016. The College is projecting at least another six retirements by the end of this fiscal year and has included those retirements in the preliminary budget submission. Current vacancies are in counseling, maintenance, public safety, human resources, secretarial and program coordination support.

The PTL reduction is based on projected decreased enrollment as well as improving classroom percentage capacity. To realize these reductions the College will work toward an overall classroom capacity above 85%. Generally, 1 PTL, may be added for every 5 FTEs enrolled above the full time faculty maximum course coverage.

Educational Assistants are employed in all divisional areas in functions as administrative support, tutors, library, ESL, lab techs, lab school and testing. The reduction to this part-time workforce will be done by decreasing work hours and contracts. The College will realize reductions in services in the indicated functional areas.

The College will reduce and limit expenditures on particular line items; items such as food, travel and general repairs. Additionally the College will review to consolidate or eliminate certain information technology software and hardware licenses.

The College view on consolidation services is to review roles that have limited direct student contact, (i.e., accounts payable, purchasing, human resources and facility management) for possible consolidation or shared services. After a study of Capital's low student touch functions, the institution will determine and recommend to the BOR the services and shared functions among sister institutions that would benefit our institution and have the least negative impact on student learning and success.

# ASNUNTUCK CC





# ACC Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Budget	FY17 vs FY16 Proj
Tuition & Fees	6,180,809	6,741,709	6,570,629	6,530,573	(40,056)
State Appropriations	6,901,904	7,021,182	7,123,066	7,070,367	(52,699)
State Paid Fringe Benefits	5,119,725	5,197,424	5,484,049	5,584,883	100,834
Other	28,066	189,700	132,487	136,989	4,502
<b>Total Revenue</b>	<b>18,230,504</b>	<b>19,150,015</b>	<b>19,310,231</b>	<b>19,322,812</b>	<b>12,581</b>
Full Time Labor	6,498,360	6,578,935	5,804,362	5,370,101	(434,261)
Part-Time Labor	2,746,111	2,921,033	3,593,587	3,671,991	78,404
Students and Other	1,009,073	964,224	1,092,698	919,312	(173,386)
Total Personal Services	10,253,544	10,464,192	10,490,647	9,961,404	(529,243)
Fringe Benefits	6,012,070	6,079,474	6,494,007	6,336,449	(157,558)
Total PS and Fringe	16,265,614	16,543,666	16,984,654	16,297,853	(686,801)
Financial Aid & Waivers	838,092	886,745	834,757	834,503	(254)
All Other	1,905,335	2,356,370	2,180,035	2,143,424	(36,611)
<b>Total Expenditures</b>	<b>19,009,041</b>	<b>19,786,781</b>	<b>19,999,446</b>	<b>19,275,780</b>	<b>(723,666)</b>
<b>Total Before Transfers</b>	<b>(778,537)</b>	<b>(636,766)</b>	<b>(689,215)</b>	<b>47,032</b>	<b>736,247</b>
Developmental Education	215,866	188,005	168,087	203,453	35,366
State Tuition Support	198,027	601,424	601,424	-	(601,424)
Other Transfers Net	54,065	(152,663)	(80,296)	(250,485)	(170,189)
<b>Total Transfers</b>	<b>467,958</b>	<b>636,766</b>	<b>689,215</b>	<b>(47,032)</b>	<b>(736,247)</b>
<b>Net Change</b>	<b>(310,579)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# ACC Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 ACTUAL			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time	703	591	647	690	589	640	622	529	576	608	517	563	-2.3%
Part Time	1,012	909	961	913	892	903	949	928	939	927	907	917	-2.3%
Total	1,715	1,500	1,608	1,603	1,481	1,542	1,571	1,457	1,514	1,535	1,424	1,480	-2.3%
<b>FTE</b>													
Full Time	652	554	603	644	559	602	579	494	537	566	483	525	-2.2%
Part Time	383	343	363	345	338	342	365	349	357	357	341	349	-2.2%
Total	1,035	897	966	989	897	943	944	843	894	923	824	874	-2.2%

\*Information from BOR Office of Research and System Effectiveness 4/5/2016

# ACC Employees

CATEGORY	FY15 Actual		FY16 Budget		FY16 Projection		FY17 Prelim. Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>								
Faculty	30	2,063,795	29	2,229,968	29	2,138,378	27	2,043,030
Counselors	3	293,024	4	304,109	5	208,875	3	188,895
Librarians	3	210,851	3	230,669	3	200,473	2	160,070
Coaches	-	-	-	-	-	-	-	-
Classified (Union Code 03, 06, 07, 09, 15, and 16)	10	481,193	9	469,513	12	325,950	7	321,854
Administrative (Union Code 22, 46 and 55)	43	2,751,854	39	2,732,015	40	2,359,206	34	2,258,691
Managerial Professional ( Union code 23, 20 and 50)	8	697,643	6	612,661	6	571,480	3	397,561
<b>TOTAL POSITIONS</b>	<b>97</b>	<b>6,498,360</b>	<b>90</b>	<b>6,578,935</b>	<b>95</b>	<b>5,804,362</b>	<b>76</b>	<b>5,370,101</b>
<b>PART-TIME</b>								
Lecturers (PTL)		1,270,042		1,323,926		1,450,522		1,431,398
Contractual (NCL)		434,786		443,889		480,616		432,582
Contractual (ECL)		272,875		282,110		298,331		342,928
Continuing Part-Time		16,209		18,305		26,091		26,572
Temporary Part-Time		1,459,860		1,578,802		2,116,974		2,214,021
Student Labor		37,379		39,988		39,988		39,988
All Other Personnel Services (Leave pay, Longevity Pay and Overtime)		264,033		198,237		273,763		103,814
<b>TOTAL POSITIONS</b>		<b>3,755,184</b>		<b>3,885,257</b>		<b>4,686,285</b>		<b>4,591,303</b>

# ACC Narrative

1. What assumptions have you used in your balanced budget scenario besides those provided in the instructions?
  - We have assumed a 2.3% decline in our FY17 credit FTE enrollment. Despite several impending enrollment management strategies aimed at maintaining or boosting FTE enrollment, we thought it prudent to design our preliminary budget utilizing the average enrollment pattern over the last three years.
  - We have assumed a FY17 level of non-credit enrollment consistent with what we anticipate to total upon the conclusion of FY16.
  - We have also assumed a level consistent with final FY16 figures with regard to revenue generated via contracts for incumbent worker training with industry partnerships maintained by our Advanced Manufacturing Programs.
  - We have kept consistent departmental operating budgets based on their final FY16 levels, which themselves included a 10% reduction from initial budgeted amounts.
2. Do you assume there are any shared services in order to balance your budget, either system-wide or among fewer sister institutions?

Yes. ACC plans to take initiatives relative to consolidation and collaboration with both the System Office and its sister institutions. Please see examples below:

- ACC plans to enter into a Memorandum of Understanding (MOU) with Middlesex Community College (MxCC) for the purposes of merging the MxCC Manufacturing Machine Technology programs with the ACC Manufacturing Technology program into one program under the direction and leadership of ACC. This partnership between MxCC and ACC will expand the capacity of the two colleges to offer credit and non-credit instruction in the field of manufacturing to a larger number of students; be more responsive to area employers needing both incumbent worker training and a steady supply of newly skilled workers for their manufacturing operations; provide multiple locations for credit and non-credit instruction that are close to employers situated along the I-91/Route 9 corridor from the Shoreline to the Massachusetts border; and employ a flexible workforce of approved instructors who can be assigned to either facility based on availability and demand for their courses.

# ACC Narrative

## 2. Continued

- ACC will enter into a consortium with MxCC for the purposes of pooling its Perkins funding. Using Advanced Manufacturing as the required pathway, the two colleges will work in tandem to develop curriculum and programmatic design. The mutual benefits, ranging from the sharing of intellectual resources to student enrollment crossing respective campuses, has the potential to be significant.
- ACC has enlisted the services of Phuong Hull, a webmaster employed by the BOR, to facilitate a redesign of the college's Advanced Manufacturing and Technology website. The BOR's flexibility in allowing Ms. Hull to work two days a week at the ACC campus for a period of six months has allowed the college to retain a valuable service at no cost. ACC is hopeful that the website redesign proves integral to future strategies with regard to recruitment of and information dissemination to potential students in the Advanced Manufacturing and Technology Program.
- ACC will enlist the services of Christine Woodcock, currently employed by Northwestern Community College as a Learning Disabilities Specialist, on a consultancy basis to assist with Disability Services on campus. Due to budgetary restraints, ACC is currently without a full-time person in this area. In addition to having a Ph.D., Dr. Woodcock has several years of relevant experience in the field. This partnership with a sister college will prove to be beneficial for both ACC and its students.

## 3. What support services might you require or desire from the System to ensure you have adequate resources to manage your institution?

None specific at this time.

## 4. Any other information you think is pertinent to this preliminary budget?

Nothing specific at this time.

# CSCU CONSOLIDATED



# CSCU Financial Statements

Summary Financial Statements	FY15 Actual	FY16 Budget	FY16 Projection Mid-Year	FY17 Preliminary Budget	FY17 vs FY16 Proj
Tuition & Fees	497,602,730	520,142,021	507,570,178	526,166,769	18,596,591
State Appropriations	311,135,562	330,218,573	329,168,531	316,481,685	(12,686,846)
State Paid Fringe Benefits	226,986,851	242,687,281	245,500,312	246,421,616	921,304
Housing & Food	88,930,308	96,258,454	96,259,731	98,338,007	2,078,276
Other	16,602,221	18,766,766	16,865,043	16,094,991	(770,052)
<b>Total Revenue</b>	<b>1,141,257,672</b>	<b>1,208,073,095</b>	<b>1,195,363,795</b>	<b>1,203,503,068</b>	<b>8,139,273</b>
Full Time Labor	414,719,661	437,761,390	430,567,746	429,725,654	(842,092)
Part-Time Labor	115,893,197	116,466,954	114,961,385	113,721,859	(1,239,526)
Students and Other	40,674,331	44,055,424	41,738,457	42,130,225	391,768
Total Personal Services	571,287,189	598,283,768	587,267,588	585,577,738	(1,689,850)
Fringe Benefits	308,191,520	333,241,925	331,953,163	341,327,385	9,374,222
Total PS and Fringe	879,478,709	931,525,693	919,220,751	926,905,123	7,684,372
Financial Aid & Waivers	63,881,982	67,480,248	66,914,254	67,828,493	914,239
All Other	180,639,550	197,089,051	194,737,458	187,047,787	(7,689,671)
<b>Total Expenditures</b>	<b>1,124,000,241</b>	<b>1,196,094,992</b>	<b>1,180,872,463</b>	<b>1,181,781,403</b>	<b>908,940</b>
<b>Total Before Transfers</b>	<b>17,257,431</b>	<b>11,978,103</b>	<b>14,491,332</b>	<b>21,721,665</b>	<b>7,230,333</b>
Debt Service	(37,402,394)	(33,286,931)	(33,724,682)	(33,298,665)	426,017
Developmental Education	9,689,029	9,406,104	9,229,096	10,254,001	1,024,905
Tuition Support	19,731,328	10,000,000	10,000,000	-	(10,000,000)
Other Transfers Net	2,850,965	2,087,339	912,583	(2,021,583)	(2,934,166)
<b>Total Transfers</b>	<b>(5,131,072)</b>	<b>(11,793,488)</b>	<b>(13,583,003)</b>	<b>(25,066,247)</b>	<b>(11,483,244)</b>
<b>Net Change</b>	<b>12,126,359</b>	<b>184,615</b>	<b>908,329</b>	<b>(3,344,582)</b>	<b>(4,252,911)</b>

# CSCU Enrollment

	FY2013-14 ACTUAL			FY2014-15 ACTUAL			FY2015-16 PROJECTION			FY2016-17 Prelim. BUDGET			
	Fall 13	Spring 14	Average	Fall 14	Spring 15	Average	Fall 15	Spring 16*	Average	Fall 16	Spring 17	Average	Est % Change
<b>HEADCOUNT</b>													
Full Time													
Undergraduate	42,973	38,285	40,633	41,959	36,946	39,457	40,853	35,961	38,412	40,260	35,445	37,854	-1.5%
Graduate	1,598	1,410	1,505	1,561	1,401	1,482	1,444	1,335	1,391	1,424	1,318	1,372	-1.4%
Total Full Time	44,571	39,695	42,138	43,520	38,347	40,939	42,297	37,296	39,803	41,684	36,763	39,226	-1.5%
Part Time													
Undergraduate	44,282	43,366	43,829	43,709	42,655	43,187	42,077	40,367	41,227	41,226	39,575	40,392	-2.0%
Graduate	3,765	3,780	3,773	3,955	3,860	3,908	3,768	3,669	3,720	3,728	3,630	3,680	-1.1%
Total Part Time	48,047	47,146	47,602	47,664	46,515	47,095	45,845	44,036	44,947	44,954	43,205	44,072	-2.0%
Total FT & PT	92,618	86,841	89,740	91,184	84,862	88,034	88,142	81,332	84,750	86,638	79,968	83,298	-1.7%
<b>FTE</b>													
Full Time													
Undergraduate	39,902	35,692	37,801	39,007	34,676	36,847	38,031	33,618	35,830	37,493	33,144	35,320	-1.4%
Graduate	1,482	1,259	1,372	1,431	1,257	1,345	1,324	1,203	1,265	1,305	1,188	1,248	-1.3%
Total Full Time	41,384	36,951	39,173	40,438	35,933	38,192	39,355	34,821	37,095	38,798	34,332	36,568	-1.4%
Part Time													
Undergraduate	18,721	18,150	18,438	18,586	18,120	18,359	17,909	16,988	17,452	17,548	16,648	17,100	-2.0%
Graduate	1,433	1,450	1,442	1,508	1,468	1,489	1,449	1,434	1,442	1,434	1,418	1,426	-1.1%
Total Part Time	20,154	19,600	19,880	20,094	19,588	19,848	19,358	18,422	18,894	18,982	18,066	18,526	-2.0%
Total FT & PT	61,538	56,551	59,053	60,532	55,521	58,040	58,713	53,243	55,989	57,780	52,398	55,094	-1.6%



# CSCU Employees (\$000s)

CATEGORY	FY15 Actual		FY16 Estimate		FY17 Preliminary Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>						
Faculty	2,201	180,026	2,150	184,152	2,141	183,502
Counselors	73	6,105	73	5,964	68	5,883
Librarians	110	8,728	111	9,406	106	9,055
Coaches	73	5,561	73	5,692	73	5,849
Classified	1,423	72,435	1,442	75,576	1,393	75,684
Administrative	1,434	105,625	1,421	111,359	1,417	113,038
Managerial Professional	297	36,239	307	38,419	294	36,730
<b>TOTAL POSITIONS</b>	<b>5,611</b>	<b>414,719</b>	<b>5,577</b>	<b>430,568</b>	<b>5,491</b>	<b>429,741</b>
<b>PART-TIME</b>						
Lecturers		34,269		33,995		33,813
Permanent/Intermittent		1,563		1,789		1,782
State University Assistants		4,256		4,373		4,331
Graduate Assistants		1,543		1,613		1,655
Other Part-Time		16,446		15,847		15,001
Lecturers (PTL)		42,942		43,748		43,061
Contractual (NCL)		3,699		4,040		3,806
Contractual (ECL)		6,826		6,454		6,471
Continuing Part-Time		1,919		2,149		1,978
Temporary Part-Time		24,620		23,016		22,861
Student Labor		2,911		2,859		2,701
<b>TOTAL POSITIONS</b>		<b>140,994</b>		<b>139,883</b>		<b>137,460</b>



# CSCU Employees by Constituent Unit (\$000s)

## CHARTER OAK

CATEGORY	FY15 Actual		FY16 Estimate		FY17 Prelim Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>						
Classified	2	92	2	76	-	-
Administrative	69	4,483	67	4,798	68	4,850
Managerial Professional	11	1,338	11	1,338	9	1,034
<b>TOTAL POSITIONS</b>	<b>82</b>	<b>5,913</b>	<b>80</b>	<b>6,212</b>	<b>77</b>	<b>5,884</b>
<b>PART-TIME</b>						
Continuing Part-Time		447		404		413
Temporary Part-Time		2,701		2,427		2,629
Student Labor		340		319		286
Other Part-Time		-		100		81
<b>TOTAL POSITIONS</b>		<b>3,488</b>		<b>3,250</b>		<b>3,409</b>

## COMMUNITY COLLEGES

CATEGORY	FY15 Actual		FY16 Estimate		FY17 Prelim Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>						
Faculty	887	66,049	840	65,341	816	63,511
Counselors	58	4,831	59	4,834	54	4,678
Librarians	61	4,595	61	4,994	56	4,623
Coaches	-	-	-	-	-	-
Classified	536	27,021	519	27,183	493	26,404
Administrative	560	38,196	536	39,846	538	39,713
Managerial Professional	100	10,782	102	11,772	93	11,157
<b>TOTAL POSITIONS</b>	<b>2,202</b>	<b>151,474</b>	<b>2,117</b>	<b>153,970</b>	<b>2,050</b>	<b>150,086</b>
<b>PART-TIME</b>						
Lecturers (PTL)		42,942		44,287		43,061
Contractual (NCL)		3,699		3,995		3,806
Contractual (ECL)		6,826		6,487		6,471
Continuing Part-Time		1,412		1,811		1,566
Temporary Part-Time		21,662		20,908		20,232
Student Labor		2,520		2,363		2,383
Other Part-Time		6,918		6,237		5,524
<b>TOTAL POSITIONS</b>		<b>85,979</b>		<b>86,088</b>		<b>83,043</b>

## UNIVERSITIES

CATEGORY	FY15 Actual		FY16 Estimate		FY17 Prelim Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>						
Faculty	1,314	113,873	1,310	118,590	1,325	119,789
Counselors	15	1,275	14	1,130	14	1,205
Librarians	49	4,134	50	4,413	50	4,432
Coaches	73	5,561	73	5,692	73	5,849
Classified	881	45,188	917	48,131	895	49,093
Administrative	709	55,496	732	59,028	729	60,479
Managerial Professional	133	17,350	136	17,915	132	17,494
<b>TOTAL POSITIONS</b>	<b>3,174</b>	<b>242,877</b>	<b>3,232</b>	<b>254,899</b>	<b>3,218</b>	<b>258,341</b>
<b>PART-TIME</b>						
Lecturers		34,269		33,995		33,813
Permanent/Intermittent		1,538		1,739		1,742
State University Assistants		4,256		4,373		4,331
Graduate Assistants		1,543		1,613		1,655
Other Part-Time		9,528		9,399		9,397
<b>TOTAL POSITIONS</b>		<b>51,134</b>		<b>51,119</b>		<b>50,938</b>

## SYSTEM OFFICE

CATEGORY	FY15 Actual		FY16 Estimate		FY17 Prelim Budget	
	Positions	Salaries	Positions	Salaries	Positions	Salaries
<b>FULL-TIME</b>						
Faculty	-	104	-	221	-	202
Classified	4	133	4	185	5	186
Administrative	96	7,451	86	7,687	82	7,996
Managerial Professional	53	6,769	58	7,394	60	7,045
<b>TOTAL POSITIONS</b>	<b>153</b>	<b>14,457</b>	<b>147</b>	<b>15,487</b>	<b>146</b>	<b>15,429</b>
<b>PART-TIME</b>						
Permanent/Intermittent		25		51		40
Continuing Part-Time		59		-		-
Temporary Part-Time		257		-		-
Student Labor		51		70		32
<b>TOTAL POSITIONS</b>		<b>392</b>		<b>121</b>		<b>72</b>



# CSCU Comments

- The negative result overall comes from WCSU’s negative budget for FY17. In accordance with BOR policy, the Finance Committee must approve use of reserves. Subject to such approval, the final budget will show the funds coming out of reserves, and resulting in a balanced budget.
- The Universities filled certain open positions during the course of FY16, which when annualized causes an increase in FT salaries in FY17 compared to FY16. This outweighed the reduction in headcount budgeted for FY17, resulting in fewer employees but higher salary for FT employees.
- Reconciliation of preliminary consolidated increases and decreases are summarized as follows:

State Appropriations (Rev)	12,686,846
Net Fringe Benefits (Cost)	8,452,918
Financial Aid (Cost)	914,239
Tuition Support (Rev)	10,000,000
Net Other	175,020
<b>Cost Increases/Revenue Decreases</b>	<b><u>32,229,023</u></b>
Tuition and Fees (Rev)	18,596,591
Personnel (Cost)	1,689,850
Operating Expenses (Cost)	7,689,671
<b>Cost Decreases/Revenue Increase</b>	<b><u>27,976,112</u></b>
<b>Net Difference</b>	<b><u><u>(4,252,911)</u></u></b>

# CSCU CONCLUSIONS

The State of Connecticut, one of our largest funding sources, has been working to cover an enormous deficit of almost \$1 billion dollars. Our system received a \$25.3 million reduction in appropriations for FY 17 compared to the original biennium. The untiring advocacy by all, including our impressive students, prevented cuts from being as significant as they might have been. We were able to achieve a balanced budget by beginning to implement some changes in the current fiscal year:

- Established hiring freezes
- Eliminating management confidential raises
- Eliminating positions, not filling vacancies and delayed hiring
- Requesting voluntary furloughs
- Requesting retirement schedules for planning

Additional actions to be taken in FY 17 required to balance the budget include:

- Continuing to hold vacancies open
- Deferral of raises
- Tuition increases
- Reduction of Operating Expenses

# CSCU CONCLUSIONS cont.

Many of the proposed actions included in this preliminary budget look for best case outcomes; this makes the budget somewhat risked based. Each institution has created a contingency plan to cushion against the risks in the coming year.

There were several ideas presented by the Presidents during the three days of hearings to look at new ways to engage with each other, including:

- Ideas for shared services have been suggested and are underway (e.g. ACC & MXCC).
- Creative ideas are underway to improve enrollment and to cooperate on enrollment strategies between the Universities and the Colleges (e.g. SCSU & HCC).
- Some other initial plans are already underway in FY17 as discussed by some of our Presidents throughout these hearings.
- The Deans of Administration and the Community College Presidents are planning a retreat to further explore ideas for them to share resources and processes.

We expect the state deficit to be even more challenging in the next biennium and we must begin to plan for that eventuality now. Relying on attrition is not a good long term strategy. Ideas such as those offered above, and more shared services among the institutions must be our focus moving forward. The CSCU system will manage our budgets and our services in a way that is sustainable for future but preserves the high quality education our students expect and need.