

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

Tuesday, May 12, 2015, at 9:00 am
Regents Board Room
61 Woodland Street, Hartford, CT

Agenda

1. APPROVAL OF MINUTES FROM THE APRIL 9, 2015 MEETING

2. ACTION ITEMS

- A. Resolution concerning Tuition Charged to Certain Veterans of the Armed Forces and Qualified Individuals under the Veterans Access, Choice, and Accountability Act of 2014

3. INFORMATION ITEMS

- A. CSCU 2020 Update
- B. Institutional Spending Plan Hearings

9:00	CSCU
9:30	NCC
10:00	WCSU
Break	XXXXXX
11:00	CCSU
11:30	QVCC
Lunch	XXXXXX
12:30	CCC
1:00	SO
1:30	Closing Remarks

**MEETING OF THE
FINANCE & INFRASTRUCTURE COMMITTEE**

Board of Regents for Higher Education
Thursday, April 9, 2015, at 10:00 a.m.
61 Woodland Street, Hartford CT

Minutes

REGENTS PRESENT

Matt Fleury, Committee Chair
Richard Balducci
Sarah Greco (Telephonic)
William McGurk (Telephonic)
Catherine Smith (Telephonic)

CSCU REPRESENTATIVES

Mark Rozewski, Executive Vice President, SCSU; Richard Bachoo, Chief Administrative Officer, CSCU; Charlene Casamento, Chief Financial Officer, CCSU; James Howarth, Vice President for Finance & Administration, ECSU; Paul Martland, Dean of Administration, QVCC; Sean Loughran, Interim Chief Financial Officer, WCSU

CSCU STAFF

Elizabeth Caswell, Chief of Staff; Erika Steiner Chief Financial Officer; Keith Epstein, Vice President for Facilities & Infrastructure Planning; Christopher Forster, Controller; Karen Stone, Director of Internal Audit; Michael Kozlowski, Director, Public Affairs & Marketing; Melentina Pusztay, Director, Budgets and Planning; Ernestine Weaver; Counsel; Erin Fitzgerald, Associate for Board Affairs; Rosalie Butler, Administrative Assistant for Finance

With a quorum present, Chairman Fleury called the meeting to order at 10:00 a.m.

1. APPROVAL OF MINUTES FROM THE MARCH 19, 2015 MEETING

The minutes of the March 19, 2015 meeting were unanimously approved, as written.

2. INFORMATION ITEMS

A. CSCU 2020 Update

VP Epstein provided an update on CSCU projects to date. He characterized projects as being largely on schedule. He cited the 1st, 2nd and third floors of Buley Library as fully operational, with the 4th floor on-target to open for summer session. He also indicated the SCSU Science Building would be open in May for use in the fall. Epstein stated that the

Advance Manufacturing Center at Asnuntuck Community College was a priority project and that minor capital projects for the Community Colleges, such as code compliance/infrastructure upgrades, are underway.

B. CFO's Report to the Finance and Infrastructure Committee

CFO Steiner provided Committee Members with an update since Tuition and Fees were set at last month's meeting. She indicated that models had now been refined and included enrollment estimates from the campuses. The Community Colleges have self-identified budget gaps between \$500k - \$1.3 million, with the Universities' gaps ranging from \$3-4 million. Housing and food service are driving the larger gaps at the universities. No gap is projected at Charter Oak State College. CSU faces a \$28 million in the aggregate.

Budget meetings have been scheduled with Dr. Gray and each institution to discuss plans to close the gaps. The general philosophy discussed at Presidents' meetings has been to keep cuts away from the student experience. All institutions have been mandated to break even. President Gray has asked leadership to consider all options.

Steiner stated the System Office will reduce its budget by \$2.6 million.

Formal budget presentations before the Finance Committee are scheduled for May 12-14, with formal approval of the consolidated budget to come before the full Board prior to fiscal year-end.

Steiner stated actions being taken include keeping positions open, not filling vacancies, and non-renewals. She also indicated Middlesex Community College had opted to close its Meriden facility, as the college faces a \$1 million gap. Discussion followed as to which governing body has the authority to close a campus, facility or program. The full Board of Regents did not vote to close the Meriden facility. Further discussed was how MxCC would close the gap if the facility were to remain open. Regent Balducci cited three amendments before the Legislature, one of which speaks specifically to MxCC.

Chairman Fleury reiterated the necessity for break-even at the Community Colleges along with the preservation of reserves. No institution may operate in deficit.

Discussion followed on what types of positions are being held open and whether life/safety positions would be impacted.

Chairman Fleury offered that as the legislature hasn't yet set the biennial budget, the Board must manage known resources. He encouraged Regent participation in the May Spending Plan meetings.

3. ACTION ITEMS

A. Resolution concerning Tuition and General Fund Distribution Methodology at the Connecticut State Universities

Chairman Fleury turned to CFO Steiner for further explanation. Steiner explained the System Office has aggregately collected \$600,000 from the universities' block grant appropriation for a number of years. These funds were intended to be used for unbudgeted systemwide projects, or to smooth over any sudden shifts in funding a change to the distribution model might cause.

The state budget for the 2016-17 biennium did not provide CSCU with expansion options, so no special/strategic projects will be put forth for the next several years. Further, there is no comparable mechanism in place to collect funds from the Community Colleges, so systemwide projects would not be fully funded.

Steiner stated the suspension would allow the universities to maximize usage of their state appropriation.

The Resolution was unanimously approved on a motion by Regent Balducci, seconded by Regent Greco.

B. Resolution concerning Use of Designated Fund Balance to Purchase Scientific Equipment at Southern Connecticut State University

CFO Steiner explained that Southern had put aside unrestricted funds specifically for this purchase. CSUS 2020 paid for a portion, but this additional amount allows the university to fully equip their lab building and offer more programs. SCSU has sufficient reserves to make the purchase. She turned to EVP Rozewski for further information.

Rozewski provided examples of the equipment to be purchased. This type of equipment typically has a long life cycle and won't recur often.

The use of up to \$1.5 million in designated fund balances was unanimously approved on a motion by Regent Balducci, seconded by Regent Greco.

C. Correction of Board Resolution #15-XX Regarding Fee Waivers (action taken at February 26, 2015 Board of Regents Meeting)

Chairman Fleury turned to CFO Steiner for further explanation. She explained the action taken at the February 26, 2015 BOR meeting fulfilled the intent of the Resolution, but incorrectly referenced equity between online and classroom tuitions. The modified Resolution clarifies that waivers for certain residents, as defined in CGS 10a-99, apply for online courses, as well as on-ground courses.

The modified Resolution was unanimously approved on a motion by Regent Balducci, seconded by Regent Greco.

D. Affirmation of 15% Tuition Set-Aside for Financial Aid

CFO Steiner explained that today's action would ensure a consistent, repeatable financial aid set-aside at the Colleges and Universities. As required by a combination of regulations (statute, Board of Regents for Higher Education, and respective predecessor Boards of Trustees), the sixteen institutions had already been setting aside up to as much as 15% of net tuition revenue (gross tuition, less waivers, contra-revenue and refunds) for student aid. She further explained the set aside is intended to be used in the year in which it is established and not be carried forward.

The Resolution was unanimously approved on a motion by Regent Balducci, seconded by Regent Greco.

With no other business to discuss, the meeting was adjourned at 10:50 a.m.

ITEM

Tuition Charged to Certain Veterans of the Armed Forces and Qualified Individuals under the Veterans Access, Choice, and Accountability Act of 2014

BACKGROUND

Section 702 of the Veterans Access, Choice and Accountability Act of 2014 (“Choice Act”), requires the Veterans Administration (VA) requires that institutions of higher education provide all qualifying veterans in-state tuition rates, regardless of residency, in order to qualify for participation under certain veterans’ assistance programs for terms beginning after July 1, 2015.

ANALYSIS

The Connecticut State Colleges and Universities have been supportive of engaging veterans. Transform CSCU 2020 has placed continued focus on enrollment of veterans as a key initiative for the system. Providing our veterans with the opportunity for continuing their education at in-state rates is consistent with our interests in advocating for this population with the dignity they deserve.

In order to qualify for the VA’s GI Bill programs, schools must charge in-state tuition and fees to “covered individuals.” A “covered individual” is defined in the Choice Act as:

- A Veteran who lives in the state in which the institution of higher learning is located (regardless of his/her formal state of residence) and enrolls in the school within three years of discharge from a period of active duty service of 90 days or more.
- A spouse or child using transferred benefits who lives in the state in which the institution of higher learning is located (regardless of his/her formal state of residence) and enrolls in the school within 3 years of the transferor’s discharge from a period of active duty service of 90 days or more.
- A spouse or child using benefits under the Marine Gunnery Sergeant John David Fry Scholarship who lives in the state in which the institution of higher learning is located (regardless of his/her formal state of residence) and enrolls in the school within three years of the Servicemember’s death in the line of duty following a period of active duty service of 90 days or more.

Individuals who initially meet the requirements above will maintain “covered individual” status as long as they remain continuously enrolled at the institution of higher learning, even if they are outside the 3-year window or enroll in multiple programs.

The law requires VA to disapprove programs of education for everyone training under the Post-9/11 GI Bill and the Montgomery GI Bill –Active Duty (MGIB-AD) if in-state tuition and fees are not offered to all “covered individuals.”

States must ensure all public institutions of higher learning offering VA-approved programs charge in-state tuition and fees to “covered individuals” as described, to include same-sex spouses and children (biological, adopted, pre-adoptive, and stepchildren of same-sex spouses) after July 1, 2015. To ensure compliance, States should consider offering in-state tuition and fees to all individuals eligible for benefits under the Post-9/11 and MGIB-AD programs.

Public institutions must offer in-state tuition and fees to all “covered individuals” for Veterans and family members to be eligible to receive GI Bill benefits for training beginning after July 1, 2015. VA will not issue payments for any students eligible for the Post-9/11 GI Bill or the MGIB-AD until the school becomes fully compliant. VA is in the process of developing waiver criteria for States that are actively pursuing changes to comply with these provisions.

These new requirements will ensure that our Nation’s recently discharge Veterans, and their eligible family members, will not have to bear the cost of out-of-state charges while using their well-deserved education benefits.

RECOMMENDATION

Approve the Resolution charging in-state tuition to certain veterans of the Armed Forces and qualified individuals under the Veterans Access, Choice, and Accountability Act of 2014.

RESOLUTION

concerning

TUITION CHARGED
TO
CERTAIN VETERANS OF THE ARMED FORCES
AND
QUALIFIED INDIVIDUALS UNDER
THE VETERANS ACCESS, CHOICE, AND ACCOUNTABILITY ACT OF 2014

May 21, 2015

- WHEREAS, Section 702 of the Veterans Access, Choice, and Accountability Act of 2014 (PL 113-146) requires the Secretary of the Department of Veterans Affairs to disapprove from participating in certain Veterans' assistance programs institutions of higher education that charge certain Veterans and qualified individuals living in this State higher tuition and fees than are charged to in-state students;
- WHEREAS, CSCU institutions have made great strides to improve veteran-specific services through the establishment of Veterans' OASIS centers and the award of credit for specialized military training;
- WHEREAS, One initiative of Transform CSCU 2020 is to continue to improve Veterans outreach and recruitment efforts through the extension of campus best practices throughout the system;
- WHEREAS, Recent global military drawdowns have created, and are expected to continue to create, an influx of Veterans seeking educational opportunities; and
- WHEREAS, Veterans deserve access to public educational opportunities that will allow for the most successful transition from military to civilian life, benefiting themselves, institutions, and the State in the process;
- RESOLVED, For any course, semester, or term commencing on or after July 1, 2015, the below classified students shall be charged tuition and fees at in-state rates:
- A Veteran using educational assistance under either chapter 30 (Montgomery G.I. Bill – Active Duty Program) or chapter 33 (Post-9/11 G.I. Bill), of title 38 of the United States Code, who lives in this State, notwithstanding their status of residency or domicile, and enrolls in a CSCU institution within three years of discharge from a period of active duty service of 90 days or more.
 - Anyone using transferred Post-9/11 GI Bill benefits under 38 U.S.C. § 3319 who lives in this State while attending a CSCU institution, notwithstanding

their status of residency or domicile, and enrolls in the institution within three years of the transferor's discharge from a period of active duty service of 90 days or more.

- A spouse or child using benefits under 38 U.S.C. § 3311(b)(9) (Marine Gunnery Sergeant John David Fry Scholarship) who lives in this state while attending a CSCU institution, notwithstanding their status of residency or domicile, and enrolls in the institution within three years of the Servicemember's death in the line of duty following a period of active duty service of 90 days or more.
- Anyone described above while he or she remains continuously enrolled, other than during regularly scheduled breaks between courses, semesters, or terms, at the same institution. The individual so described must have enrolled in said institution prior to the expiration of the three year period following discharge or death described above and must be using educational benefits under either chapter 30 or chapter 33, of title 38, of the United States Code.

A True Copy:

Erin A. Fitzgerald
Secretary

CSCU 2020
Monthly Project Status Report
Reporting Period Through April 2015

PROJECT NAME	PROJECTED SUBSTANTIAL COMPLETION DATE	PROJECT BUDGET				PERCENTAGE OF COMPLETION	PROJECT ON SCHEDULE	REASON FOR DELAY	ACTIVITY SINCE PREVIOUS REPORT
		BUDGET	EXPENDITURES TO DATE	PROJECTED EXPENDITURES	PROJECTED VARIANCE (Budget-Projected Expenditures)				
<u>CCSU</u>									
Burritt Library HVAC Code Compliance Improvement	4/1/2013	2,182,000	141,200	2,182,000	-	6%	N	Project to commence Summer 2015	
General Fund Minor Capital Improvements Program (FY 2011)	Ongoing	462,500	459,996	462,500	-	99%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	Ongoing	2,235,000	1,407,822	2,235,000	-	63%	Y		X
Window Replacement in Four General Fund Buildings	Phased Project	2,297,500	675,332	2,297,500	-	29%	Y		
New Classroom Office Bldg - Design & Construction	5/30/2013	37,992,000	37,200,350	37,992,000	-	98%	Y		
Auxiliary Services Fund Facilities (FY 2013)		3,200,000	1,962,647	3,200,000	-	61%	Y		
ITBD Renovations		200,000		200,000	-	0%	Y		
HVAC Improvements - Campus-Wide		5,970,000	4,464,615	5,970,000	-	75%			
Copernicus Hall Lower Roof Replacement		722,000		722,000	-	0%	Y		
Maloney Hall HVAC Improvements		1,220,000		1,220,000	-	0%	Y		
Willard & DiLoreto Hall Renovate/Expand		8,360,137	17,424	8,360,137	-	0%	Y		
<u>ECSU</u>									
General Fund Minor Capital Improvements Program (FY 2009)	Ongoing	872,686	855,666	872,686	-	98%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	Ongoing	3,325,000	2,510,671	3,325,000	-	76%	Y		
General Fund Minor Capital Improvements Program (FY 2014)	Ongoing	1,000,000	831,906	1,000,000	-	83%			X
Fine Arts Instructional Center		83,556,000	51,876,804	83,556,000	-	62%	Y		X
New Warehouse	10/1/2013	2,269,000	2,154,554	2,269,000	-	95%	Y		
Auxiliary Services Fund Facilities (FY 2011)	Ongoing	813,000	812,999	813,000	-	100%	Y		X
Auxiliary Services Fund Facilities (FY 2012)	Ongoing	2,200,000	1,862,504	2,200,000	-	85%	Y		X
Auxiliary Services Fund Facilities (FY 2014)	Ongoing	1,000,000		1,000,000	-	0%			
Goddard / Communication Building Renovations		2,551,000	71,855	2,551,000	-	3%			X
Shafer Hall Renovations		4,100,000	111,279	4,100,000	-	3%			X
<u>SCSU</u>									
Academic Laboratory Building (New)	7/1/2015	67,587,000	25,227,920	67,587,000	-	37%	Y		X
Buley Library Addition & Renovations (2020 Share)	1/1/2016	17,437,937	17,437,937	17,437,937	-	100%	Y		X
Earl Hall Mechanical & Electrical Upgrades	1/24/2011	6,454,456	4,642,230	6,454,456	-	72%	Y		
General Fund Minor Capital Improvements Program (FY 2009)	Ongoing	776,845	775,574	775,574	1,271	100%	Y		
General Fund Minor Capital Improvements Program (FY 2011)	Ongoing	1,656,000	1,653,231	1,656,000	-	100%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	Ongoing	1,299,000	1,163,565	1,299,000	-	90%	Y		
General Fund Minor Capital Improvements Program (FY 2014)	Ongoing	1,000,000	928,382	1,000,000	-	93%	Y		X
General Fund Minor Capital Improvements Programs (FY 2015)	Ongoing	1,000,000	88,332	1,000,000	-	9%			X
Jennings Hall Mechanical & Electrical Upgrades	3/4/2011	6,013,168	5,009,514	6,013,168	-	83%	Y		
Moore Field House - Locker Room Renovations	1/30/2012	929,500	922,195	929,500	-	99%	Y		
Moore Field House - Swimming Pool Renovations	7/30/2011	925,000	821,800	925,000	-	89%	Y	Increased Construction Scope	
Old Student Center Renovations (New School of Business)	6/1/2012	6,124,145	5,728,543	6,124,145	-	94%	Y		
Earl Hall Broadcast Studio Security Corridor	T.B.D	136,189		136,189	-	0%	N	Project schedule to be determined	
Moore Field House Locker Room Renovation, Phase III		963,600	657,827	963,600	-	68%	Y		X
Moore Field House Roof Replacement, Phase II		1,119,592	691,953	1,119,592	-	62%	Y		
Wintergreen Renovations		1,975,000		1,975,000	-	0%	Y		
Auxiliary Services Fund Facilities (FY 2011)	Ongoing	1,126,265	1,052,346	1,126,265	-	93%	Y		
Auxiliary Services Fund Facilities (FY 2012)	Ongoing	2,800,000	1,583,677	2,800,000	-	57%	Y		
Auxiliary Services Fund Facilities (FY 2013)	Ongoing	400,000	0	400,000	-	0%	Y		
Auxiliary Services Fund Facilities (FY 2009)	Ongoing	5,466,717	5,253,284	5,466,717	-	96%	Y		
Auxiliary Services Fund Facilities (FY 2015)	Ongoing	1,000,000	0	1,000,000	-	0%	Y		
<u>WCSU</u>									
Fine Arts Instructional Center	4/1/2014	97,593,000	88,666,062	97,593,000	-	91%	Y		
General Fund Minor Capital Improvements Program (FY 2009)	Ongoing	1,485,000	1,221,906	1,485,000	-	82%	Y		
General Fund Minor Capital Improvements Program (FY 2011)	Ongoing	1,165,000	995,906	1,165,000	-	85%	Y		X
General Fund Minor Capital Improvement Program (FY 2012)	Ongoing	2,800,000	1,542,523	2,800,000	-	55%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	Ongoing	545,000	390,088	545,000	-	72%	Y		X
General Fund Minor Capital Improvements Program (FY 2014)	Ongoing	1,000,000	29,823	1,000,000	-	3%	Y		
Higgins Hall Annex - HVAC Improvements	6/30/2011	280,000	132,488	280,000	-	47%	Y		
Higgins Hall Annex - Two New Lecture Halls (Classroom Re-configuration)	1/15/2012	699,258	676,700	699,258	-	97%	Y		
Higgins Hall Annex - Learning Emporium		807,025	583,387	807,025	-	72%	Y		
Steam and Hot Water Utilities' Infrastructure Central Heat Plant Improvements	Ongoing	1,975,000	1,626,227	1,975,000	-	82%	Y		
Auxiliary Services Fund Facilities (FY 09)	Ongoing	985,000	637,130	985,000	-	65%	Y		
Auxiliary Srvcies Fund Facilities (FY 11)	Ongoing	1,081,000	27,050	1,081,000	-	3%			
New Police Station (Design Only)		500,000	131,974	500,000	-	26%	Y		X
Litchfield Hall Renovations		1,139,213	203,005	1,139,213	-	18%	Y		
Westside Athletic Complex Synthetic Turf Replacement		853,450	610,322	853,450	-	72%	Y		X
<u>Asnuntuck</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	1,152,497	13,810	1,152,497		1%	Y		
Advanced Manufacturing		2,000,000		2,000,000		0%	Y		
Campus-Wide Infrast. Improvement		1,255,000		1,255,000		0%	Y		
<u>Capital</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	809,036		809,036		0%	Y		
<u>Gateway</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects		661,291	49,684	661,291		8%	Y		
<u>Housatonic</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	830,436	163,178	830,436		20%	Y		
<u>Manchester</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	1,156,451	97,757	1,156,451		8%	Y		
Compl/Infrast. Improvement - Campus-Wide Strcutre - Concrete Repairs		450,000		450,000		0%	Y		
<u>Middlesex</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	1,195,803		1,195,803		0%	Y		
Roof/Re-Roofing Investigation		500,000		500,000		0%	Y		
Wheaton Hall - Chem Lab Renovations		800,000		800,000		0%	Y		
<u>Naugatuck</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	2,063,574		2,063,574		0%	Y		
Compl/Infrast. Improvement -Campus-Wide Remediation		980,000		980,000		0%	Y		

CSCU 2020
Monthly Project Status Report
Reporting Period Through March 2015

PROJECT NAME	PROJECTED SUBSTANTIAL COMPLETION DATE	PROJECT BUDGET				PERCENTAGE OF COMPLETION	PROJECT ON SCHEDULE	REASON FOR DELAY	ACTIVITY SINCE PREVIOUS REPORT
		BUDGET	EXPENDITURES TO DATE	PROJECTED EXPENDITURES	PROJECTED VARIANCE (Budget-Projected Expenditures)				
Code Compl/Infrast. Improvement -Sprinkler Lab Relocation Project		400,000		400,000		0%	Y		
<u>Northwestern</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	831,767		831,767		0%	Y		
<u>Norwalk</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	1,460,002	468,121	1,460,002		32%	Y		
Library HVAC Repairs/Adj.		430,000		430,000		0%	Y		
East Campu Chiller Replacement		1,385,000		1,385,000		0%	Y		
<u>Quinebaug</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	707,215		707,215		0%	Y		
<u>Three Rivers</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	679,601		679,601		0%	Y		
Boiler Replacement		950,000		950,000		0%	Y		
Indoor Air Quality Adjustments		450,000		450,000		0%	Y		
Campus-Wide Site Remediation		450,000		450,000		0%	Y		
<u>Tunxis</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	824,172		824,172		0%	Y		
<u>Charter Oak</u>									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	Ongoing	60,570		60,570		0%	Y		
<u>SYSTEM</u>									
Master Plan Upgrades	Ongoing	3,000,000		3,000,000		0%	Y		
Consolidation & Upgrades of Student Finanical IT Systems		20,250,000		20,250,000		0%	Y		
Smart Classroom Technology (SMART)		20,000,000		20,000,000		0%	Y		
Telecom Upgrades to Campuses		7,500,000	636,620	7,500,000	-	8%	Y		
New & Replacement Equipment (FY 2009)	Ongoing	10,000,000	10,000,000	10,000,000	-	100%	Completed		
New & Replacement Equipment (FY 2011)	Ongoing	8,000,000	8,000,000	8,000,000	-	100%	Completed		
New & Replacement Equipment (FY 2012)	Ongoing	8,895,000	8,895,000	8,895,000	-	100%	Completed		
New & Replacement Equipment (FY 2013)	Ongoing	9,500,000	8,344,578	9,500,000	-	88%	Y		X
New & Replacement Equipment (FY 2015)	Ongoing	20,000,000	5,646,820	20,000,000	-	28%	Y		X
TOTALS		535,253,597	320,846,093	535,252,326					
<div><div>PROJECT SCHEDULE COLOR CODE</div><div><div></div>PROJECT IS WITHIN SCHEDULE ISSUES</div><div><div></div>MINOR PROJECT SCHEDULE ISSUES</div><div><div></div>SIGNIFICANT PROJECT SCHEDULE ISSUES</div></div>									

CONNECTICUT STATE COLLEGES & UNIVERSITIES

FY 2016 Budget Presentation

**Presentation for Finance & Infrastructure Committee
of the Board of Regents
May 12, 2015**

Schedule of Presentations

Tuesday May 12, 2015

9:00	CSCU
9:30	NCC
10:00	WCSU
Break	XXXXXX
11:00	CCSU
11:30	QVCC
Lunch	XXXXXX
12:30	CCC
1:00	SO

Wednesday May 13, 2015

9:30	SCSU
10:00	HCC
Break	XXXXXX
11:00	MxCC
11:30	COSC
Lunch	XXXXXX
12:30	MCC
1:00	ECSU

Thursday May 14, 2015

9:30	TxCC
10:00	GCC
Break	XXXXXX
11:00	TRCC
11:30	NVCC
Lunch	XXXXXX
12:30	ACC
1:00	NWCC



CSCU – Background

- The Governor's Proposed Budget was released on February 18, 2015
- CSCU initially estimated the budget gap created by the proposal to be \$38M
 - The analysis was intended to determine the amount of tuition and fees that would be required in order to share the burden of a balanced budget
 - At the time, we had significant uncertainty due to the Governor's Proposed Budget exceeding the State's Spending Cap, and belief that the legislative votes to increase the Cap were unlikely
 - The CSCU gap grew to \$48M before tuition and fees were set, due to rate growth in assumed fringe benefit expenses
 - Assumptions included in analysis were deliberately biased in favor of the students; budget risk was assumed to be borne by CSCU to provide the lowest possible rate increase
- Ultimately, the BOR approved a 4.8% tuition and fee rate increase
- The budget gap remaining was a minimum of \$22M based on our analysis, however this did not include a reserve to cover budget risks
- After institutional analyses of individual budget gaps, the total required to bridge is in excess of \$30M

CSCU – Process

- System Office allocated the \$22M budget gap to the sixteen Colleges and Universities based on respective distribution models
 - It was determined that Charter Oak State College could break even with the 4.8% tuition and fee rate increase, particularly as Go Back To Get Ahead brought additional enrollment to the institution
- The Colleges and Universities were asked to substitute their own assumptions and (1) recompute their own estimate of budget risk, and (2) develop a plan for a break even result
 - The Universities, if necessary, have reserves available so that strategic investments might continue in spite of the reduced budget
 - The Colleges are estimated to have about \$11M remaining at the end of the current fiscal year in unrestricted reserves and were accordingly instructed that reserves should not be counted upon
 - System Office was tasked to reduce the initial FY16 estimate by \$2.6M; this lower FY16 projection was used in the allocations to the Colleges and Universities prior to their own budget gap estimates
- Each institution presented their plans to System Office; two institutions required reserves in order to break even

CSCU – Subsequent Events

- Since the meetings conducted internally, the Legislators' Proposal has modified the following funding for CSCU to the Governor's Proposal, adding approximately \$19M:
 - \$3,989K reinstated to CSU General Fund – this comes with fringe benefits (not included herein)
 - \$100K reduction to BOR funding
 - \$10,011K provided for developmental education, to be allocated in proportion to the funds provided in the current fiscal year
 - \$410K in support of CCSU (primarily IMRP projects)
 - \$50K in support of Veterans Oases - \$25K each for Tunxis and CCSU
 - \$5,000K to offset the cost of ARP to SERS fringe benefit costs incurred by the system (to be paid by Comptroller)
- Although the legislators have increased the Governor's Proposal by a significant amount, at this time it is not evident whether the Governor will be able to endorse the full amount
- In order to remain conservative, the hearings conducted this week will consider budgets in accordance with the Governor's Proposal; the institutions have been asked to discuss what reduction actions they would choose to eliminate or postpone should this additional funding become available

We note that the budget gap analyses represent a point in time; as facts continue to change, so do our plans

Questions to be addressed within the presentation

1. Describe the actions undertaken to bridge from your original budget gap to a break-even position.
 - a) If reductions in staffing are contemplated, in which areas and how many?
 - b) What is the expected impact of reductions on students, employees, and communities?
2. How will actions undertaken impact your programs and offerings?
3. How will actions undertaken impact your class sizes?
4. Have you explored areas for regional or central sharing of services to alleviate budget strain? If so, in what areas? If not, why not?
5. If funds were added back to our final budget, which areas would you restore from the cut-backs?
6. If funds were further constricted, what areas would you be able to further reduce?

Each institution was asked to respond to these questions in their presentations over the next few days

CSCU – FY16 Budget & Comparatives

CONNECTICUT STATE COLLEGES and UNIVERSITIES

FY2016 Budget and Comparatives

\$ in Thousands

	Operating & Auxiliary Services			FY15 Estimate vs FY15 Budget		FY16 Budget vs FY15 Budget		FY16 Budget vs FY15 Estimate	
	FY15		FY16 Budget	Favorable(Unfavorable)		Favorable(Unfavorable)		Favorable(Unfavorable)	
	Budget	Estimate							
				\$	%	\$	%	\$	%
Revenue									
State Appropriation	316,775	311,157	325,803	(5,618)	-1.8%	9,028	2.8%	14,646	4.7%
Fringe Benefits Paid By State	229,497	222,286	241,541	(7,211)	-3.1%	12,044	5.2%	19,255	8.7%
Tuition	287,819	280,831	299,386	(6,988)	-2.4%	11,567	4.0%	18,555	6.6%
All Other	326,272	322,418	338,081	(3,854)	-1.2%	11,809	3.6%	15,663	4.9%
Total Revenue	1,160,363	1,136,692	1,204,811	(23,671)	-2.0%	44,448	3.8%	68,119	6.0%
Expenses									
Personnel Services	579,340	574,762	592,338	4,578	0.8%	(12,998)	-2.2%	(17,576)	-3.1%
Fringe Benefits	316,237	305,178	334,061	11,059	3.5%	(17,824)	-5.6%	(28,883)	-9.5%
All Other Expenses	252,399	256,766	256,986	(4,367)	-1.7%	(4,587)	-1.8%	(220)	-0.1%
Total Expenses	1,147,976	1,136,707	1,183,385	11,269	1.0%	(35,409)	-3.1%	(46,678)	-4.1%
Total Transfers	(16,541)	(658)	(21,620)	15,883	96.0%	(5,079)	-30.7%	(20,962)	-3185.7%
Addition to (Use of) Funds	(4,154)	(672)	(194)	3,482	83.8%	3,960	95.3%	478	71.1%
FTE Enrollment	58,481	58,002	57,846	(479)	-0.8%	(635)	-1.1%	(156)	-0.3%
Expenses Per FTE Enrollment									
State Approp. & Fringe Benefits Paid by State	9	9	10	0	1.5%	(0)	-5.0%	(1)	-6.6%
Tuition	5	5	5	0	1.6%	(0)	-5.2%	(0)	-6.9%
Personnel Expenses	10	10	10	(0)	0.0%	(0)	-3.4%	(0)	-3.3%
Fringe Expenses	5	5	6	0	2.7%	(0)	-6.8%	(1)	-9.8%



CSCU – FY16 Enrollment & Comparatives

CONNECTICUT STATE COLLEGE and UNIVERSITIES Estimate FY15 and Budget FY16

							CHANGE					
	FY15 Estimate			FY16 Budget			FALL 14/FALL 15		SPRING 15/SPRING 16		AVERAGE	
	FALL 14	SPRING 15	AVERAGE	FALL 15	SPRING 16	AVERAGE	#	%	#	%	#	%
Enrollment - Headcount												
UNDERGRADUATE												
Full Time	41,959	37,155	39,557	41,856	37,115	39,486	(103)	-0.2%	(40)	-0.1%	(72)	-0.2%
Part Time	43,709	43,128	43,419	43,475	42,917	43,196	(234)	-0.5%	(211)	-0.5%	(223)	-0.5%
GRADUATE												
Full Time	1,561	1,401	1,481	1,566	1,380	1,473	5	0.3%	(21)	-1.5%	(8)	-0.5%
Part Time	3,955	3,860	3,908	3,950	3,854	3,902	(5)	-0.1%	(6)	-0.2%	(6)	-0.1%
Total	91,184	85,544	88,364	90,847	85,266	88,057	(337)	-0.4%	(278)	-0.3%	(308)	-0.3%
Enrollment - FTE												
UNDERGRADUATE												
Full Time	39,065	34,736	36,901	38,958	34,714	36,836	(107)	-0.3%	(22)	-0.1%	(65)	-0.2%
Part Time	18,517	18,002	18,260	18,432	17,925	18,179	(85)	-0.5%	(77)	-0.4%	(81)	-0.4%
GRADUATE												
Full Time	1,431	1,257	1,344	1,435	1,239	1,337	4	0.3%	(18)	-1.4%	(7)	-0.5%
Part Time	1,508	1,469	1,489	1,501	1,470	1,486	(7)	-0.5%	1	0.1%	(3)	-0.2%
Total	60,521	55,464	57,993	60,326	55,348	57,837	(195)	-0.3%	(116)	-0.2%	(156)	-0.3%

All but two institutions are assuming flat enrollment

Summary of Budget Gap Actions

- As the bulk of our expenses are made up of salaries and fringe benefits, so are the actions we need to consider to bridge the budget gaps
 - Most institutions have recommended leaving vacancies and expected retirements open in order to have the least impact on our employees
 - Next most frequent recommendations were non-renewals of temporary contracts, followed by layoffs
 - Personnel actions in aggregate total about \$23.3M
 - Reduction of operating expenses totals about \$7.4M
 - Utilization of reserves totals about \$2.2M
 - We believe that some of the proposed actions include implementation risks and have estimated risk to total approximately \$4.3M (e.g. unspecified reductions in operating expenses)
- Comment on personnel counts: for budgetary purposes we have traditionally provided average headcounts
 - The Personnel schedules included in the institutions' presentation materials over these three days are budgetary (averages)
 - We've noted some inconsistencies in these reports
 - Prior to presenting a final budget to the Finance Committee we will ensure consistency in the reporting

Going Forward

- We are hopeful of a favorable adjustment to CSCU institutions in the final state budget
- Pending its release, we will recalculate all institutional budgets and the consolidated budget, as well as supporting schedules, reflecting the discussions held over the next three days
- Final FY16 budgets will be brought to the Finance Committee for review and discussion as soon as practicable

Norwalk Community College FY 2016 Budget Presentation

**Presentation for Finance & Infrastructure Committee
of the Board of Regents
May 12, 2015**

Questions to be addressed within the presentation

1. Describe the actions undertaken to bridge from your original budget gap to a break-even position.
 - a) If reductions in staffing are contemplated, in which areas and how many?
 - b) What is the expected impact of reductions on students, employees, and communities?
2. How will actions undertaken impact your programs and offerings?
3. How will actions undertaken impact your class sizes?
4. Have you explored areas for regional or central sharing of services to alleviate budget strain? If so, in what areas? If not, why not?
5. If funds were added back to our final budget, which areas would you restore from the cut-backs?
6. If funds were further constricted, what areas would you be able to further reduce?

Norwalk Community College Budget Mitigation Plan

FY2016 Plan		
Budget Deficit		\$ (1,206,500)
Reduction in Student worker hours		\$ 50,000.00
Hold vacant 7 Additional GF positions		\$ 450,000.00
Reduce Educational Assistant hours		\$ 200,000.00
Reduction in part time lecturers		\$ 100,000.00
Fringe savings on vacancies/reductions		\$ 390,000.00
Cuts to operating expenses		16,500.00
Balanced Budget required by BOR		\$ -

Positions to be held Vacant in FY16

General Fund Vacancies

- Dean of Students
- Director of Student Activities
- Director of Facilities
- Grant Accountant
- Director of Financial Aid
- Language professor
- Nursing professor

Impacts of Reductions

- Reduced support services to students
- Fewer student activities
- Lack of coordinated facilities management
- Smaller cohort admitted to nursing program
- Less world language course offerings

Reduction impact on course instruction/programs

- Higher minimum number of registrants for a course to run
- Increase in class sizes
- Potential need to phase out or restructure academic programs
- Inability to support initiatives such as the Norwalk Early College Academy (NECA)
- Possibility of closing the library and student computer labs on Saturdays

Funding restored to cover deficit

- Filling the 7 vacant general fund openings in a phased-in approach would be the first priority in the following order:
 - Dean of Students
 - Director of Financial Aid
 - Director of Student Activities
 - Nursing Professor
 - Language Professor
 - Grant Accountant
- Restore cuts in Education Assistant and Student worker hours
- Restore part time lecturers (depending on enrollment)

Shared and Regional Services Options

- Library and IT currently leverage consortium purchasing and pricing
- Centralize purchasing
- Collaborate with Housatonic Community College regarding possibility of shared programs
- Baccalaureate completion program in Nursing with Western Connecticut State University
- Baccalaureate completion program in Early Childhood Education with Charter Oak

Challenges and Concerns

- Some Operating Expense savings will be achieved by utilizing bond funds for facility and IT support as well as leveraging CSCU2020 funds for infrastructure
- Operating expense savings are limited due to increases in custodial and security guard personnel paid at the state standard wage rates and union agreements for these services.
- Operating expenses have been cut each fiscal year since FY2009
- Budget built on flat enrollment which is a risk given the declining community college enrollment trend. Paid applications for Fall 2015 are trending upward.
- NCC plans to mitigate enrollment pressures with Enrollment Management plan
- NCC continues to invest in now unfunded high school partnership programs to transition high school students to community college enrollment
- Student worker pay will increase as minimum wage increases therefore cuts in hours are necessary
- Unfunded mandates continue to impact NCC: Deaf/hearing services, dream act, Title IX, wage rates for security and custodial services

FY16 Budget & Comparatives

NORWALK COMMUNITY COLLEGE

FY2016 Budget and Comparatives

\$ in Thousands

	Operating & Auxiliary Services			FY16 Budget vs FY15 Budget		FY16 Budget vs FY15 Estimate	
	FY15		FY16 Budget	Favorable(Unfavorable)		Favorable(Unfavorable)	
	Budget	Estimate		\$	%	\$	%
Revenue							
State Appropriation	14,744	14,580	15,366	622	4.2%	786	5.4%
Fringe Benefits Paid By State	10,008	9,677	11,141	1,133	11.3%	1,464	15.1%
Tuition	15,998	15,455	16,201	203	1.3%	746	4.8%
All Other	6,934	7,052	7,378	444	6.4%	326	4.6%
Total Revenue	47,684	46,764	50,086	2,402	5.0%	3,322	7.1%
Expenses							
Personnel Services	26,699	26,805	27,585	(886)	-3.3%	(780)	-2.9%
Fringe Benefits	13,332	13,116	14,013	(681)	-5.1%	(897)	-6.8%
All Other Expenses	7,923	8,170	8,531	(608)	-7.7%	(361)	-4.4%
Total Expenses	47,955	48,091	50,129	(2,174)	-4.5%	(2,038)	-4.2%
Total Transfers	(77)	1,327	45	122	158.4%	(1,282)	-96.6%
Addition to (Use of) Funds	(348)	0	0	348	100.0%	0	n.a.
FTE Enrollment	3,589	3,567	3,567	(22)	-0.6%	0	n.a.
Expenses Per FTE Enrollment							
State Approp. & Fringe Benefits P	7	7	7	(1)	-7.8%	(1)	-9.3%
Tuition	4	4	5	(0)	-1.9%	(0)	-4.8%
Personnel Expenses	7	8	8	(0)	-4.0%	(0)	-2.9%
Fringe Expenses	4	4	4	(0)	-5.8%	(0)	-6.8%



FY16 Personnel & Comparatives

NORWALK COMMUNITY COLLEGE
Full-Time and Part-Time Personnel, Estimate FY15 and Budget FY16
(Excludes Grants)
\$ in Thousands

CATEGORY	FY15 Estimate		FY16 Budget		Position Change	Salaries Change	% of Positions by Category	
	Positions	Salaries	Positions	Salaries	FY15/FY16	FY15/FY16	FY15	FY16
FULL-TIME								
Faculty	104	8,133	102	8,331	(2)	198	46.4%	47.0%
Counselors	10	935	10	1,076	-	141	4.5%	4.6%
Librarians	6	455	6	573	-	118	2.7%	2.8%
Coaches	-	-	-	-	-	-	0.0%	0.0%
Classified (Union Code 03, 06, 07, 09, 15, and 16)	38	2,113	36	2,229	(2)	116	17.0%	16.6%
Administrative (Union Code 22, 46 and 55)	58	4,000	56	4,139	(2)	139	25.9%	25.8%
Managerial Professional (Union code 23, 20 and 50)	8	947	7	929	(1)	(18)	3.6%	3.2%
TOTAL POSITIONS	224	16,583	217	17,277	(7)	694	100.0%	100.0%
PART-TIME								
Lecturers (PTL)	236	4,672	226	4,806	(10)	134	40.3%	39.7%
Contractual (NCL)	141	567	141	595	-	28	24.1%	24.8%
Contractual (ECL)	89	667	90	700	1	33	15.2%	15.8%
Continuing Part-Time	2	115	2	122	-	7	0.3%	0.4%
Temporary Part-Time	117	2,990	110	2,839	(7)	(151)	20.0%	19.3%
Student Labor	-	468	-	418	-	(50)	0.0%	0.0%
Other Part-Time	-	742	-	827	-	85	0.0%	0.0%
TOTAL POSITIONS	585	10,221	569	10,307	(16)	86	100.0%	100.0%

FY16 Enrollment & Comparatives

NORWALK COMMUNITY COLLEGE Estimate FY15 and Budget FY16

	FY15 Estimate			FY16 Budget			CHANGE					
	FALL 14	SPRING 15	AVERAGE	FALL 15	SPRING 16	AVERAGE	FALL 14/FALL 15		SPRING 15/SPRING 16		AVERAGE	
							#	%	#	%	#	%
Enrollment - Headcount												
Full Time	2,258	1,756	2,007	2,258	1,756	2,007	0	0.0%	0	0.0%	0	0.0%
Part Time	4,105	4,098	4,102	4,105	4,098	4,102	0	0.0%	0	0.0%	0	0.0%
Total	6,363	5,854	6,109	6,363	5,854	6,109	0	0.0%	0	0.0%	0	0.0%
Enrollment - FTE												
Full Time	2,010	1,560	1,785	2,010	1,560	1,785	0	0.0%	0	0.0%	0	0.0%
Part Time	1,785	1,779	1,782	1,785	1,779	1,782	0	0.0%	0	0.0%	0	0.0%
Total	3,795	3,339	3,567	3,795	3,339	3,567	0	0.0%	0	0.0%	0	0.0%

Western Connecticut State University FY 2016 Budget Presentation

**Presentation for Finance & Infrastructure Committee
of the Board of Regents
May 12, 2015**



CONNECTICUT STATE
COLLEGES & UNIVERSITIES
BOARD OF REGENTS FOR HIGHER EDUCATION

Questions to be addressed within the presentation

1. Describe the actions undertaken to bridge from your original budget gap to a break-even position.
 - a) If reductions in staffing are contemplated, in which areas and how many?
 - b) What is the expected impact of reductions on students, employees, and communities?
2. How will actions undertaken impact your programs and offerings?
3. How will actions undertaken impact your class sizes?
4. Have you explored areas for regional or central sharing of services to alleviate budget strain? If so, in what areas? If not, why not?
5. If funds were added back to our final budget, which areas would you restore from the cut-backs?
6. If funds were further constricted, what areas would you be able to further reduce?

WCSU –Break-even

- Reduced operating expenditures
- FT positions are frozen for FY 16
 - 11 faculty positions
 - 3 grounds / maintenance positions
 - 2 clerical positions
 - 1 A&R position
 - 2 SUOAF positions

WCSU - Bridging Budget Gap – Staffing Requests

Total = 7 faculty; 1 staff; 1 University Assistant (UA)

- School of Arts and Sciences
 - 1 Computer Science
 - 1 Writing
 - 1 Biology (UA)
- Ansell School of Business
 - 1 Finance
 - 1 Management
 - 1 Management (Special Appointment)
- School of Professional Studies
 - 1 Nursing
- School of Visual and Performing Arts
 - 1 Art
- Library Services
 - 1 Library (staff)

WCSU - Bridging Budget Gap – Overall Impacts

- Quality of teaching diminished
- Level of student engagement reduced
- Quality of academic advisement affected
- Fewer class sections offered
- Time to degree completion lengthened
- Innovation and growth stunted

WCSU - Impact on Programs & Offerings

- Three programs suspended
 - MAT (Master of Arts, Teaching)
 - MHA (Master of Health Administration)
 - MSJA (Master of Science, Justice Administration)
- One new competitive program deferred
 - MS-ABA (Master of Science, Applied Behavior Analysis)
- AACSB accreditation jeopardized

WCSU - Impact on Class Sizes

- Reduction in number of sections available results in greater time to degree completion.
- Larger class size

WCSU - Sharing of Services

- Information Technology & Innovation (IT&I)
 - Network Convergence Project – System wide design and central fund by the SO – In Progress
 - Degree Works – Negotiated as a system – Concept Phase
 - Smart Classrooms – Collaborative smart classrooms between institutions – In Progress
 - Exchange e-mail in the Cloud – Enterprise wide but phased deployments – Concept Phase
 - Blackboard in the cloud – Shared service all 17 institutions – In Production
- Purchasing
 - Use of state contracts
 - IT Protocol
- Academic Affairs
 - Early childhood course taught jointly with ECSU (at WCSU's Danbury campus) in synchronous environment

WCSU - Areas to Restore

- *Reduce use of reserves in FY 16*
- Hire staff for frozen positions
- Restore operating budgets for repairs and maintenance

WCSU - Further Reductions

- Continue hiring freeze
- Eliminate faculty release time
- Reduce operating expenses
 - Repairs and maintenance
 - Travel
 - Training
- University Assistants (UAs)
 - Reduce hours
 - No renewal of contracts
- Larger class sizes
 - Increase capacity of each section
 - Reduce overall number of sections offered
- Use more adjunct faculty

WCSU - FY 16 Budget & Comparatives

FY2016 Budget and Comparatives \$ in Thousands

	Operating & Auxiliary Services			FY15 Estimate vs FY15 Budget		FY16 Budget vs FY15 Budget		FY16 Budget vs FY15 Estimate	
	FY15		FY16 Budget	Favorable (Unfavorable)		Favorable (Unfavorable)		Favorable (Unfavorable)	
	Budget	Estimate		\$	%	\$	%	\$	%
Revenue									
State Appropriations	28,662	27,878	29,144	(784)	-2.7%	482	1.7%	1,266	4.5%
Fringe Benefits Paid By State	20,907	20,537	22,145	(370)	-1.8%	1,238	5.9%	1,608	7.8%
Tuition (Gross)	23,719	21,806	23,490	(1,913)	-8.1%	(229)	-1.0%	1,684	7.7%
All Other	52,084	50,801	52,385	(1,283)	-2.5%	301	0.6%	1,584	3.1%
Total Revenue	125,372	121,022	127,164	(4,350)	-3.5%	1,792	1.4%	6,142	5.1%
Expenses									
Personnel Services	58,346	57,713	59,875	633	1.1%	(1,529)	-2.6%	(2,162)	-3.7%
Fringe Benefits	30,088	28,836	30,891	1,252	4.2%	(803)	-2.7%	(2,055)	-7.1%
All Other Expenses	32,647	32,405	32,286	242	0.7%	361	1.1%	119	0.4%
Total Expenses	121,081	118,954	123,052	2,127	1.8%	(1,971)	-1.6%	(4,098)	-3.4%
Total Transfers	(5,540)	(4,133)	(4,112)	1,407	25.4%	1,428	25.8%	21	-0.5%
Addition to (Use of) Funds	(1,249)	(2,065)	0	(816)	-65.3%	1,249	100.0%	2,065	100.0%
FTE Enrollment	4,962	4,741	4,636	(221)	-4.5%	(326)	-6.6%	(105)	-2.2%
Expenses per FTE Enrollment									
State Approp. & Fringe Paid by State	10	10	11	(0)	-2.2%	(1)	-10.7%	(1)	-8.3%
Tuition	5	5	5	0	3.8%	(0)	-6.0%	(0)	-10.2%
Personnel Services	12	12	13	(0)	-3.5%	(1)	-9.8%	(1)	-6.1%
Fringe Expenses	6	6	7	(0)	-0.3%	(1)	-9.9%	(1)	-9.6%

WCSU - FY 16 Personnel & Comparatives

Full-Time and Part-Time Personnel, Estimated FY15 and Budget FY16 (Excludes Grants) \$ in Thousands

CATEGORY	FY15 Estimate		FY16 Budget		Position Change	Salaries Change	% Change Positions by Category	
	Positions	Salaries	Positions	Salaries	FY15/FY16	FY15/FY16	FY15	FY16
FULL-TIME								
Faculty	214	19,244	210	19,821	(4)	577	35.4%	34.9%
Counselors	3	225	2	172	(1)	(53)	0.5%	0.3%
Librarians	8	733	9	814	1	81	1.3%	1.5%
Coaches	16	1,258	16	1,321	0	63	2.6%	2.7%
Classified	195	9,543	197	10,375	2	832	32.3%	32.7%
Administrative	139	11,017	139	11,566	0	549	23.0%	23.1%
Managerial Professional	29	3,693	29	3,788	0	95	4.8%	4.8%
TOTAL POSITIONS	604	45,713	602	47,857	(2)	2,144	100.0%	100.0%
PART-TIME								
Lecturers	433	6,618	434	6,638	1	20	32.7%	32.6%
Permanent/Intermittent	6	232	6	246	0	14	0.5%	0.5%
State University Assistant	60	790	60	794	0	4	4.5%	4.5%
Graduate Assistants	39	202	43	202	4	0	2.9%	3.2%
Other Part-Time	788	1,642	788	1,650	0	8	59.4%	59.2%
TOTAL POSITIONS	1,326	9,484	1,331	9,530	5	46	100.0%	100.0%

WCSU - FY 16 Enrollment & Comparatives

Estimate FY15 and Budget FY16

	FY15 Estimate			FY16 Budget			CHANGE					
							FALL 14/FALL 15		SPRING 15/SPRING 16		AVERAGE	
	FALL 14	SPRING 15	AVERAGE	FALL 15	SPRING 16	AVERAGE	#	%	#	%	#	%
Enrollment - Headcount												
UNDERGRADUATE												
Full Time	4,365	4,061	4,213	4,278	3,979	4,129	(87)	-2.0%	(82)	-2.0%	(85)	-2.0%
Part Time	1,077	1,089	1,083	1,056	1,067	1,062	(21)	-1.9%	(22)	-2.0%	(22)	-2.0%
GRADUATE												
Full Time	57	75	66	56	52	54	(1)	-1.8%	(23)	-30.7%	(12)	-18.2%
Part Time	453	439	446	444	430	437	(9)	-2.0%	(9)	-2.1%	(9)	-2.0%
Total	5,952	5,664	5,808	5,834	5,528	5,681	(118)	-2.0%	(136)	-2.4%	(127)	-2.2%
Enrollment - FTE												
UNDERGRADUATE												
Full Time	4,201	3,885	4,043	4,105	3,818	3,962	(96)	-2.3%	(67)	-1.7%	(82)	-2.0%
Part Time	458	464	461	450	454	452	(8)	-1.7%	(10)	-2.2%	(9)	-2.0%
GRADUATE												
Full Time	58	71	65	57	51	54	(1)	-1.7%	(20)	-28.2%	(11)	-16.3%
Part Time	179	165	172	171	165	168	(8)	-4.5%	0	n.a.	(4)	-2.3%
Total	4,896	4,585	4,741	4,783	4,488	4,636	(113)	-2.3%	(97)	-2.1%	(105)	-2.2%

Central Connecticut State University FY 2016 Budget Presentation

**Presentation for Finance & Infrastructure Committee
of the Board of Regents
May 12, 2015**

CCSU – Unknowns

- General Fund Appropriation
- Enrollment
- Fringe Benefit Rates
- Hybrid Retirement Conversions
- Reserves
- Depth of Division/Department Contingency Reduction Plans

CCSU – FY16 Budget & Comparatives

\$ in Thousands

	Operating/Aux. Services/Self-Supporting			FY15 Estimate vs FY15 Budget		FY16 Budget vs FY15 Budget		FY16 Budget vs FY15 Estimate	
	FY15		FY16 Budget	Increase (Decrease)		Increase (Decrease)		Increase (Decrease)	
	Budget	Estimate		\$	%	\$	%	\$	%
Revenue									
State Appropriation	44,060	43,503	45,563	(557)	-1.3%	1,503	3.4%	2,060	4.7%
Fringe Benefits Paid By State	36,493	35,868	39,074	(625)	-1.7%	2,581	7.1%	3,206	8.9%
Tuition	50,152	50,726	54,726	574	1.1%	4,574	9.1%	4,000	7.9%
All Other	82,395	83,269	89,963	874	1.1%	7,568	9.2%	6,694	8.0%
Total Revenue	213,100	213,366	229,326	266	0.1%	16,226	7.6%	15,960	7.5%
Expenses									
Personnel Services	98,134	97,848	103,060	(286)	-0.3%	4,926	5.0%	5,212	5.3%
Fringe Benefits	52,130	51,861	58,302	(269)	-0.5%	6,172	11.8%	6,441	12.4%
All Other Expenses	55,999	57,308	56,734	1,309	2.3%	735	1.3%	(574)	-1.0%
Total Expenses	206,263	207,017	218,096	754	0.4%	11,833	5.7%	11,079	5.4%
Total Transfers	(6,837)	(6,299)	(11,230)	538	7.9%	(4,393)	-64.3%	(4,931)	-78.3%
Addition to (Use of) Funds	0	50	0	50	n.a.	-	n.a.	(50)	-100.0%
FTE Enrollment - Average Fall & Spring	9,043	9,170	9,170	127	1.4%	127	1.4%	-	n.a.
Expenses Per FTE Enrollment									
State Approp. & Fringe Benefits Paid by State	8.9	8.7	9.2	(0.3)	-2.8%	0.3	3.6%	0.6	6.6%
Tuition	5.5	5.5	6.0	(0.0)	-0.3%	0.4	7.6%	0.4	7.9%
Personnel Expenses	10.9	10.7	11.2	(0.2)	-1.7%	0.4	3.6%	0.6	5.3%
Fringe Expenses	5.8	5.7	6.4	(0.1)	-1.9%	0.6	10.3%	0.7	12.4%

Based on FY16 Spending Plan - submission date 4/24/15

CCSU – FY16 Personnel & Comparatives

Full-Time and Part-Time Personnel, Estimate FY15 and Budget FY16
(Operating E&G/Auxiliary Services/Self-Supporting -- Excludes Grants)
\$ in Thousands

CATEGORY	FY15 Estimate		FY16 Budget		Position Change FY15 / FY16	Salaries Change FY15 / FY16	% of Positions by Category	
	Positions	Salaries	Positions	Salaries			FY15	FY16
FULL-TIME								
Faculty	455	39,798	455	42,245	-	2,447	45.2%	45.2%
Counselors	4	333	4	375	-	42	0.4%	0.4%
Librarians	14	1,107	14	1,230	-	123	1.4%	1.4%
Coaches	32	2,530	32	2,592	-	62	3.2%	3.2%
Classified	242	12,318	242	14,114	-	1,796	24.0%	24.0%
Administrative	221	17,211	221	18,462	-	1,251	21.9%	21.9%
Managerial Professional	39	5,001	39	5,308	-	307	3.9%	3.9%
TOTAL POSITIONS	1,007	78,298	1,007	84,326	-	6,028	100.0%	100.0%
PART-TIME								
Lecturers *	542	10,052	492	9,419	(50)	(633)	25.4%	23.6%
Permanent/Intermittent	11	395	11	415	-	20	0.5%	0.5%
State University Assistants	122	1,200	122	1,200	-	-	5.7%	5.9%
Graduate Assistants	77	315	77	315	-	-	3.6%	3.7%
Other Part-Time	1,380	4,100	1,380	4,018	-	(82)	64.7%	66.3%
TOTAL POSITIONS	2,132	16,062	2,082	15,367	(50)	(695)	100.0%	100.0%

* FY15 Estimate includes \$360K additional funding associated with Developmental Education (PA 12-40); FY16 Budget does not include any additional funds at this time.

Based on FY16 Spending Plan - submission date 4/24/15

CCSU – FY16 Enrollment & Comparatives

Estimate FY15 and Budget FY16

							CHANGE					
	FY15 Estimate			FY16 Budget			FALL 14 / FALL 15		SPRING 15 / SPRING 16		AVERAGE	
	FALL 14	SPRING 15	AVERAGE	FALL 15	SPRING 16	AVERAGE	#	%	#	%	#	%
Enrollment - Headcount												
UNDERGRADUATE												
Full Time	7,702	7,125	7,414	7,702	7,125	7,414	0	0.0%	0	0.0%	0	0.0%
Part Time	2,169	2,092	2,131	2,169	2,092	2,131	0	0.0%	0	0.0%	0	0.0%
GRADUATE												
Full Time	566	522	544	566	522	544	0	0.0%	0	0.0%	0	0.0%
Part Time	1,600	1,586	1,593	1,600	1,586	1,593	0	0.0%	0	0.0%	0	0.0%
Total	12,037	11,325	11,681	12,037	11,325	11,681	0	0.0%	0	0.0%	0	0.0%
Enrollment - FTE												
UNDERGRADUATE												
Full Time	7,392	6,872	7,132	7,392	6,872	7,132	0	0.0%	0	0.0%	0	0.0%
Part Time	961	920	941	961	920	941	0	0.0%	0	0.0%	0	0.0%
GRADUATE												
Full Time	511	450	481	511	450	481	0	0.0%	0	0.0%	0	0.0%
Part Time	619	614	617	619	614	617	0	0.0%	0	0.0%	0	0.0%
Total	9,483	8,856	9,170	9,483	8,856	9,170	0	0.0%	0	0.0%	0	0.0%

Based on FY16 Spending Plan - submission date 4/24/15



Quinebaug Valley Community College FY 2016 Budget Presentation

**Prepared for Finance and Infrastructure
Committee of the Board of Regents
May 12, 2015**



CONNECTICUT STATE
COLLEGES & UNIVERSITIES
BOARD OF REGENTS FOR HIGHER EDUCATION

FY16 Budget and Comparatives

QUINEBAUG VALLEY COMMUNITY COLLEGE

FY2016 Budget and Comparatives
\$ in Thousands

	Operating & Auxiliary Services			FY16 Budget vs FY15 Budget		FY16 Budget vs FY15 Estimate	
	FY15		FY16 Budget	Favorable(Unfavorable)		Favorable(Unfavorable)	
	Budget	Estimate		\$	%	\$	%
Revenue							
State Appropriation	6,848	6,813	6,765	(83)	-1.2%	(48)	-0.7%
Fringe Benefits Paid By State	4,773	4,428	4,659	(114)	-2.4%	231	5.2%
Tuition	4,354	4,301	4,395	41	0.9%	94	2.2%
All Other	1,491	1,639	1,671	180	12.1%	32	2.0%
Total Revenue	17,466	17,181	17,490	24	0.1%	309	1.8%
Expenses							
Personnel Services	9,216	9,125	8,989	227	2.5%	136	1.5%
Fringe Benefits	5,486	5,438	5,982	(496)	-9.0%	(544)	-10.0%
All Other Expenses	2,713	2,981	2,974	(261)	-9.6%	7	0.2%
Total Expenses	17,416	17,544	17,945	(529)	-3.0%	(401)	-2.3%
Total Transfers	(51)	358	454	505	990.2%	96	26.8%
Addition to (Use of) Funds	0	(5)	0	0	n.a.	5	100.0%
FTE Enrollment	1,026	1,013	988	(39)	-3.8%	(25)	-2.5%
Expenses Per FTE Enrollment							
State Approp. & Fringe Benefits Paid by State	11	11	12	(0)	-2.1%	(0)	-4.2%
Tuition	4	4	4	(0)	-4.9%	(0)	-4.8%
Personnel Expenses	9	9	9	(0)	-1.3%	(0)	-1.0%
Fringe Expenses	5	5	6	(1)	-13.3%	(1)	-12.8%



FY16 Personnel & Comparatives

QUINEBAUG VALLEY COMMUNITY COLLEGE
Full-Time and Part-Time Personnel, Estimate FY15 and Budget FY16
(Excludes Grants)
\$ in Thousands

CATEGORY	FY15 Estimate		FY16 Budget		Position Change		Salaries Change		% of Positions by Category	
	Positions	Salaries	Positions	Salaries	FY15/FY16	FY15/FY16	FY15/FY16	FY15/FY16	FY15	FY16
FULL-TIME										
Faculty	32	2,200	29	2,135	(3)	(65)			36.0%	34.9%
Counselors	-	-	-	-	-	-			0.0%	0.0%
Librarians	4	339	4	357	-	18			4.5%	4.8%
Coaches	-	-	-	-	-	-			0.0%	0.0%
Classified (Union Code 03, 06, 07, 09, 15, and 16)	23	1,146	23	1,181	-	35			25.8%	27.7%
Administrative (Union Code 22, 46 and 55)	26	1,907	22	2,016	(4)	109			29.2%	26.5%
Managerial Professional (Union code 23, 20 and 50)	4	433	5	558	1	125			4.5%	6.0%
TOTAL POSITIONS	89	6,025	83	6,247	(6)	222			100.0%	100.0%
PART-TIME										
Lecturers (PTL)	121	1,563	118	1,581	(3)	18			58.5%	50.6%
Contractual (NCL)	56	191	56	191	-	-			27.1%	24.0%
Contractual (ECL)	-	101	15	74	15	(27)			0.0%	6.4%
Continuing Part-Time	-	169	2	122	2	(47)			0.0%	0.9%
Temporary Part-Time	-	738	12	435	12	(303)			0.0%	5.2%
Student Labor	30	15	30	15	-	-			14.5%	12.9%
Other Part-Time	-	323	-	323	-	-			0.0%	0.0%
TOTAL POSITIONS	207	3,100	233	2,741	26	(359)			100.0%	100.0%



FY16 Enrollment & Comparatives

QUINEBAUG VALLEY COMMUNITY COLLEGE Estimate FY15 and Budget FY16

	FY15 Estimate			FY16 Budget			CHANGE					
	FALL 14	SPRING 15	AVERAGE	FALL 15	SPRING 16	AVERAGE	FALL 14/FALL 15		SPRING 15/SPRING 16		AVERAGE	
	#	%	#	%	#	%	#	%	#	%	#	%
Enrollment - Headcount												
Full Time	671	565	618	654	551	603	(17)	-2.5%	(14)	-2.5%	(16)	-2.5%
Part Time	1,212	1,104	1,158	1,182	1,076	1,129	(30)	-2.5%	(28)	-2.5%	(29)	-2.5%
Total	1,883	1,669	1,776	1,836	1,627	1,732	(47)	-2.5%	(42)	-2.5%	(45)	-2.5%
Enrollment - FTE												
Full Time	586	497	542	571	485	528	(15)	-2.6%	(12)	-2.4%	(14)	-2.5%
Part Time	488	454	471	476	443	460	(12)	-2.5%	(11)	-2.4%	(12)	-2.4%
Total	1,074	951	1,013	1,047	928	988	(27)	-2.5%	(23)	-2.4%	(25)	-2.5%

Question One

Actions to Bridge Original Budget Gap

- QVCC original budget gap - \$445k
 - 2.5% Enrollment decrease
 - Raises for PTL's and part-time employees
 - Revised “other expense” category
- QVCC revised budget gap - \$689k

Question One (continued)

A) Staff reductions required to balance the budget

- Changes in management structure (from three Deans to two)
 - Dean of Student Services/Dean of Academic Affairs combined
 - Dean of Administrative Services/Director of Human Resources
- One professor retirement not being replaced
- One professor of discontinued program not being replaced
- Two vacant F-T staff positions not being replaced
- Two P-T special appointments (EAs) will not be renewed
- Two Interim F-T staff positions eliminated; incumbents returning to part-time positions
- One F-T assistant professor will be given notice of non-renewal
- One P-T grant administrator to retire; duties will be shared by existing staff
- Reduced PTL sections because of projected enrollment decline

Question One (continued)

A) Reduction in other operating expenses also required to balance the budget

- Utilities expenses
- Contingency
- Department budgets

B) Expected impact of reductions on students, employees, and community

- While required budget cuts (4%) are a significant hit to QVCC, we anticipate minimal impact on students, employees, and the community overall with the FY 16 Spending Plan submitted

Question Two

How will actions undertaken impact your programs/offerings

- Three programs with low enrollment will be discontinued:
 - Business Office Technology
 - Construction Technology
 - Criminal Justice

Question Three

How will actions undertaken impact class sizes

- We expect class sizes to increase slightly as a result of fewer sections being offered
- There will not be a negative impact to this change overall

Question Four

Have you explored areas for central sharing of services

○ Four areas considered for shared services:

- HR Benefits
- HR Time and Attendance
- Disability Services
- Regulatory Compliance

- The College is open to considering other areas of shared services if available from the System Office

Question Five

If funds were added back, which areas would be restored?

- One faculty member would not be discontinued
- Two custodian positions would be added
- Director of Student Activities would be added
- Director of Continuing Education would be added
- Campus Security would be added

Question Six

If funds were further constricted, what other areas would be reduced?

- Further reductions would be extremely deleterious to the College, requiring major staff layoffs with proper notification (contractual specific).



FY 2016 Budget Presentation

**Presentation for Finance & Infrastructure Committee
of the Board of Regents
May 12, 2015**



CONNECTICUT STATE
COLLEGES & UNIVERSITIES
BOARD OF REGENTS FOR HIGHER EDUCATION

Capital Community College

Budget Overview

- Budget methodology for Divisions is tight (no cushions to minimize unexpected expenditures).
- Will use existing resources, in the Continuing Education Division, to increase all other revenues and non-credit fees.
- Expectation is to continue our trend with a slight increase in summer and winter intersession enrollments.
- Will continue to keep several FY 15 vacancies open into FY 16 and FY 17, savings of about \$314,000 wages per year.
- Reductions in all categories of part time hours.
- Anticipate utility expense reductions through aggressive energy management and building closures over long holiday weekends.

FY16 Budget & Comparatives

CAPITAL COMMUNITY COLLEGE FY2016 Budget and Comparatives \$ in Thousands

	Operating & Auxiliary Services			FY16 Budget vs FY15 Budget		FY16 Budget vs FY15 Estimate	
	FY15		FY16 Budget	Favorable(Unfavorable)		Favorable(Unfavorable)	
	Budget	Estimate		\$	%	\$	%
Revenue							
State Appropriation	11,893	11,779	12,048	155	1.3%	269	2.3%
Fringe Benefits Paid By State	8,745	8,108	8,643	(102)	-1.2%	535	6.6%
Tuition	9,500	8,754	9,194	(306)	-3.2%	440	5.0%
All Other	3,757	3,774	4,358	601	16.0%	584	15.5%
Total Revenue	33,895	32,415	34,243	348	1.0%	1,828	5.6%
Expenses							
Personnel Services	18,607	18,983	18,860	(253)	-1.4%	123	0.6%
Fringe Benefits	10,627	9,869	10,621	6	0.1%	(752)	-7.6%
All Other Expenses	5,560	5,358	5,361	199	3.6%	(3)	-0.1%
Total Expenses	34,794	34,210	34,841	(47)	-0.1%	(631)	-1.8%
Total Transfers	899	1,796	598	(301)	-33.5%	(1,198)	-66.7%
Addition to (Use of) Funds	0	0	0	0	n.a.	0	n.a.
FTE Enrollment	2,208	2,080	2,100	(108)	-4.9%	20	1.0%
Expenses Per FTE Enrollment							
State Approp. & Fringe Benefits Paid by State	9	10	10	(1)	-5.4%	(0)	-3.1%
Tuition	4	4	4	(0)	-1.8%	(0)	-4.0%
Personnel Expenses	8	9	9	(1)	-6.6%	0	1.6%
Fringe Expenses	5	5	5	(0)	-5.1%	(0)	-6.6%



FY16 Personnel & Comparatives

CAPITAL COMMUNITY COLLEGE
Full-Time and Part-Time Personnel, Estimate FY15 and Budget FY16
(Excludes Grants)
\$ in Thousands

CATEGORY	FY15 Estimate		FY16 Budget		Position Change	Salaries Change	% of Positions by Category	
	Positions	Salaries	Positions	Salaries	FY15/FY16	FY15/FY16	FY15	FY16
FULL-TIME								
Faculty	73	5,548	64	4,994	(9)	(554)	43.7%	40.0%
Counselors	4	323	6	491	2	168	2.4%	3.8%
Librarians	5	419	5	441	-	22	3.0%	3.1%
Coaches		-		-	-	-	0.0%	0.0%
Classified (Union Code 03, 06, 07, 09, 15, and 16)	36	2,036	35	2,189	(1)	153	21.6%	21.9%
Administrative (Union Code 22, 46 and 55)	40	2,900	41	3,340	1	440	24.0%	25.6%
Managerial Professional (Union code 23, 20 and 50)	9	1,012	9	1,062	-	50	5.4%	5.6%
TOTAL POSITIONS	167	12,238	160	12,517	(7)	279	100.0%	100.0%
PART-TIME								
Lecturers (PTL)	306	2,962	291	2,957	(15)	(5)	52.1%	54.2%
Contractual (NCL)	70	382	70	382	-	-	11.9%	13.0%
Contractual (ECL)	-	491	-	433	-	(58)	0.0%	0.0%
Continuing Part-Time	1	25	1	30	-	5	0.2%	0.2%
Temporary Part-Time	150	2,367	132	2,081	(18)	(286)	25.6%	24.6%
Student Labor	60	140	43	100	(17)	(40)	10.2%	8.0%
Other Part-Time	-	379		359	-	(20)	0.0%	0.0%
TOTAL POSITIONS	587	6,746	537	6,342	(50)	(404)	100.0%	100.0%



FY16 Enrollment & Comparatives

CAPITAL COMMUNITY COLLEGE Estimate FY15 and Budget FY16

	FY15 Estimate			FY15 Budget			CHANGE					
	FALL 14	SPRING 15	AVERAGE	FALL 15	SPRING 16	AVERAGE	FALL 14/FALL 15		SPRING 15/SPRING 16		AVERAGE	
	#	%		#	%		#	%	#	%	#	%
Enrollment - Headcount												
Full Time	971	790	881	977	796	887	6	0.6%	6	0.8%	6	0.7%
Part Time	3,104	2,917	3,011	3,142	2,954	3,048	38	1.2%	37	1.3%	38	1.2%
Total	4,075	3,707	3,891	4,119	3,750	3,935	44	1.1%	43	1.2%	44	1.1%
Enrollment - FTE												
Full Time	836	682	759	841	687	764	5	0.6%	5	0.7%	5	0.7%
Part Time	1,372	1,270	1,321	1,387	1,285	1,336	15	1.1%	15	1.2%	15	1.1%
Total	2,208	1,952	2,080	2,228	1,972	2,100	20	0.9%	20	1.0%	20	1.0%

Deficit Reduction Chart

Projected Deficit	(1,658,701)
Revenue Adjustments:	
Tuition	19,854
Fees	272,639
All Other Revenue	137,518
Expenditure Adjustments:	
Personnel Services	798,075
Fringes	235,114
Institutional Match	132,518
All Other Expenses	54,507
Library Expense	8,476
Reached Deficit Total	1,658,701



Deficit Reduction Strategies and Impact

Revenues

- Projected Tuition revenues of \$9,193
 - Average FTE enrollment goal of 2,080
- Capital Community College Magnet Academy Agreement \$50k.
 - Agreement is based on CCCMA per student head fee for use of building spaces and facility services.
- Continuing Education revenue goal of \$2.2 million.
 - This division has slightly been outperforming past budget goals with limited staff.
 - Two experienced coordinators were hired during FY2015, and it is expected that these employees will generate additional business connections for new revenues.
 - CE will aggressively market the downtown campus to increase sales and facility rentals.

Deficit Reduction Strategies and Impact

Expenditures

- Maintain current and future vacancies during FY 16.
- Reductions in temporary part time staff with an estimated savings of \$285k in wages and fringes \$235k.
 - Reduce the number of Clinical EAs to have student instructor ratio of 10:1, the maximum allowed
 - Limit work hours of tutors and general administrative EA support. This will primarily impact academic support services related to student success initiatives
- Grant Reimbursements \$76k.
 - The College will continue to realize savings for expenses budgeted in the continuing education budget, but used for employment and retraining grants.
- Reduction Student Labor and Overtime costs of \$60k.
 - Public Safety concerns may increase due to reduction of officers maintaining the building

Personnel and Wage Reductions

		Faculty		Staff	
Division/Item	Net Savings	FT	PT	FT	PT
Academic	377,472	8.00	5.35	-	-
Administration	141,251	4.00	-	-	0.33
Student Svce	8,410	-	-	-	0.33
Continuing Edu	64,028	3.00			
President Offc	8,025	-	-	-	0.31
	599,186	15.00	5.35	-	0.97
Continuing Edu	139,250	-	-	-	-
Students	40,000	-	-	-	-
Overtime	20,000	-	-	-	-
	798,436	15.00	5.35	-	0.97

Continuing Education – grant reimbursements and ECL reduction
Academic will be adjusted +/- based on enrollment

Faculty and Staff PT head count is based on division total average work week hours and average pay rate, *not actual headcount*.



Deficit Reduction Strategies and Impact

Expenditures

- Adjust tuition set aside for waiver deduction for \$132k difference.
- Maintain FY 15 level PTL costs in FY 2016.
 - The College will have slightly larger classes and/or fewer class offerings.
- Reduce all other expenses by \$50k – 400k.
 - Saturday operating hours will be adjusted to ensure that all operating costs are included to confirm at least break even for the programs or events.
 - Divisions will have to strategically perform their duties considering process flows and instructional efficiencies – “doing more with less” in both human and supply resources.
 - Utilities reduced from extended building closures over holidays.
 - Repairs using bond fund resources when eligible, if not, directly from assessing divisional budgets.
 - Cutting Department ‘other expenses’ by 5% of FY 15 levels.
 - No inflation adjustments on Other Expenses and Library Expenses.



FY 16 Budget Scenarios

Restoration

- Add back Tutor EA hours
- Reinstate funding levels for retention & strategic efforts

Rescission

- Further reduce EA part time hours
- Reduce part time lecturers increasing class size where space possible
- Reduce Friday (5:00PM) or Saturday (2:00 PM) operating hours
- Reduce Administrative and Academic support staff



System Office FY 2016 Budget Presentation

**Presentation for Finance & Infrastructure Committee
of the Board of Regents
May 12, 2015**

Questions to be Addressed

1. Describe the actions undertaken to bridge from your original budget gap to a break-even position.

a) If reductions in staffing are contemplated, in which areas and how many?

- System Office calculated its task prior to distributing appropriations to the institutions; as such, the institutions did not need to “over-reduce” to cover the amount of SO decrease.
- The \$2.6M task for SO was covered as follows:

Target Budget	<u>37,410,000</u>	2.3% less than the FY15 YE projection of \$38.3M
<u>Preliminary FY16 Budget</u>		
Personal Services	15,924,000	
Fringe Benefits	9,035,000	
Other Expense	<u>15,129,000</u>	
Total Preliminary Budget	<u>40,088,000</u>	4.67% increase over FY15
Total Budget Gap	<u>(2,678,000)</u>	
Reductions		
IT contract costs pushed to out years	850,554	Based on current submission with the budget office.
IT contract costs bonded	953,065	
Positions moved to campuses	383,626	
Delayed Mgmt. Conf. Raises	264,564	Includes Fringe
Vacancy Savings	252,296	2 pos, 1 non-renewal vacancy, and 1 half yr. pos; add new PT Legal pos
Total Reductions	<u>2,704,105</u>	
Remaining Budget (Gap)/Surplus	<u><u>26,105</u></u>	

Questions to be Addressed (cont)

1. Describe the actions undertaken to bridge from your original budget gap to a break-even position.
 - a) If reductions in staffing are contemplated, in which areas and how many?
 - b) What is the expected impact of reductions on students, employees, and communities?
 - The expected impact is assumption of additional duties by employees, delayed completion of projects, slow response time to institutions and other stakeholders, and reduced ability to focus on strategic, long-term goals.
2. How will actions undertaken impact your programs and offerings? NA
3. How will actions undertaken impact your class sizes? NA
4. Have you explored areas for regional or central sharing of services to alleviate budget strain? If so, in what areas? If not, why not? NA
5. If funds were added back to our final budget, which areas would you restore from the cut-backs?
 - Funds added back to final budget would first accrue to the benefit of the institutions. If SO was afforded additional funding we would use the opportunity to fill critical, open positions which would benefit the entire system, e.g. Director of Purchasing
6. If funds were further constricted, what areas would you be able to further reduce?
 - Continued constriction of SO budget would force additional delays of open positions and possibly delay critical replacements, repair of system-wide initiatives (primarily IT related)

FY16 Budget & Comparatives

	Actual FY13		Actual FY14		FY15 Projection		FY16 Projection Before Reductions	Comments	Reductions		FY16 Projection After Reductions	
	HC	Total	HC	Total	HC	Total			HC	Total	HC	Total
Personnel Services												
Academic Affairs	14	1,194,897	13	1,074,870	18	1,777,234						
Institutional Research	7	937,604	7	652,219	7	664,750						
Facilities	9	1,005,960	9	876,428	9	885,056						
Public Relations	3	409,583	3	222,513	3	260,011						
Audit Dept	3	335,922	6	439,351	6	509,682						
Government Relations	3	232,048	2	131,384	2	140,128						
Board Affairs	1	93,922	1	98,120	2	165,382						
Executive	6	1,173,675	4	788,679	3	865,442						
Finance	30	2,836,045	23	2,099,679	23	1,991,022						
Inovation	4	356,111	6	450,973	2	190,802						
HR & HR Administration	11	1,008,653	9.5	805,912	11.5	986,161						
Legal	3	483,378	3	364,745	4	442,901						
Info Technology	69	7,267,968	70	6,361,103	69	6,856,807						
Total Personnel Services	163	17,335,765	156.5	14,365,975	159.5	15,735,378	16,522,147	5.5% increase	-3.5	592,425	156	15,929,722
Fringe Benefits		6,245,591		6,863,605		8,015,895	8,604,605	at 52%		308,061		8,296,544
Total PS & Fringe Benefits		23,581,356		21,229,580		23,751,273	25,126,752			900,486		24,226,266
<i>Fringe Benefit Rate</i>		36%		48%		51%						
Operating Expenses												
Academic Affairs		411,842		983,626		1,280,441	1,317,574					
Institutional Research		98,834		79,204		149,386	153,718					
Facilities		926,654		959,946		1,556,977	1,602,129					
Public Relations		38,603		35,548		224,189	230,690					
Audit Dept		4,216		20,847		10,715	11,026					
Government Relations		6,826		2,597		3,805	3,915					
Board Affairs		10,528		211,486		119,428	122,891					
Executive		333,937		564,939		1,340,332	1,379,202					
Finance		954,973		737,712		694,719	714,866					
Inovation		6,740		18,094		28,813	29,649					
HR & HR Administration		839,452		503,120		801,105	824,337					
Legal		513,271		10,676		41,138	42,331					
Info Technology		7,295,544		7,968,001		8,288,552	8,528,920			1,803,619		6,725,301
Total Operating Expenses		11,441,420		12,095,796		14,539,600	14,961,248	2.9% increase		1,803,619		13,157,629
Total System Office Spending	163	35,022,776	156.5	33,325,376	159.5	38,290,873	40,088,000			2,704,105		37,383,895

