



Board of Regents

AGENDA

Finance & Infrastructure Committee

Wednesday, June 9, 2021 @10:00 a.m.

Conducted Via Remote Participation

Meeting will stream live at: <https://youtu.be/uhaOxheAG7Y>

1. Call to Order and Declaration of Quorum
2. Approval of Previous Finance Meeting Minutes – May 5, 2021
3. **Action Items**
 - CSCU FY2022 Proposed Spending Plan
 - Naming of Science Building for Dr. David G. Carter, Sr. – Eastern Connecticut State University

Finance & Infrastructure Committee members

Richard J. Balducci, Chair
David Blitz
Felice Gray-Kemp
David R. Jimenez
JoAnn Ryan
Ari Santiago

**BOARD OF REGENTS FOR HIGHER EDUCATION
FINANCE & INFRASTRUCTURE COMMITTEE**

**Wednesday May 5, 2021 @10:00 a.m.
Via WebEx Remote Participation**

Minutes

COMMITTEE MEMBERS PARTICIPATING

Richard J. Balducci, Chairman
David Blitz
Felice Gray-Kemp
JoAnn Ryan
Ari Santiago

CSCU STAFF PARTICIPATING

Ben Barnes, Keith Epstein, Kerry Kelley, Pam Heleen, Christina Robinson

CALL TO ORDER

Chairman Balducci called the meeting to order at 10:12 a.m. and following roll call, declared a quorum present.

APPROVAL OF March 10, 2021 FINANCE & INFRASTRUCTURE MINUTES

On motion of Regent Ryan, seconded by Regent Gray-Kemp, the minutes of the March 10, 2021 Finance and Infrastructure Committee meeting were unanimously approved as submitted.

Informational Items

- **Use of Higher Education Emergency Relief Funds (HEERF)**

CFO Barnes provided an update on the Higher Education Emergency Relief Funds (HEERF) that were awarded to the CSCU institutions by the U.S. Department of Education as part of the federal relief and stimulus packet in response to COVID. The funds were awarded under three separate rounds, with the third and largest round waiting for allocation to the institutions upon receipt of formal notification and deferment until the development of new rules.

Each round of HEERF funds includes a portion that must be spent on student financial assistance while remaining funds may be spent under separate rules of institutional funding, including new initiatives to respond to the pandemic as well as lost revenue and housing refunds. Components of the existing and proposed use of institutional funds was summarized. A committee consisting of the three Regional Presidents and the President of Connecticut State Community Colleges (CSCC) is working on recommendations regarding the use of these funds. The process for distribution of the student set-aside funds for the colleges and universities has yet to be determined.

- **Shared Services Budget Presentation Changes**

The FY2022 Spending Plan to be considered by the full Board next month will be presented in a different format this year to include the costs for shared services in four areas allocated to the colleges due to restructuring underway among the Community Colleges for Shared Services and the expansion of Shared Services in the budget. The new method will include the allocation of expenses for shared services for campuses oppose to campus provided services.

A draft Shared Services allocation to campuses and outline depicting the various organizational features of each service area was reviewed. Enrollment Management and Student Affairs (EMSA) will be phased in as part of One College as a division of the college.

- **Refunding Results**

A report was provided on the two-part refund process of municipal bonds with both being successful and performing favorably. Currently awaiting the allocated cost to each of the universities.

Action Item

- **Graduate Interns Change in Policy at the CSUs**

CFO Barnes commented on the Graduate Intern program at the Connecticut State Universities and its purpose of providing on-the-job training and development experience for graduate students in a variety of disciplines related to student services in higher education. Board Resolution 09-65 limits the number of Graduate Interns to full-time equivalent student enrollments. As a result of enrollment changes due to the pandemic, Central Connecticut State University has requested that the Board support a suspension of this cap during the 2021-22 and 2022-23 academic years in order to honor commitments to returning students and new graduate students.

The proposed resolution was amended to allow for 25 graduate interns per university while enrollment recovers from the pandemic.

On motion of Regent Balducci, seconded by Regent Ryan, the amended Resolution concerning the Graduate Interns in the Connecticut State University System was unanimously approved.

- **Manchester CC Electric Easement – Eversource**

Keith Epstein, Vice President, Facilities, Real Estate & Infrastructure Planning, reported on a request for an easement at Manchester Community College for Eversource to connect two current easements and install an underground electric cable along Bidwell Street, Interstate 384 and Ramey Road at the northeast college entrance. The easement will allow for a more direct route than currently exists.

On motion of Regent Balducci, seconded by Regent Ryan, the Resolution concerning Eversource Easement at Manchester CC was unanimously approved.

Adjournment

There being no further business, on motion of Regent Santiago, seconded by Regent Gray-Kemp, the meeting adjourned at 11:34 a.m.

ACTION ITEM

CSCU FY 2022 Proposed Spending Plan

Item Includes:

Budget Narrative

Attachment A – CSCU FY22 Operating Budget

Attachment B – CSCU FY21 Revised Budget

Attachment C – CSCU FY21 Estimate

Attachment D – CSCU FY22 Budget, FY21 Budget and Estimate

Attachment E – CSU FY22 Budget, FY21 Budget and Estimate

Attachment F – CCC FY22 Budget, FY21 Budget and Estimate

Attachment G – Institutional Enrollment HC and FTE

CSCU: Higher Education Emergency Relief Funds (HEERF)

Shared Services: FY 2022 Cost Allocation by Service Type

System Office Roster

CSCU Shared Services Roster

CT State Community College Roster

CT State Enrollment Management and Student Affairs Roster

Community College Vacancies

Community College Staffing Summary

RESOLUTION

concerning

FY 2022 BUDGET/SPENDING PLAN
FOR
THE CONNECTICUT STATE COLLEGES & UNIVERSITIES
June 24, 2021

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets..."; and
- WHEREAS, Each college, university and the System Office has submitted a budget for FY 2022 to the Board of Regents summarized in Attachment A; and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds; and
- WHEREAS, Each institution commits to adhere to the approved budget, maintaining expenditure control within the spending caps established; and
- WHEREAS, The FY 2022 Budget/Spending has been developed based on anticipated state appropriations for the budget period; and
- WHEREAS, The institutional budgets have incorporated information provided by the Governor's office/OPM, the Office of the State Comptroller, legislative pronouncements, and agreements; and
- WHEREAS, The proposed spending plans reflect the extraordinary circumstances facing colleges and universities as they recover from the enrollment drops and operational upheaval of the COVID19 pandemic; and
- WHEREAS, Federal emergency financial assistance provided to CSCU institutions is enabling them to avoid reducing reserves as a result of the pandemic through FY 2022; and

WHEREAS, The FY 2022 Spending Plan proposal includes use of \$5 million in accumulated interest on debt-service reserves to reduce the annual obligations of the universities; and

WHEREAS, The proposed FY 2022 spending plan supports the consolidations of back-office functions, reorganization of enrollment management, implementation of Guided Pathways, and other steps preparatory to the community college merger which begins during this budget year and the following one; and

RESOLVED THAT, The Board of Regents approves the FY 2022 Budget/Spending Plan as summarized in Attachment A.

A Certified Copy:

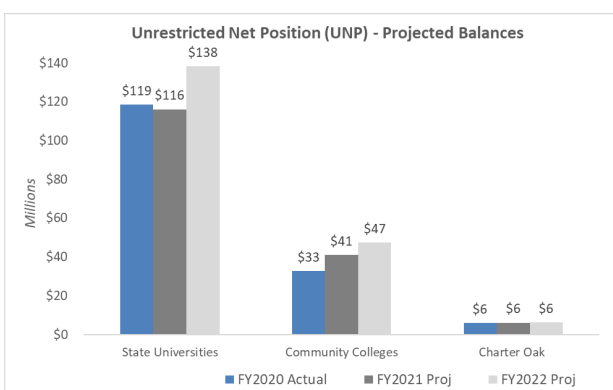
Alice Pritchard, Secretary
Board of Regents for Higher Education

Connecticut State Colleges and Universities FY 2021-22 Proposed Spending Plan

Amid continuing uncertainty about enrollment, CSCU institutions are planning for a full reopening in the fall of 2021. All out enrollment efforts are underway, working to close as much of the pandemic drop off in enrollment as possible. At the same time, reorganization of back-office services and enrollment management in the community college system continues in furtherance of the planned college merger. Indeed, with an anticipated first class for the merged college expected in the fall of 2023, fiscal 2022 will see significant changes in CSCU as we begin to introduce more elements of the single college. This spending plan attempts to support those changes and to communicate clearly and transparently how those changes will occur and be financed.

While this budget is balanced as submitted, it is only able to achieve balance with unprecedented use of one-time resources to pay for recurring expenses. The proposed use of \$92 million in federal stimulus funds does give the system another year to rebuild enrollment, housing occupancy and operating revenue after their pandemic drop-off, but this comes with the risk of serious losses in FY 2023 if that rebuilding does not occur. This proposed spending plan does NOT envision new recurring costs unless they are designed to facilitate enrollment recovery and ultimate system strength.

The proposed spending plan will allow for a modest increase in institutional reserves in FY 22, as shown in the chart here. This builds on results from FY 2021 that are projected to be near balance. In each case, these results are the result of large infusions of federal emergency aid, without which the colleges would be insolvent today, and the universities by next year. Charter Oak has not received the emergency relief, but has also been able to manage its less significant enrollment impacts and maintain their reserve levels.



A table showing each institutions projected UNP is included later in this report.

The proposed spending plan attempts to balance the need for fiscal restraint in the face of unknown tuition and fee revenues with the need to provide resourced campuses to attract and support our students in this unprecedented environment. Overall spending is proposed to increase by \$91.9 million, or 7%, with the increase split evenly between the colleges and the universities. The main elements of this increase are fringe benefits (\$30.6 million), Personal Services (\$21 million), Other Expenses (\$41 million) and a reduction of (\$1.8 million) to universities debt service obligation. These expenses are anticipated to support reopening all of our campuses, including more costs to operate facilities, staff in-person classes, and support our students as they return.

<i>CSCU Expenditures (\$ Millions)</i>	FY2021	FY2022	\$ Change	% Change
Salary Cost	\$583.3	\$604.7	\$21.4	4%
Fringe Benefit Cost	405.4	436.0	\$30.6	8%
Institutional Financial Aid/Match	58.8	60.8	\$2.0	3%
Waivers	15.2	16.4	\$1.2	8%
Utilities	26.5	28.5	\$2.1	8%
All Other Expenses	129.5	165.9	\$36.4	28%
Debt Service	30.4	28.7	(\$1.8)	-6%
<i>Total</i>	<u>\$1,249.0</u>	<u>\$1,341.0</u>	<u>\$91.9</u>	<u>7%</u>

CSCU is able to finance this spending plan through modest anticipated improvement in tuition and fee revenue (up \$20 million), housing and meal revenue at the universities (\$19 million), and other miscellaneous revenue (\$6 million offset by increase in contra revenue of \$10.7 million.) In addition, the system has received commitments of federal stimulus of \$352 million, including \$150 million for student financial assistance and \$202 million for institutional aid. In fiscal 21, the campuses utilized \$64 million of these institutional funds, and this proposed spending plan includes use of \$92 million to make up for lost revenue.

FY2022 Budget vs. FY2021 Est				
<i>CSCU Revenue (\$ Millions)</i>	FY2021	FY2022	\$ Change	% Change
State Support (GF & OF)	\$635.1	\$676.2	\$41.1	6.5%
Tuition (FT & PT)	279.0	288.6	\$9.6	3.4%
Student Fees	224.3	234.9	\$10.6	4.7%
Housing and Food Services	60.4	79.1	\$18.7	30.9%
All Other Revenue	(3)	(7.3)	(\$4.4)	148.0%
HEERF Institutional and CRF Funds	64	91.9	\$27.5	42.8%
<i>Total</i>	<u>\$1,260.3</u>	<u>\$1,363.4</u>	<u>\$103.1</u>	<u>8.2%</u>

This budget also reflects significant improvement in the area of state assistance. While final action of the state budget has not occurred at the time of this staff report, it is anticipated that the state budget agreement will include \$56 million more in state support for CSCU's operating fund than we originally anticipated, plus a

commitment of \$6.5 million per year for three years to support the launch of Guided Pathways and full funding of PACT scholarships. The State Appropriations Committee Recommended budget is compared to the Governor's Proposal here.

Account	FISCAL YEAR			Variance	
	2021	2022		Committee vs. Gov's Proposed	
	Actual after RSA Adjustment	Governor's Proposed	Committee Recommended	\$ Change	% Change
Charter Oak State College	3,284,028	3,291,607	3,291,607	-	0.0%
Community Colleges	149,218,817	148,863,169	149,563,169	700,000	0.0%
State Universities (1)	153,315,495	153,353,938	154,487,093	1,133,155	1.0%
CSCU IMRP Program	400,000	360,000	-	(360,000)	-100.0%
BOR System Office	408,341	404,258	404,258	-	0.0%
Developmental Services	8,912,702	8,868,138	8,868,138	-	0.0%
Outcomes Based Funding Incentive	1,202,027	1,196,017	1,196,017	-	0.0%
Workers' Compensation (2)	3,289,276	-	-	-	n.a.
CCC Operating Fund Fringe Paid by State	36,550,000	16,200,000	16,200,000	-	0.0%
CCC - SERS UAL (FY21 surplus)	-	-	21,332,962	21,332,962	n.a.
CSU - SERS UAL (FY21 surplus)	-	-	22,032,962	22,032,962	n.a.
CharterO - SERS UAL (FY21 surplus)	-	-	889,254	-	n.a.
CSCU - ARP Allocation of Higher Education	-	-	10,000,000	10,000,000	n.a.
Debt Free Community College (PACT program)	-	6,000,000	14,000,000	8,000,000	133.0%
Enhance Student Retention at Community Colleges	-	6,500,000	6,500,000	-	0.0%
GRAND Total	\$ 356,580,686	\$ 345,037,127	\$ 408,765,460	\$ 63,728,333	18.0%

Higher Education Emergency Relief Funds (HEERF)

CSCU institutions are all relying significantly on HEERF institutional funds to replace lost revenue that has resulted from the pandemic. This takes several forms. Both the colleges and universities have all utilized portions of their allotments to make up for lost tuition, fee, housing and other revenues as a result of the pandemic. These losses have been valued based on comparisons with pre-pandemic levels. All CSCU institutions (except Charter Oak, which was not eligible for institutional funds because it is an on-line institution) are planning to utilize more of these funds in this manner in FY 2022.

In addition, the colleges are availing themselves of a mechanism allowed under the federal guidance for HEERF that will let colleges use federal funds to pay off student receivables. This has several major advantages. First, the colleges annually reduce the value of their receivables by the value of student debts that are more than one-year-old. Because of the financial stress brought on by the pandemic, student receivables from last year and the year before are much higher than normal, and colleges could anticipate losses on June 30, 2021 and 2022 as high as \$25 million. The spending plan assumes that the colleges will pay off these debts with federal funds and avoid these losses. This also means that there will be thousands of recent students who will be able to enroll in classes, receive transcripts, and further their education in the colleges. College enrollment management staff are planning significant outreach efforts to capitalize on this opportunity to reengage with students who otherwise would be unlikely to re-enroll.

A schedule of HEERF allocations and uses is included in the attachments to this report.

Shared Services

The FY 2022 spending plan reflects significant progress over the last year in carrying out reorganization of back-office functions and community college operations under a shared-services model. The following services are included: Accounting, IT, Purchasing, HR, Payroll, and Enrollment Management and Student Affairs (EMSA). For the colleges, these services are now provided based on service level agreements, with costs billed to each college based on a relevant cost allocation method. These allocations are detailed in the attachments to this report. These services are generally cost-neutral to the colleges in FY 2022, although the significant retirement activity in the last year and anticipated to continue complicate a precise estimate. Management of the individual shared services anticipate that additional savings can be achieved once we have adjusted to the new model and are able to take advantage of continuing retirement activity among the shared services staff that has been moved from the colleges and system office into the shared services organizations.

Wage Increases / Collective Bargaining

The proposed spending plan does NOT include funds to pay for wage increases or other increased costs that may result from the ongoing collective bargaining process. Nor does it include funds to support wage increases that the Board of Regents may elect to provide to non-union employees. In the event that these wage increases do occur, they will need to be funded from available operating balances or from institutional reserves.

Guided Pathways

In April 2020 the Board of Regents adopted the Holistic Case Management Advising Policy, which directed the leadership of CT State to redesign the advising model at all colleges and improve the student to advisor ratio from 750:1 to 250:1 by the Fall of 2022.

The plan calls for the implementation of a student success technology platform and the design of a

Summary of New Guided Pathways Advisors						
College	Date Implemented	Guided Pathway Advisor I	Guided Pathway Advisor II	Campus Advising Lead	Campus Office Assistant	Total
HCC	June 2021	12	3	1	1	17
NWCC	June 2021	4	1	1	1	7
MXCC	June 2021	8	1	1	-	10
ACC	December 2021	5	1	1	1	8
TXCC	December 2021	11	2	1	1	15
QVCC	December 2021	4	1	1	1	7
MCC	December 2021	15	3	1	1	20
GCC	December 2021	18	4	1	1	24
CCC	June 2022	9	2	1	-	12
NCC	June 2022	13	3	1	2	19
NVCC	June 2022	17	3	1	1	22
TRCC	June 2022	9	2	1	1	13
TOTAL		125	26	12	11	174

robust professional development program to support faculty and professional advisors. While the original plan included a gradual rollout over the course of three years, by using HEERF Institutional funds and anticipated state American Rescue Plan Act funding allocated by the Governor and General Assembly, Guided Pathways Advising is implemented at scale across all 12 colleges in FY 22. This enhanced advising increases student persistence and retention resulting in increased enrollment and tuition. In FY 24, as COVID relief funds expire the additional tuition revenue of \$18.53 million exceeds the costs of \$11.93 million, and by FY 25 the Guided Pathways Advising is self-supporting.

Program Costs	FY 22	FY 23	FY 24	TOTAL
Personal Services	5,247,851	11,163,765	10,897,692	27,309,308
Fringe Benefits	4,198,281	8,931,012	8,718,154	21,847,446
Other Expenses & Campus Space	2,522,617	1,918,017	1,518,017	5,958,651
TOTAL	11,968,749	22,012,794	21,133,863	55,115,405

Funding Source	FY 22	FY 23	FY 24	TOTAL
State ARPA Funds	6,500,000	4,995,509	8,004,491	19,500,000
HEERF Institutional	4,272,732	15,821,268	0	20,094,000
Outcomes Based Funding	1,196,017	1,196,017	1,196,017	3,588,051
Pickup of Funds	0	0	11,933,355	11,933,355
TOTAL	11,968,749	22,012,794	21,133,863	55,115,406

Increased Tuition Revenue through Retention	5,380,000	10,660,000	18,530,000	34,570,000
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Unrestricted Net Position (UNP) by Institution

The following table shows UNP by institution projected based on the proposed spending plan:

Connecticut State Colleges & Universities Unrestricted Net Position (UNP) - Balances 2020 Actual and 2022 Projection					
	FY20 Actual (6/30/2020)	FY21 Use of Funds	FY21 Proj (6/30/2021)	FY22 Use of Funds	FY22 Proj (6/30/2022) *
Community Technical Colleges					
Asnuntuck Community College	565,125	338,328	903,453	273,503	1,176,956
Capital Community College	(8,636,995)	(1,852,833)	(10,489,828)	(4,809,756)	(15,299,583)
Gateway Community College	(5,497,226)	(281,290)	(5,778,516)	(5,131,612)	(10,910,128)
Housatonic Community College	8,945,087	(563,933)	8,381,154	(5,555,171)	2,825,984
Manchester Community College	5,093,390	2,616,895	7,710,285	1,974,744	9,685,028
Middlesex Community College	566,080	(324,257)	241,823	(1,146,061)	(904,238)
Naugatuck Valley Community College	4,425,160	1,281,628	5,706,788	(2,764,796)	2,941,992
Northwestern Community College	(545,083)	268,641	(276,442)	(1,011,966)	(1,288,408)
Norwalk Community College	2,342,771	1,935,152	4,277,923	(1,785,837)	2,492,086
Quinebaug Valley Community College	7,233,700	549,028	7,782,728	(1,075,574)	6,707,154
Three Rivers Community College	7,056,276	278,413	7,334,689	(840,088)	6,494,601
Tunxis Community College	(665,588)	715,375	49,787	362,505	412,292
CCC System Office	11,764,989	3,501,125	15,266,114	983,283	16,249,397
<i>Additional State Appropriations</i>	-	-	-	26,899,307	26,899,307
Community Technical College Total	32,647,686	8,462,272	41,109,958	6,372,482	47,482,440
State Universities					
Central Connecticut State University	35,030,482	-	35,030,482	-	35,030,482
Eastern Connecticut State University	25,914,515	320,081	26,234,596	(1,416,623)	24,817,973
Southern Connecticut State University	35,080,026	-	35,080,026	(4,723,241)	30,356,785
Western Connecticut State University	251,933	(2,962,548)	(2,710,615)	38,281	(2,672,333)
CSU System Office	22,351,195	141,541	22,492,736	-	22,492,736
<i>Additional State Appropriations</i>	-	-	-	28,192,672	28,192,672
State Universities Total **	118,628,151	(2,500,925)	116,127,226	22,091,089	138,218,315
Charter Oak State College	5,996,432	102,057	6,098,489	(929,114)	5,169,375
<i>Additional State Appropriations</i>	-	-	-	996,354	996,354
Charter Oak State College Total	5,996,432	102,057	6,098,489	67,240	6,165,729
Notes:					
* 2022 projected Net Change including additional State appropriations					
** <u>State Universities UNP components:</u>					
Operating Fund - \$57.9M					
Loan Fund - \$2.8M					
Unexpended Designated Plant Funds - \$23.3M					
Designated Retirement of Indebtedness - \$34.6M					

Connecticut Community Colleges FY 2021-22 Proposed Spending Plan

Community Colleges consolidated revenue, expenditures and net results pre-pandemic FY19, FY21 current estimate and FY22 budget are presented below.

\$ Millions	Community Colleges					
	FY2019 Pre-pandemic	% of Total	FY2021 Est	% of Total	FY2022 Budget	% of Total
Revenue						
State Appropriations	\$148.6	31%	\$157.0	33%	\$157.4	34%
Fringe Paid by State	140.9	30%	170.7	36%	153.0	33%
Tuition (FT & PT)	123.4	26%	101.6	22%	109.6	24%
Student Fees	60.3	13%	48.5	10%	54.3	12%
All Other Revenue	0.3	0%	(5.5)	-1%	(15.1)	-3%
	<u>\$473.6</u>	100%	<u>\$472.3</u>	100%	<u>\$459.2</u>	100%
Expenses						
Salary Cost	\$243.6	51%	\$244.2	50%	\$255.3	48%
Fringe Benefit Cost	164.8	34%	171.3	35%	187.9	35%
Institutional Financial Aid/Match and Waivers	20.2	4%	17.6	4%	18.7	3%
Utilities	9.9	2%	8.8	2%	9.6	2%
All Other Expenses	42.5	9%	45.2	9%	62.8	12%
	<u>\$481.0</u>	100%	<u>\$487.1</u>	100%	<u>\$534.3</u>	100%
Net Loss Before Adjustments	<u>(\$7.4)</u>		<u>(\$14.8)</u>		<u>(\$75.0)</u>	
Adjustments						
Transfers	\$0.0		(\$0.3)		\$0.6	
Additional Funds - HEERF / CRF	-		23.5		48.9	
Additional State Appropriations	-		-		26.9	
Target savings (PS, FB and OE) (2)	-		-		5.0	
Net Results	<u>(\$7.4)</u>		<u>\$8.5</u>		<u>\$6.4</u>	

Capital-East Region

FY2022 Budget vs. FY2021 Estimate

Capital-East Region	FY2021	FY2022	\$ Change	% Change
<i>Revenue (\$ Millions)</i>				
State Support (GF & OF)	\$110.7	\$107.6	(\$3.1)	-2.8%
Tuition (FT & PT)	35.2	38.2	\$2.9	8.3%
Student Fees	17.4	20.2	\$2.8	16.2%
All Other Revenue	(2)	(6.8)	(\$4.6)	207.4%
Total	<u>\$161.1</u>	<u>\$159.2</u>	<u>(\$1.9)</u>	<u>-1.2%</u>
<i>Expenditures (\$ Millions)</i>				
Salary Cost	\$84.1	\$90.6	\$6.5	8%
Fringe Benefit Cost	59.7	\$58.2	(\$1.5)	-3%
Shared Services Personnel Fringe Benefits	-	\$8.3	\$8.3	n.a.
Institutional Financial Aid/Match	5.2	5.3	\$0.1	2%
Waivers	0.6	0.8	\$0.2	34%
Utilities	3.1	3.2	\$0.1	3%
All Other Expenses	9.1	10.7	\$1.6	17%
Total	<u>\$161.8</u>	<u>\$177.1</u>	<u>\$15.3</u>	<u>9%</u>
<i>Transfers, Additional Funds and Commitments</i>				
Transfer In/Transfer Out	(7.1)	(9.1)	(\$2.0)	28%
Additional Funds - HEERF / CRF	9.1	19.7	\$10.6	116%
Target savings (PS, FB and OE)	-	1.5	\$1.5	n.a.
Total Transfers, Additional Funds and Commitments	<u>\$2.0</u>	<u>\$12.1</u>	<u>\$10.1</u>	<u>503%</u>
Net Results before Additional State Approp.	\$1.3	(\$5.9)	<u>(\$7.2)</u>	<u>-565%</u>

After a year of uncertainty, the future is starting to look a bit brighter. College campuses are being repopulated, cafeterias are being opened, and events are being planned. The new normal is being defined as we plan and project costs for the next academic year. Alongside these exciting changes comes a return to a level of expenditure associated with operating fully open campuses in person. The colleges were fortunate to have savings this past year associated with reduced operating and personnel expenses, but the challenge remains to find new ways to reduce or eliminate budget deficits.

A noticeable change in the FY22 community college spending plans is for the funding of shared services. The creation of shared services is a long-term plan with the intention of reducing costs and redundancy across the system. The FY22 college spending plans include impacts to the distribution model as a result of the implementation of shared services. This includes an increase in state allocation plus the associated general fund fringe benefits, a reduction in personnel costs from college staff being transitioned from the college roster to the shared services roster, an increase in the transfer out to system office to cover shared services operating expenses with a notable increase for IT expenses, and a new expense to fund shared services personnel costs allocated to colleges using a distribution model. The net of these changes resulted in a cost to the Capital-East Region of approximately \$3.3M but over time, the costs are expected to subside with attrition and achieved efficiencies and will ultimately create savings for the colleges.

Revenue:

While FY22 revenues are projected to increase over the current year, the spending plan is contingent upon the projected enrollment growth, the restoration of Operating Fund Fringe Benefits paid by the State, and the colleges' ability to repopulate campuses according to the current plans.

Student FTE estimates show enrollment growth over FY21, returning colleges to just below pre-pandemic levels, which is line with the declining enrollment trend colleges were experiencing pre-COVID. Even though we learned that trends are non-existent during a pandemic, several colleges are noting strong summer registration thus far and are optimistic about meeting and possibly exceeding the fall enrollment projections. The Enrollment Management Teams at the colleges are already fully engaged in recruitment efforts for the fall semester. Capital-East colleges have several registration events scheduled including multiple "Enroll In A Day" events slated for Saturdays over the summer, "After Work" events in the evening hours for non-traditional students, in-person registration events happening on campus, as well as in-person high school visits. Colleges are also running Summer Bridge Programs and performing enhanced reach outs to returning students and those who were unable to continue their education during the pandemic.

Colleges are also projecting increased revenues due to the Second Chance Pell Program being reinstated, new manufacturing programs at Capital and Middlesex, and a new Early Childhood Education Center at Quinebaug Valley.

Personnel/fringe benefit Expenditures:

Despite an overall decrease in Capital-East personnel and fringe costs, they continue to dominate college expenditures. For FY22, over \$10M in Capital-East personnel costs were transferred from the colleges to the new shared services roster. The spending plans do not include any staff wage increases and colleges are continuing to keep vacancies open or delay hiring to later in the year to capture savings. The pandemic allowed many colleges to keep vacancies open because the reduced campus hours and remote work environment allowed for responsibilities to be shifted but with colleges planning to fully reopen over the summer, many of these vacancies can no longer be kept open. Most of the vacancies budgeted to be filled in FY22 are faculty positions due to retirements with others in critical areas such as maintenance, workforce development, advising, and staff for new programs such as the new ECE Center at Quinebaug Valley.

Colleges continue to use grant funding, including HEERF funds, to help offset both personnel and operating costs. While grant funding is typically restricted for student service positions, Capital Community College was able to allocate HEERF funds to cover a portion of their new Manufacturing Program costs while creating necessary workforce training in the state's capital.

Colleges budgeted for known or anticipated retirements in the spending plan but are aware of the unpredictable potential for mass retirements and large payouts in FY22.

Other Expenses:

Colleges continue to employ a fiscally conservative approach to spending in recognition of the years of declining enrollment and increased collective bargaining costs. Colleges do expect operating costs to increase with campus repopulation for costs related to utilities, security, auxiliary services, and cleaning services but they also continue to restrict spending to necessity. College operating expense budgets

have been bare-bones for years and after making further cuts to achieve targeted savings, colleges are operating at a level that further cuts could negatively impact student success and outcomes.

Budget Projection and budget risk:

The FY22 budget also includes the use of HEERF funds to replace lost revenue. This is the second year that we have been able to use these funds to help offset the loss of college revenues including tuition and fees and also the elimination of student accounts receivable balances, preventing further reductions of revenue. While these funds have been critical to stabilize the colleges finances during the pandemic, it is important to remember these funds are temporary and will likely not extend beyond FY22.

The region will still need to draw on its reserves for FY22 operations, even after achieving the targeted savings and with colleges successfully obtaining their projected enrollment. Most of savings presented in this budget is based upon short-term solutions; we need long term strategies. The proposed budget is susceptible to many variables that are simply out of our control. The FY22 budget is dependent on the State restoring the Operating Fund Fringe Support in its budget, which is likely but not guaranteed. The budget is also vulnerable to collective bargaining negotiations, vacancy management, and the potential for large-scale retirement towards the end of FY22 resulting in large payouts and loss of institutional knowledge.

Shoreline West Region

FY2022 Budget vs. FY2021 Estimate					
Shoreline-West Region	FY2021	FY2022	\$ Change	% Change	
<i>Revenue (\$ Millions)</i>					
State Support (GF & OF)	\$96.5	\$96.4	(\$0.1)	-0.1%	
Tuition (FT & PT)	37.2	40.0	\$2.8	7.6%	
Student Fees	16.6	17.8	\$1.2	7.0%	
All Other Revenue	(1)	(4.0)	(\$2.8)	241.9%	
Total	<u>\$149.1</u>	<u>\$150.2</u>	<u>\$1.1</u>	<u>0.7%</u>	
<i>Expenditures (\$ Millions)</i>					
Salary Cost	\$75.5	\$83.6	\$8.1	11%	
Fringe Benefit Cost	\$50.7	\$51.2	\$0.5	1%	
Shared Services Personnel Fringe Benefits	-	\$7.9	\$7.9	n.a.	
Institutional Financial Aid/Match	5.9	5.7	(\$0.2)	-3%	
Waivers	0.9	1.5	\$0.6	68%	
Utilities	2.8	3.4	\$0.6	21%	
All Other Expenses	12.9	16.6	\$3.7	29%	
Total	<u>\$148.7</u>	<u>\$170.0</u>	<u>\$21.3</u>	<u>14%</u>	
<i>Transfers, Additional Funds and Commitments</i>					
Transfer In/Transfer Out	(7.8)	(9.8)	(\$2.0)	26%	
Additional Funds - HEERF / CRF	8.4	15.7	\$7.3	87%	
Target savings (PS, FB and OE)	-	1.4	\$1.4	n.a.	
Total Transfers, Additional Funds and Commitments	<u>\$0.6</u>	<u>\$7.3</u>	<u>\$6.7</u>	<u>1076%</u>	
Net Results before Additional State Approp.	\$1.1	(\$12.5)	<u>(\$13.6)</u>	<u>-1244%</u>	

Revenue:

The Shoreline West region continues to face budgetary pressures related to the continuation of the pandemic's effect on enrollment, but is hopeful for strong enrollment rebounds heading into the Fall 2021 semester. The region consists of three large urban campuses that have student populations that have been disproportionately affected by COVID 19 economic challenges. As we work to return students to campuses, the region is focused on meeting student needs inside and outside of the classroom.

The tuition and fee budget for FY22 was formulated using the EMSA IPEDS enrollment projections. All three schools are projecting increased tuition and fee revenue totaling \$3,981,850. The IPEDS projected enrollment increases vary by campus as follows:

- Gateway: 2.4% increase FTE for increased tuition and fees totaling \$554,911
- Housatonic: 14.37% increase in FTE for increased tuition and fees totaling \$1,816,000
- Norwalk: 10.74% increase in FTE for increased tuition and fees totaling \$1,610,937
-

All campuses are undertaking efforts to reengage students as part of their reopening plans. Advertising will target the students we serve highlighting flexible class options (on ground and online) and flexible schedules. Gateway intends to continue its success in enrolling graduating high school students in the

PACT program. Gateway is also focusing faculty on program advising and retention of students in those programs. Housatonic is in the first phase of the guided pathways advisor program and it is expected guided pathways advisors will be in place this summer to help returning students register for Fall 2021. Housatonic is working to expand its advanced manufacturing program as part of the Governor's workforce council and in support of its high school to Housatonic pathway in manufacturing. Norwalk recently held the annual NCC Live event that promotes NCC offerings to local high school counselors and students. The program has been successful in providing a pipeline of students to the college. Additionally, Norwalk will be expanding its summer bridge programs from just the math discipline to the English and English as a second language disciplines. The program helps incoming students with skills needed to be successful in their first year.

Most importantly, all schools in the region will be working closely with the EMSA organization on communication and enrollment efforts. A coordinated effort is key to successful enrollment growth.

Although the general fund distribution and general fund fringe distribution has increased by \$6,913,317 for the coming fiscal year due to changes in the allocation model, all schools are significantly impacted by reduced allocations in operating fund fringe support appropriations. Operating fringe allocation reductions, totaling \$6,577,621 for Shoreline West were anticipated as this spending plan was prepared, but subsequent information indicates that this funding will be restored in a final state budget.

Personnel/fringe benefit Expenditures:

The FY22 Shoreline West budget for personnel services is reduced by \$1,685,885 in salaries and \$1,446,169 in fringe benefits. These savings are largely attributed to the transfer of college employees to the shared services organizations within EMSA, guided pathways (at Housatonic only), payroll, and purchasing/AP. Our region, however, did not have as many employees transfer to shared services due to eliminated vacancies during prior fiscal year budget reductions. Housatonic, Gateway, and Norwalk all operated administrative functions very leanly during the last several fiscal years.

The Shoreline West is replacing positions that directly support meeting the needs of our students. Many of the positions to be filled in FY22 were expected to be filled in FY21 but were deferred during the FY21 budget reduction and continued remote operations that slowed the hiring process. Critical hiring priorities for the Shoreline West campuses are faculty vacancies due to retirements, Counseling positions to serve our students' post-pandemic needs; and critical administrative positions needed to support full campus reopening.

The region is budgeting for increased part time lecturer costs to support increased enrollment totaling \$601,212. The largest risk to the personnel services budget are employee retirement payouts. All schools budgeted for anticipated/notified retirements. However, it is expected that the number of retirements will be significant in the second half of FY22 leading to a large expenditure for accrued time payments. The current budget for other personnel services in the region is \$2,369,505 which covers longevity and accrued time payments.

Other Expenses:

Other expenses are expected to rise in support of campus reopening plans. An increase of \$600,032 in utilities and an increase in other operating expense of \$2,944,430 is budgeted for the region. In FY21 the colleges were awarded one-time CRF funds from the Office of Policy and Management as part of COVID relief to support public safety and facility services. Additionally, institutional Cares funding was

used to support IT purchases, PPE purchases, and facility services. It is expected that with the return to campuses in the Fall all the colleges will need increased security for campus and parking management support, facility services to support cleaning, and other items such as office supplies. Educational supplies for art, science and culinary programming not expended in FY21 will be required in FY22 for delivery of on ground course instruction.

Budget Projection:

The Shoreline West is projecting a \$12,472,620 budget deficit. The bottom line is largely affected by reduced operating fund fringe support changes to the budget distribution model that include increases in the transfer out totaling \$1,309,560, and new charges for shared service operations. A Budget reduction for the Shoreline West region in the amount of \$1,426,396 has been implemented after preliminary FY22 budgets were submitted to the system office. Further, the FY22 budget relies heavily on the continued use of HEERF institutional funds to replace lost revenue and student AR balance relief. FY22 budget risks include enrollment targets, operating fund fringe support, retirement payout costs, and facility operating expenses needed for full campus reopening. Longer term sources of funding are needed to mitigate the continued fiscal pressures on the community colleges especially the Shoreline West large urban campuses whose students have greater need for financial resources and support services.

North-West Region

FY2022 Budget vs. FY2021 Estimate					
North-West Region	FY2021	FY2022	\$ Change	% Change	
<i>Revenue (\$ Millions)</i>					
State Support (GF & OF)	\$90.7	\$90.2	(\$0.5)	-0.6%	
Tuition (FT & PT)	29.1	31.4	\$2.3	7.8%	
Student Fees	14.4	16.3	\$1.9	12.9%	
All Other Revenue	(2)	(4.3)	(\$2.2)	103.3%	
Total	<u>\$132.2</u>	<u>\$133.6</u>	<u>\$1.4</u>	<u>1.1%</u>	
<i>Expenditures (\$ Millions)</i>					
Salary Cost	\$66.9	\$72.1	\$5.2	8%	
Fringe Benefit Cost	48.7	49.5	\$0.8	2%	
Shared Services Personnel Fringe Benefits	-	6.8	\$6.8	n.a.	
Institutional Financial Aid/Match	3.9	4.2	\$0.3	7%	
Waivers	1.1	1.2	\$0.0	4%	
Utilities	2.8	2.9	\$0.1	2%	
All Other Expenses	6.4	7.3	\$0.9	15%	
Total	<u>\$129.8</u>	<u>\$144.0</u>	<u>\$14.1</u>	<u>11%</u>	
<i>Transfers, Additional Funds and Commitments</i>					
Transfer In/Transfer Out	(6)	(7)	(\$1.8)	31%	
Additional Funds - HEERF / CRF	6.0	13	\$7.5	125%	
Target savings (PS, FB and OE)	-	1	\$1.2	n.a.	
Total Transfers, Additional Funds and Commitments	<u>\$0.3</u>	<u>\$7.2</u>	<u>\$6.9</u>	<u>2454%</u>	
Net Results before Additional State Approp.	\$2.6	(\$3.1)	<u>(\$5.7)</u>	<u>-221%</u>	

Following a year of unprecedented trials and uncertainty related to the COVID-19 pandemic, optimism predominates as discussions move towards planning for the FY22 academic year. Although many significant fiscal challenges remain, the potential for a return to relative normalcy appears to be within reach as the state lifts restrictions in line with continuously improving vaccination rates and other virus-related metrics.

Notable characteristics related to the North-West Region's (NWR) FY22 spending plan are noted as follows:

Changes to Allocation Distribution Formula:

One significant change to the budget process this year concerns the funding of the newly constituted shared services organizations (SSO) in areas such as enrollment management, human resources, finance, IT, etc. Rather than paying for centralized services via off-the-top general fund allotments, colleges now subsidize expanded centralized services via distribution formulas commensurate with individual campus characteristics (e.g. enrollment, employee headcount, etc.) while also allocating expenses for those employees to the respective SSO's that absorb them.

In many cases, this change in distribution resulted in significant increases to individual college general fund appropriation and associated fringe benefit support despite the allocation itself not increasing from

FY21. Once netted against losses incurred for having to pay into the SSO infrastructure, the North-West Region absorbed only \$200,000 in losses compared to its \$128.9 million operating budget. The SSO infrastructure promises to deliver long term budgetary relief by managing attrition via the creation of redundant business practices, automation, and other efficiency measures.

The NWR also paid in additional \$1.1 million in “transfers” to subsidize operating expenses for the SSO’s in addition to increased expenses for centrally administered IT enterprise infrastructure.

Revenue:

The North-West Region is forecasting a \$4 million gain in net tuition and fee revenue associated with an anticipated rebound in enrollment. As was the case across the nation, the colleges within the North-West region experienced significant decreases in enrollment during past year, particularly amongst low-income students and students of color. According to data modelled by the Enrollment Management and Student Affairs SSO, NWR colleges should expect increases in enrollment ranging from approximately 5% at Naugatuck Valley, Northwestern, and Tunxis to up to 36% at Asnuntuck Community College (ACC’s dramatic increase is primarily due to its resumption of the “Second Chance Pell Grant” inmate program that was completely shut down due to the pandemic).

The NWR experienced an increase of \$5.2 million in General Fund and associated fringe benefit support as a result of the aforementioned change to the distribution model (which, again, was mostly netted against new SSO expenditures). The NWR is also expecting the restoration of over \$5.5 million in fringe benefit support subsidized through the state via its operating budget that was removed as part of the governor’s budget proposal.

Perhaps the most significant driver of revenue in the FY22 spending plan is funding provided by the Higher Education Emergency Relief Fund (HEERF) as realized via the passage of three separate federal COVID relief bills. The NWR is projecting to receive approximately \$13.4 million in HEERF-funded bottom line relief in FY22. The money is being applied in two ways: 1) funding that is drawn down to replace revenue lost as a direct result of the pandemic and 2) funding that is used to subsidized past-due student accounts and thus preventing them from aging into contra revenue “bad debt” revenue adjustments.

Personnel Expenses:

The NWR is projecting significant decreases in personnel services and associated fringe benefit costs for FY22, though it’s important to note that this reduction is primarily due to the reallocation of employee costs from the campuses to various SSO’s. When adjusting for this variable, the NWR does project a relatively nominal net increase in personnel expenses (i.e. approximately \$2.5 million against an overall personnel budget of \$113 million). These increases are deemed critical to the mission of the institutions and/or were deferred during FY21 while the campuses were operating at significantly diminished capacity. Every personnel decision has been closely scrutinized so as to only approve those hires deemed most critical to the organization’s mission.

Expenses for part-time lecturers were increased in accordance with anticipated enrollment growth (and netted against any full-time faculty hires). In addition, colleges increased their projected employee fringe rate costs per guidance issued by the Office of the State Comptroller (i.e. by approximately 5% overall).

Operating Expenditures:

Operating expenses (OE) were reduced significantly in FY21 due to sharp drops in enrollment (e.g. institutional financial aid that is tied to net tuition revenue) in addition to buildings that were operating at significantly reduced capacity with most employees working remotely (e.g. expenses related to utilities, office supplies, etc.). Colleges were also able to book significant operating expenses to grants, such as the COVID Relief Fund as administered by the state of Connecticut, to subsidize costs associated with the pandemic.

As colleges hope to fully reopen by fall, OE is anticipated to rebound to at least pre-pandemic levels. While it remains to be seen the extent to which OE can and will be subsidized via various grants (e.g. HEERF), colleges will continue to work creatively to limit expenditures in this category. Given that OE is a frequent target during challenging budget times, it has experienced significant cuts over the years and colleges have expressed concerns over erosions to various services as a result.

Budget Risks:

The NWR budget, as currently constituted, depends on revenue projections that may not materialize. Chief among these are the restoration of state-subsidized fringe benefit support and net increases to enrollment-driven tuition and fee revenue. Those two categories represent approximately \$10 million in revenue that, were it not to be fully realized, would place significant pressure on the campus spending plans and likely require additional expenditure reductions.

Perhaps more significantly, the NWR is relying on over \$13 million in support derived from three rounds of federal HEERF funding. While serving its express purpose of supporting higher education during a once-in-a-century global health and economic crisis, this funding is nonetheless nonrecurring and therefore cannot be relied upon beyond this budget cycle. The spending plans of both the region and its individual colleges remains vulnerable to long-term structural concerns that are being addressed as part of the ongoing one-college consolidation.

Charter Oak State College

\$ Millions

Revenue	FY2021 Est	FY2022 Budget	\$ Change	% Change
State Appropriations	\$3.3	\$3.3	\$0.0	0%
Fringe Paid by State	3.2	3.1	(0.0)	-1%
Tuition (FT & PT)	11.3	11.7	0.4	3%
Student Fees	0.5	0.5	0.0	0%
All Other Revenue	0.4	0.4	0.0	3%
	<u>\$18.6</u>	<u>\$19.0</u>	<u>\$0.4</u>	<u>2%</u>
Expenses				
Salary Cost	\$8.5	\$9.1	\$0.7	8%
Fringe Benefit Cost	6.1	6.8	0.7	11%
Institutional Financial Aid/Match and Waivers	1.2	1.2	(0.1)	-6%
Utilities	0.1	0.1	0.0	18%
All Other Expenses	2.7	2.8	0.1	4%
	<u>\$18.5</u>	<u>\$19.9</u>	<u>\$1.4</u>	<u>8%</u>
Net Loss Before Adjustments	<u>\$0.1</u>	<u>(\$0.9)</u>	<u>(\$1.0)</u>	<u>-1010%</u>
Adjustments				
Additional State Appropriations	-	1.0	1.0	n.a.
Net Results	<u>\$0.1</u>	<u>\$0.1</u>	<u>(\$0.0)</u>	<u>-34%</u>

FY21 Projection

Charter Oak is projecting break-even results in fiscal year 2021 fueled by stable enrollment and the strategic vacancy of select positions during the pandemic. Other operating expenses increased significantly and above the expense cap due to increased marketing spend and while costly, are believed to have contributed to offsetting the downward enrollment trend the College faced. While many outsiders suggested that online institutions such as Charter Oak would yield significant enrollment gains during the pandemic, traditional age students ultimately did not make the jump from a residency-based campus to the digital campus of a distance learning College given the investment to their particular academic program coupled with a student's desire for campus-based experiences. Shortly after the pandemic the College soon realized that our adult students were some of the hardest hit individuals with several losing full-time employment which would prevent them from returning to school and in several unfortunate cases prevented them from affording the basic life necessities. Hearing students take the path of charging daily expenses on credit or not being able to afford housing or food at all, Charter Oak immediately relaxed financial policies that eased some financial burden on its students. As the College was unable to participate in a majority of the federal and state money awarded to the Colleges & Universities, these amounts remain unreimbursed to the College but will forever represent its financial commitment to its students and the Connecticut adult learner community.

FY22 Budget

Charter Oak has modeled the FY22 budget utilizing the state appropriations recommended by the Governor's Office and is projecting a loss of approximately \$1 million. This loss figure equates to the additional unfunded pension liability contribution assessed by the Comptroller; relief which has been hinted at through legislative budget discussions would zero out the loss and continue to allow Charter Oak to operate at break-even results.

FY22 revenue projections of \$19 million assume enrollment will remain flat compared to prior year as the adult higher education market experiences further saturation. Charter Oak students continue to achieve above average graduation rates and the College received another favorable report from the Department of Education placing student loan default rates in the lowest quartile for Connecticut similar to results of UCONN, the University of Saint Joseph's and Sacred Heart evidencing the tuition price point and corresponding financial aid packages for Charter Oak remain appropriate in staging adult learner in the State of Connecticut for success.

Charter Oak's annual budget continues to rely on student tuition as its majority contributor with little reliance on private grants and other non-traditional sources of revenue. While this creates a budget that is extremely sensitized to enrollment trends as compared to other public schools; it limits volatility caused by one-time influxes or sponsored programs.

The Community College Tuition Match scholarship remains a significant driver of the merit based institutional aid award line item allowing community college graduates to complete their bachelor's degree at Charter Oak at the same tuition price point as the community colleges.

Personnel services remains the largest expenditure with base wages of approximately \$9 million with near \$7 million of associated fringe costs, or 75% of wages. Wages paid will be up slightly from prior year due to the refilling of select positions that were left open during the pandemic due to the desire to perform interviews on campus. Fringe expenses are projected to increase year over year due to the rise in available wages coupled with rate hikes assessed by the Comptroller of approximately 6%. While the campus continues to run lean, leadership across the various operations of the College remain disciplined in scrutinizing the refilling of each vacant position.

Re-occurring other operating expenses are projected to increase by 3% consistent with standardized price indexing in addition to the normalization of utility and other costs to pre-pandemic levels. Strategically Charter Oak may access additional reserves to fund select enrollment and academic projects in fiscal 2021 in line with its five-year strategic plan which NECHE will be performing a review on during an accreditation visit in Fall 2021.

Connecticut State Universities FY 2022 Proposed Spending Plans

The proposed FY 2021-22 spending plan for the Connecticut State Universities reflects the unique challenges that these institutions face today. The budget shows how we emerge from a pandemic that has upended higher education and laid bare the challenges for our public university system.

The federal assistance that the universities have been awarded – totaling \$144 million – coupled with anticipated new relief from the State with fringe benefit costs allow the universities to maintain strong operations to bring back students without depleting reserves. However, these funds are largely planned to be spent by the end of FY 2022, and if the universities do not replace these supports with regained enrollment or other new subsidy from the state they will face fiscal calamity in FY 2023 and beyond.

The FY2022 budget for Connecticut State University system is projecting a net surplus of \$22.1M after applying the Federal stimulus (HEERF & CRF) funds and expected additional state appropriations. The projected structural loss before applying the Federal stimulus and additional state funds reflects the post-pandemic decrease in revenue from housing and food services, all other revenue and higher personnel costs due to pay increases and increasing year-over-year fringe benefits costs. Data below shows a slight improvement in tuition and fees over FY21 projected and a more robust housing and food services improvement compared to FY21 but significantly lower than FY19 pre-pandemic.

\$ Millions	State Universities					
	FY2019 Pre-pandemic	% of Total	FY2021 Est	% of Total	FY2022 Budget	% of Total
Revenue						
State Appropriations	\$145.5	19%	\$154.1	22%	\$155.3	21%
Fringe Paid by State	137.7	18%	146.1	21%	147.2	20%
Tuition (FT & PT)	168.9	22%	166.1	24%	167.4	23%
Student Fees	179.1	24%	175.4	25%	180.1	24%
Housing and Food Services	103.8	14%	60.4	9%	79.1	11%
All Other Revenue	16.6	2%	2.1	0%	7.4	1%
	<u>\$751.6</u>	100%	<u>\$704.2</u>	100%	<u>\$736.4</u>	100%
Expenses						
Salary Cost	\$323.7	43%	\$330.3	44%	\$339.8	43%
Fringe Benefit Cost	208.1	28%	227.6	31%	241.0	31%
Institutional Financial Aid/Match and Waivers	52.3	7%	55.1	7%	57.3	7%
Utilities	21.0	3%	17.6	2%	18.9	2%
All Other Expenses	109.5	15%	81.6	11%	100.3	13%
Debt Service	34.8	5%	30.4	4%	28.7	4%
	<u>\$749.4</u>	100%	<u>\$742.6</u>	100%	<u>\$786.0</u>	100%
Net Loss Before Adjustments	<u>\$2.2</u>		<u>(\$38.4)</u>		<u>(\$49.6)</u>	
Adjustments						
Transfers	\$0.3		(\$5.0)		\$0.5	
Additional Funds - HEERF / CRF	-		40.8		43.0	
Additional State Appropriations	-		-		28.2	
Net Results	<u>\$2.5</u>		<u>(\$2.5)</u>		<u>\$22.1</u>	

Central Connecticut State University

Central Connecticut State University is projecting a shortfall of approximately \$4.2M for FY21, which will be addressed via HEERF II funding. The University will not need to rely on the use of reserves to address the shortfall because of the implementation of \$13.8M in reductions and conservative spending. At the midyear, we had assumed that an estimated \$2.9M in spring COVID expenses would not be reimbursed. However, we have since received reimbursement of \$1.2M and anticipate that the remaining revised estimate of \$2.7M in COVID expenses will be reimbursed with funding from the Coronavirus Relief Fund that has already been received by the System Office.

The University is also projecting a shortfall of \$14.8M for FY22, which will be fully addressed via HEERF II and HEERF III funds. Our projections assume that approximately \$1M in debt service associated with the Residence Hall will be drawn from reserves as well as \$645K for the Willard-DiLoreto parking garage construction.

It is important to note that in addition to the traditional unknowns we have (enrollment, occupancy, fringe rate/estimated recovery and appropriation), the impact the COVID pandemic has on our expenses and revenue are still of concern. We have assumed COVID-related expenses for FY22 at 50 percent of the FY21 value or \$4,233,102.

Revenue

Undergraduate enrollment is projected to be flat with a modest increase in graduate enrollment. We have also assumed that we would retain students from fall to spring at a rate that is consistent with historical patterns versus the dip that was experienced in the spring of 2021 as a result of COVID.

The University redesigned its meal plans and residential dining program to develop flexible options to better serve our students at a lower price. The residential dining program along with the implementation of living learning communities has resulted in preliminary projections of 1,550 participants, an increase of 556 or 56 percent over last fall.

Expenses

In FY21, the University eliminated approximately 46 positions as part of the \$13.8M in reductions noted above. The University has assumed that the remaining 980 positions are funded with a \$3M estimated turnover given our conservative hiring practices along with increased retirements. The 980 positions include the addition of eight new positions related to the cleaning and maintenance associated with the new Science, Engineering and Technology building and an addition to the Barnard building. In anticipation of increased retirements, we have also increased our accrued vacation and sick payout value to \$1.8M versus the normal \$1M.

Other expenses have increased from FY21 for Bond Roll Off items to be paid for by the University as well as new facilities coming online and some critical investments that need to be made across the University.

Risks to the University

The University is hard at work developing and implementing solutions to meet the needs of students as we pivot back to on-ground operations. We recognize that the behavioral health and medical needs of students will be greater than ever before. The University remains concerned about the additional

operating costs associated with these solutions along with continuing the measures implemented to protect the campus community and to what extent any changes in the rules would prevent costs from being reimbursed in the future.

Eastern Connecticut State University

FY 2021 Estimate vs. FY 2021 Revised Budget

Our revised projection for FY 2021 is a \$0.3 million surplus, this new projection is \$11.5 million better than the \$11.2 million deficit projected in our revised budget submitted in September 2020. The decreased use of reserves is the result of the savings achieved in several areas and the receipt of CARES Act funds for prior year housing and food refunds and current year expenses.

Reflecting the lower enrollment experienced this year and a higher than usual fall to spring attrition in housing, our projected revenue is now \$0.5 million below budget. This reduction comprises student related revenue of \$0.2 million in tuition and fees and \$0.7 million in housing and food service. In addition to the student related revenue reductions, our All Other Revenue is estimated to be down \$0.2 million. These revenue losses are partially offset by a \$0.6 million reduction in Contra Revenue Waivers, due to reduced enrollment and the reduced number of students participating in summer co-operative education experiences.

Personnel services reflects the combined impact of fewer full time staff for savings of \$0.5 million and the \$0.7 million CRF funds received for public safety positions, lower total part time labor of \$1.4 million, and lower Overtime and All Other Personnel Expenses of \$0.5 million. The savings in full time personnel services reflect several positions that were filled later than expected or remained open at the end of the year.

Other expenses are projected to be \$4.7 million under budget reflecting the net result of HEERF relief funds, the savings experienced from cancelled events and programs, reduced utility usage, and food contract savings. Due to decreased enrollment, financial aid was reduced by \$0.6 million. We were able to reclassify \$1.3 million of estimated COVID expenses that were included in the budget, to the funds received for HEERF Institutional Portion grants. Other savings from budget included \$0.3 million on utilities, \$0.5 million for the food contract, \$0.5 million on travel, \$0.3 million on facilities services, \$0.2 million on meeting and conference hosting, and \$0.2 million on collective bargaining transfers due to reduced ability to travel.

Collectively, transfers and other designated fund requests added an additional \$4.3 million to our bottom line. The restructuring of bonds issued for the residence halls and parking garage reduced the amount owed in 2020-21. Through the Corona Relief Funds (CRF) received by the state, Eastern received \$4.4 million to cover the balance of housing and food refunds issued for spring 2020 and another \$0.5 million for FY 2020 COVID expenses, resulting in an increase of \$3.9 million from budgeted CRF relief.

Our University remains on strong financial footing and we will use reserves as necessary to maintain the level of support required to meet the needs of our students, faculty, and staff. It is important to understand that the University is able to avoid the use of reserves for FY 2021 because of the \$4.9 million in CRF funds and \$0.5 million in HEERF funds received this fiscal year.

FY 2022 Spending Plan vs. FY 2021 Estimate

The Preliminary FY 2022 Spending Plan for Eastern Connecticut State University has identified a \$1.4 million use of funds to maintain the levels of services required for our students and staff.

We have budgeted a modest increase in our overall revenue of \$0.9 million. This reflects the holding of tuition and student fees flat and a 1.4% decrease in full-time enrollment. The result being full time tuition decreased \$0.4 million and university general fee \$0.2 million. While enrollment is expected to decrease 1.4%, it is expected that students will want to return to on-campus housing. The housing and food services rates were kept flat as well, and the revenue is expected to increase \$1.4 million and \$0.4 million, respectively. Our portion of the state appropriation decreased by \$0.2 million, due to a reduced 3-year FTE average. Fringe benefits paid by state decreased \$0.03 million (-0.1%), however the increased expense for our overall fringe benefits is expected to be \$2.7 million and will have to be covered by university revenues.

Personal Services and fringe benefits are expected to increase by \$4.4 million, with fringes making up \$2.6 million of the increase. Since union negotiations are underway, this budget was prepared with no contractual increases built in as was instructed by the System Office. The \$0.4 million increase in full-time is the net of the full cost of protective service positions, the filling of vacant positions, savings from retirements, and the annualization of positions filled late in FY 2021. The Total Part-time increase of \$1.1 million and the Overtime increase of \$0.2 million, reflects the return to near normal hiring levels and hours worked. All Other Personal Services increase of \$0.2 million is for the expected increase in retirements caused by the change in the COLA calculation. The \$2.6 million increase in fringe benefits is mainly the result of a projected 7% increase in the state retirement rate.

Other operating expenses are budgeted to be \$4.5 million higher in FY 2022 than the FY 2021 estimate. Institutional Financial Aid was increased by \$1.5 million to support the revised financial aid model that will attract and retain students with greater potential. The All Other Expenses variance of \$3.0 million is attributable to the lower expenditures in FY 2021 experienced from cancelled events and programs, reduced utility usage, and food contract savings.

The primary reason for a lower required use of reserves, is the increase of \$6.3 million for Designated Transfers and Other Designated Fund Requests. The budget includes a one-time credit of \$1.0 million on the Debt Service Residence Halls and a combined total of \$11.0 million from the HEERF II and HEERF III Institutional Support grants. It is important to note that without these grants and the one-time credit, the university would be requesting a \$13.4 million use of reserves in FY2022.

Southern Connecticut State University

Introduction

FY2021 Year-End is now projected to end in balance, with application of large amounts of one-time federal corona-virus relief aid, that primarily covered revenue lost to reduced enrollments etc., and one-time state aid that reimbursed expenses related to the virus. Actual revenues tracked the projections of the mid-year spending plan. At year-end we will have 47 vacant positions, of 1008 budgeted.

Enrollment declines are projected to continue in the coming year. Importantly, this decline is centered in full-time undergraduates, and specifically in the persistence of those who were freshman in the Fall of 2020, the first Covid semester. Graduate enrollment, which is, of course, numerically smaller, is actually up substantially as a percentage. The projection is for an aggregate enrollment decline of 5%. Because the projected enrollment decline is centered in full-time undergraduates, housing occupancy, and related meal plan participation, which was at record lows this year, will only experience a mild rebound.

The FY22 deficit in the Plan we had submitted earlier reflected a deficit, net of \$11.9 million in federal HEERF3 funds available to the university, of \$9.4 million. The most recent submission shows a deficit of \$4.7 million. The reduction in the planned deficit was made possible by a projected increase in our housing occupancy rate, a reduction in expenses, and an adjustment to our debt service, as recommended by the System Office.

A summary of additional key assumptions and projections follows, as does a summary of the budgetary risks that we see in the coming year.

We anticipate that additional fringe benefit support from the state, will obviate this deficit, and balance the budget.

Revenue Changes

Importantly, this plan complies with the mandate to freeze tuition and fees, as it must. Coupled with the projected enrollment decline, this will substantially reduce tuition and fee revenue. Spring 22 enrollment is projected to further decline 8%.

FY2020 housing occupancy, which was 48.8%, is projected to rebound to 64.64. A typical non-covid year has an occupancy of over 90%, so there is a long way to go. Similarly, we project dining revenues at 65% of "normal" (non-covid).

This plan assumes no further reimbursement of one-time Covid- expenses. If reimbursement does occur, from any source, that would improve performance. There will be considerable expenses in preparing the campus for post-covid activity and repopulation.

All Other Revenue", which declined in 2020, is projected to modestly increase, as life returns to campus. (i.e.: theater ticket purchases, Bookstore commissions, the proceeds from pouring rights, etc.)

Expense Changes

The full-time salary budget funds all currently budgeted positions, and three positions needed for presidential priorities. Part-time personnel reflect no increase in expense. We did however, increase the budget slightly for retirement payouts to be ready for a surge in retirements.

Our fringe rate is budgeted at 70.88%, which is up from last year.

Financial Aid was left at the FY21 amount, despite the projected enrollment decline. This means that our FY22 set-aside percentage is 21.13%; well above the minimum requirement of 15%. While we rebuild enrollment, we intend to focus on preserving the aid budget as much as possible.

It is, in our opinion, necessary to increase the utility budget over FY21 actuals, to accommodate the repopulation of the campus.

Budget Risks

The non-recurring nature of the federal funds from the HEERF 3 program that partially subvent the FY21-22 deficit mean that the coming year must be spent planning to make permanent reductions at the university. Lending further urgency to any such effort is the additional enrollment decline predicted for this fall. Housing occupancy, while up from the record lows of Fall 2020, does not approach the 92% occupancy level of Fall 2019, the last non covid semester. Housing is typically a profit center, so this is a concern.

We believe it is important to state as a cautionary note, that in the same way that Fall of 2020 and Spring of 2021 saw much volatility and unpredictability, essentially from being in “uncharted territory”, so too this first recovery year will also have unknowns.

Western Connecticut State University

EXECUTIVE SUMMARY

Assuming a full return to campus in FY22, total revenue is projected at \$133.1M, an increase of \$12.5M or 10.4% from \$120.7M for FY2021. Total expenses for FY22 is projected to be \$133.2M, an increase of \$6.7M or 5.3% from \$126.5M for FY2021. We are, therefore, projecting an FY22 favorable surplus of \$38.3K. This surplus includes \$6.3M of federal relief fund from the American Rescue Plan (ARP): Higher Education Emergency Relief Fund (HEERF III). The entire HEERF III amount of \$6.3M is applied toward FY22 revenue loss. Without the aid of HEERF III, revenue loss would have landed at about -\$6.2M, a favorable decrease of -\$5.9M over FY21 budget loss of -\$12.1M (excluding HEERF II and CRF funding).

Budget Risks: Without an operating reserve, it is not feasible to cut our way out of this covid-19 dilemma in one fiscal year. Also, as we face an FY23 NECHE self-study accreditation, we remain hopeful to receiving additional resources that will help us advance financial sustainability initiatives and build our reserves. Resources and time are needed to reap the benefits associated with the many initiatives around enrollment, housing occupancy, etc. that we have implemented (see below). The following are some key drivers that impacted our projected revenue and expenses.

Revenue-Key Drivers: The projected 10.4% increase in revenue is primarily due to a projected increase in full time enrollment of 4.1%. Additionally, an increase in housing and food services revenue of \$6.6 million is due to higher projected occupancy in resident halls. Part time tuition is projected to increase by \$528K. Additionally, we are projecting the extension fee to increase by \$1.5M. Other Revenue is projected at \$1.3 million higher than FY21, driven by projected increase on campus events. Also noted for FY22 is the unfavorable decrease of about -\$280K in state appropriation to WCSU.

Expense-Key Drivers: The projected 5.3% increase in expense is primarily due to the increase of \$1.6M in full time positions and \$3.1M in fringe benefits as rates continue to increase. Total other expenses will increase by \$2.6M, driven by increase in ITI system office chargebacks of about \$1.2M, and facility contractual service agreements.

WCSU INITIATIVES

ACADEMIC AFFAIRS - 1) Improve Retention: a) Peer Mentor program/Pass Program: currently at 75% First Year retention rate (up 2% from FY20). Peer mentor program we hope will bring us to 78% in 3 years, hope for 1-2% improvement in 2022. b) Strengthen alternative admissions: Re-imagined EAP launched in 2020 and yielded an 82% fall to spring retention rate. Planning to increase enrollment from 17 to 35-40 in 2022. c) Launch new graduate programs: MS Nutrition for fall 2021: planning in 10-12 in the initial cohort, and to expand to 25 within 2 years. d) Expanding pathways to MS in Addiction Studies to grow enrollment: anticipate 5 more per cohort. Currently at 22, so target is 27. No plans to grow more due to clinical components. e) Moving MHA fully online: currently at 28-30, hope to expand to 40. f) In 2022, MS Homeland Security will seek approval to launch in 2023: initial enrollment target 20, expand to 30 within 2 years. g) In addition, closing two graduate and two undergraduate degree programs that are no longer attracting students to spend efficiently. Cost savings at graduate level is reduction of 8 courses per year, undergraduate reduction of 6 courses per year, which saves on adjunct costs. h) We have just begun the work on developing a Division of Graduate and Continuing Professional

Education, but this will include degree completion programs for adult learners. Anticipated soft launch in spring 2022 with full launch fall 2022. Initial enrollment target for degree completion programs is 30, with a plan to scale to 100 within 2 years. Currently, total graduate enrollment is at 600. As we continue to expand both online and with new programs, we hope to achieve 800 in five years. For 2022, target is a smaller increase of just 25-30 students. 2) In collaboration with the Vice President of Student Affairs, launching career education courses which are to improve retention, job placement outcomes, and we anticipate enhance our recruiting pitch. The retention component is really year 2-3. We hope to improve that by 2% after we get through the 2-years pilot phase. 3) Three efforts in support of the athletics recruiting program: Minor in Sports Media was approved and will launch in fall 2021. This is an attractive pairing with Communication, Health and Wellness, and BBA degrees. It also provides internship opportunities – particularly in collaboration with athletics. We are now examining adding the Phys Ed cross endorsement for students in the Health Education program (this should be ready for fall 2022). In addition, working with HPX and Central, we have established a 3+2 for students interested in Athletic Training. This does mean they leave us a year early, but Western awards the undergraduate degree, while Central awards the graduate degree. No target number at this time but anticipate continued refinement of several undergraduate degrees that will help grow this and all recruitment efforts.

ENROLLMENT/RECRUITMENT - Focused on outreach to students and face to face recruitment: Although the recruitment cycle has been retooled for covid-19 and virtual programs were utilized heavily during FY21, we anticipate a return to pre-covid-19 recruitment for the FY22 cycle. For fall 2021, deposits from new undergraduate students are up 40% versus fall 2020 as of 5/6/2021. This is encouraging but we don't expect enrollment to fully bounce back until fall 2022. There has been success using virtual recruitment, but our out-of-state numbers have suffered. For FY22, the goal will be to recapture the 10% of the applicant pool lost during the pandemic. For enrollment to return to pre-pandemic levels, admissions will focus on travel, student search, and digital advertising to support travel. Our graduate recruitment is now being supported by a new CRM, Target X. This will aid graduate admissions in faster response rates, better reporting, and communication to prospective graduate students.

HOUSING/RESIDENCE LIFE - WCSU efforts to increase enrollment for residential students include NY/NJ initiative. We plan to continue to grow our NY/NJ students, which now account for 20% of the undergraduate population. The focus will be further into NYC, Upstate NY, and southern NJ. Another recruitment component is the expansion of the NEBHE rate to include all New England. This will allow WCSU to actively recruit residential students from northern New England. Currently, WCSU has fewer than 24 students from New England. The goal is to double that number by fall 2022 and subsequently increase New England enrollment to 2% of FT UG enrollment within five years. We will be working with Housing and Residential Life to revamp our "show rooms" that are scheduled for campus tours. We will invest more in the visual components of tour route into each building and the décor of each room. This will help us to better showcase the residential facilities to visiting families. We mailed advertisement materials to all registered continuing students at their home address; emailed housing advertisements to all registered continuing students; emailed housing advertisements to all incoming students at their personal email address; continue to update their list weekly and send the advertisements to the new students; and we are using Facebook, Instagram, TikTok to share information about applications, deposits, etc. with students: e.g. updated infographic on student achievement and satisfaction (<https://www.easel.ly/infographic/jakeqs>) and Infographic on why people choose to live on campus (<https://www.easel.ly/infographic/iyh30d>)

STUDENT AFFAIRS – 1) Career Success Center: Investing in career-related credit-bearing courses for this Office to be a differentiator in the entire State of Connecticut to help recruit and retain students. 2) Student support resources and aid retention: Enhance current support; Purchased TalkCampus, a global peer support platform that offers safe, engaging places for millions of people (including our students) to get support for their mental health. 3) Partnering with Academic Affairs and the System Office to apply for a grant offered by Morgan Stanley to pay for the services of the JED Foundation in order for them to guide us to evaluate and optimize campus resources related to the holistic health of our students. 4) Athletics: FY19/20 = 511 student athletes. FY20/21 = 400 student athletes (drop due to COVID). FY21/22 = projected 511 student athletes.

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2021-22 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL Funds HEERF Institutional	Miscellaneous Transfers	TARGET SAVINGS (1)	NET
State Universities											
Central Connecticut State University	237,273,979	106,132,863	72,854,303	55,501,919	234,489,085	(11,272,198)	(1,044,101)	13,764,507	(4,233,102)	-	-
Eastern Connecticut State University	131,968,726	58,326,481	43,282,910	36,165,173	137,774,564	(5,632,374)	(1,044,101)	11,065,690	-	-	(1,416,623)
Southern Connecticut State University	225,544,972	109,891,917	78,199,948	51,121,153	239,213,018	(6,878,425)	(1,044,101)	11,917,242	4,950,089	-	(4,723,241)
Western Connecticut State University	133,124,214	60,634,764	43,151,667	29,410,452	133,196,883	(4,875,910)	(1,044,101)	6,280,961	(250,000)	-	38,281
CSU System Office	8,482,210	4,839,102	3,483,108	4,336,404	12,658,614	-	4,176,404	-	-	-	-
Additional State Appropriations per Committee Recommendations											
State Appropriation	1,133,155										1,133,155
FB paid by State for SERS UAL	22,032,962										22,032,962
Higher Education - CSCU	5,026,555										5,026,555
State Universities Total	764,586,773	339,825,127	240,971,936	176,535,101	757,332,164	(28,658,907)	-	43,028,400	466,987	-	22,091,089
Community Colleges											
Asnuntuck Community College	21,736,209	11,256,763	8,725,747	2,561,399	22,543,908	n/a	(1,038,376)	1,926,540	n/a	193,039	273,503
Capital Community College	30,919,810	20,780,585	15,472,935	4,148,467	40,401,988	n/a	(1,707,612)	6,039,131	n/a	340,903	(4,809,756)
Gateway Community College	60,223,032	33,315,095	24,346,888	10,573,322	68,235,305	n/a	(3,859,082)	6,160,272	n/a	579,470	(5,131,612)
Housatonic Community College	41,777,428	23,364,853	17,644,509	8,703,650	49,713,012	n/a	(2,780,997)	4,755,494	n/a	405,916	(5,555,171)
Manchester Community College	51,109,690	27,414,094	21,614,538	5,206,384	54,235,016	n/a	(2,899,572)	7,536,041	n/a	463,600	1,974,744
Middlesex Community College	24,294,370	13,728,557	9,152,513	3,660,085	26,541,155	n/a	(1,465,159)	2,350,178	n/a	215,705	(1,146,061)
Naugatuck Valley Community College	58,136,768	32,083,751	25,716,398	6,202,329	64,002,478	n/a	(3,615,185)	6,183,182	n/a	532,917	(2,764,796)
Northwestern Community College	16,703,099	8,990,874	7,053,631	1,642,291	17,686,796	n/a	(726,271)	552,770	n/a	145,232	(1,011,966)
Norwalk Community College	48,185,635	26,911,355	17,099,796	8,005,196	52,016,347	n/a	(3,188,126)	4,791,991	n/a	441,010	(1,785,837)
Quinebaug Valley Community College	16,881,979	9,391,411	7,264,193	1,907,035	18,562,639	n/a	(809,712)	1,259,760	n/a	155,038	(1,075,574)
Three Rivers Community College	35,955,595	19,248,531	13,045,781	5,109,277	37,403,589	n/a	(2,243,387)	2,539,134	n/a	312,159	(840,088)
Tunxis Community College	37,043,219	19,808,317	14,790,630	5,120,618	39,719,565	n/a	(2,088,937)	4,794,361	n/a	333,427	362,505
CCC System Office	5,794,092	3,428,505	2,365,587	494,320	6,288,412	n/a	494,320	-	n/a	58,812	58,812
Shared Services	-	0	(1)	22,700,605	22,700,605	n/a	22,700,605	-	n/a	689,785	689,785
CSCC	10,464,081	5,590,356	3,576,009	5,053,067	14,219,432		3,857,050	-	n/a	132,987	234,686
Additional State Appropriations per Committee Recommendations											
State Appropriation	700,000										700,000
FB paid by State for SERS UAL	21,332,962										21,332,962
Higher Education - CSCU	4,866,345										4,866,345
Community Colleges Total	486,124,314	255,313,047	187,869,154	91,088,046	534,270,246	-	629,559	48,888,855	-	5,000,000	6,372,482
Charter Oak State College	19,001,328	9,147,598	6,764,354	4,018,490	19,930,442	-	-		n/a	-	(929,114)
Additional State Appropriations per Committee Recommendations											
FB paid by State for SERS UAL CC	889,254										-
Higher Education - CSCU	107,100										-
Charter Oak State College Total	19,997,682	9,147,598	6,764,354	4,018,490	19,930,442	-	-	-	-	-	67,240
Board of Regents	770,576	404,258	366,318	-	770,576	-	-	-	-	-	-
GRAND TOTAL CSCU	1,271,479,345	604,690,030	435,971,762	271,641,637	1,312,303,428	(28,658,907)	629,559	91,917,255	466,987	5,000,000	28,530,811

Note:

(1) Additional State Approp are based on the Committee recommendations and will not be finalized until the State budget is approved.

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

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL FUNDS	ADDITIONAL REDUCTIONS (1)	NET
State Universities										
Central Connecticut State University	229,463,937	107,005,017	69,383,398	58,372,592	234,761,007	(9,199,368)	(1,057,289)	3,230,225	-	(12,323,502)
Eastern Connecticut State University	131,555,436	59,439,333	40,691,952	36,347,779	136,479,064	(6,685,716)	(1,057,289)	1,473,223	-	(11,193,410)
Southern Connecticut State University	223,009,625	108,117,799	71,558,866	54,671,704	234,348,369	(8,579,315)	(1,057,289)	2,210,717	-	(18,764,631)
Western Connecticut State University	127,370,540	60,940,425	40,852,753	30,495,280	132,288,458	(5,732,393)	(1,057,289)	1,459,768	-	(10,247,832)
CSU System Office	8,501,196	4,905,181	3,396,015	4,429,156	12,730,352	-	4,229,156	-	-	-
State Universities Total	719,900,734	340,407,755	225,882,984	184,316,511	750,607,250	(30,196,792)	-	8,373,933	-	(52,529,375)
Community Colleges										
Asnuntuck Community College	20,415,299	10,083,282	7,358,714	2,458,807	19,900,803	n/a	(844,557)	607,719	-	277,658
Capital Community College	33,608,315	19,826,850	13,181,104	4,266,832	37,274,786	n/a	(1,417,090)	1,016,011	-	(4,067,549)
Gateway Community College	59,642,984	31,784,270	21,443,302	10,639,920	63,867,492	n/a	(3,156,682)	2,148,362	-	(5,232,828)
Housatonic Community College	41,374,146	22,565,681	15,413,550	7,081,165	45,060,396	n/a	(2,351,286)	1,725,435	-	(4,312,101)
Manchester Community College	50,573,137	26,901,516	20,499,149	5,524,706	52,925,371	n/a	(2,494,567)	1,617,601	-	(3,229,200)
Middlesex Community College	24,746,862	13,156,091	8,931,749	3,577,217	25,665,057	n/a	(1,245,677)	661,690	-	(1,502,182)
Naugatuck Valley Community College	58,864,364	30,169,317	22,562,722	6,204,890	58,936,929	n/a	(3,016,050)	1,909,764	-	(1,178,851)
Northwestern Community College	46,789,235	26,041,803	15,753,248	7,981,182	49,776,233	n/a	(2,517,641)	1,594,831	-	(3,909,807)
Norwalk Community College	16,731,015	8,632,135	6,175,824	1,726,710	16,534,669	n/a	(590,689)	301,133	-	(93,210)
Quinebaug Valley Community College	16,923,844	8,748,042	5,991,914	1,907,035	16,646,991	n/a	(648,099)	444,524	-	73,278
Three Rivers Community College	35,678,225	18,899,551	12,378,599	5,281,526	36,559,676	n/a	(1,909,708)	1,126,615	-	(1,664,545)
Tunxis Community College	36,865,974	18,588,257	13,224,964	5,278,306	37,091,527	n/a	(1,524,820)	1,092,753	-	(657,620)
CCC System Office	2,556,404	1,461,689	916,867	290,210	2,668,766	n/a	290,210	(3,000,000)	-	(2,822,152)
Shared Services	22,688,452	12,197,948	8,552,953	16,379,832	37,130,733		16,375,474	-	-	1,933,193
CSCC	15,988,520	6,311,887	4,134,286	6,082,160	16,528,333		6,082,160	-	-	5,542,347
System-wide Additional Reductions									4,400,000	4,400,000
Community Colleges Total	483,446,776	255,368,319	176,518,944	84,680,498	516,567,762	-	1,030,978	11,246,438	4,400,000	(16,443,570)
Charter Oak State College	18,247,785	8,708,895	6,154,622	3,397,476	18,260,993	-	-		-	(13,208)
Board of Regents	762,329	404,258	358,071	-	762,329	-	-	-	-	-
GRAND TOTAL CSU	1,222,357,624	604,889,227	408,914,621	272,394,485	1,286,198,334	(30,196,792)	1,030,978	19,620,371	4,400,000	(68,986,153)

(1) Additional Reduciton (\$) Amount distributed to Colleges

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2020-21 Estimate**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL Funds: HEERF Institutional & CRF	Miscellaneous Transfers	NET
State Universities										
Central Connecticut State University	224,329,888	101,621,113	70,546,669	48,886,983	221,054,765	(10,672,190)	(1,057,289)	8,454,356	-	-
Eastern Connecticut State University	131,094,491	56,436,843	40,724,113	31,693,592	128,854,548	(6,258,835)	(1,057,289)	5,396,263	-	320,081
Southern Connecticut State University	219,691,008	108,259,335	73,164,942	41,788,903	223,213,180	(8,277,613)	(1,057,289)	17,807,163	(4,950,089)	-
Western Connecticut State University	120,612,067	59,280,398	40,041,747	27,128,390	126,450,535	(5,211,236)	(1,057,289)	9,144,445	-	(2,962,548)
CSU System Office	8,501,196	4,671,204	3,124,447	4,831,584	12,627,235	-	4,229,156	38,424	-	141,541
State Universities Total	704,228,650	330,268,893	227,601,918	154,329,452	712,200,263	(30,419,874)	-	40,840,651	(4,950,089)	(2,500,925)
Community Colleges										
Asnuntuck Community College	19,959,880	10,281,793	7,422,016	2,280,874	19,984,682	n/a	(760,644)	1,123,774	n/a	338,328
Capital Community College	32,696,414	18,393,828	12,999,349	4,042,697	35,435,874	n/a	(1,330,957)	2,217,584	n/a	(1,852,833)
Gateway Community College	61,047,502	31,105,073	20,821,736	8,881,451	60,808,260	n/a	(2,936,861)	2,416,329	n/a	(281,290)
Housatonic Community College	41,223,304	20,488,971	15,150,000	6,323,255	41,962,226	n/a	(2,159,329)	2,334,318	n/a	(563,933)
Manchester Community College	52,156,190	26,354,646	19,743,881	5,085,273	51,183,800	n/a	(2,336,946)	3,981,451	n/a	2,616,895
Middlesex Community College	24,467,045	12,512,579	8,715,720	3,157,214	24,385,513	n/a	(1,184,241)	778,452	n/a	(324,257)
Naugatuck Valley Community College	58,788,761	29,810,232	22,295,387	6,106,665	58,212,284	n/a	(2,824,012)	3,529,163	n/a	1,281,628
Northwestern Community College	16,863,427	8,598,051	6,240,255	1,496,442	16,334,748	n/a	(502,550)	242,512	n/a	268,641
Norwalk Community College	46,850,247	23,887,370	14,698,833	7,295,793	45,881,996	n/a	(2,682,086)	3,648,987	n/a	1,935,152
Quinebaug Valley Community College	16,352,962	8,327,488	5,902,401	1,667,804	15,897,693	n/a	(552,734)	646,493	n/a	549,028
Three Rivers Community College	35,427,702	18,509,960	12,340,231	4,083,501	34,933,691	n/a	(1,739,690)	1,524,092	n/a	278,413
Tunxis Community College	36,558,958	18,258,057	12,716,884	4,342,071	35,317,012	n/a	(1,619,324)	1,092,753	n/a	715,375
CCC System Office	5,355,304	3,246,503	2,108,801	141,710	5,497,014	n/a	290,210	-	n/a	148,500
Shared Services	19,553,125	11,349,429	8,285,667	14,396,983	34,032,079		13,993,131	-	n/a	(485,823)
CSCC	5,004,844	3,069,354	1,859,265	2,319,937	7,248,556		6,082,160	-	n/a	3,838,448
Community Colleges Total	472,305,666	244,193,333	171,300,426	71,621,669	487,115,428	-	(263,874)	23,535,908	-	8,462,272
Charter Oak State College	18,631,695	8,455,438	6,110,000	3,964,200	18,529,638	-	-	-	-	102,057
Board of Regents	753,132	404,258	348,874	-	753,132	-	-	-	-	-
GRAND TOTAL CSCU	1,195,919,143	583,321,922	405,361,218	229,915,321	1,218,598,462	(30,419,874)	(263,874)	64,376,559	(4,950,089)	6,063,404

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY22 Budget, FY21 Revised Budget and Estimate

ATTACHMENT D

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	283,944,362	279,037,993	288,623,777	9,585,784	3.40%
Student Fees	227,739,431	224,329,437	234,936,427	10,606,990	4.70%
State Appropriations	304,389,443	304,389,443	305,912,975	1,523,532	0.50%
Additional State Approp (Dev Edu, Outcomes and IMRP)	10,424,154	10,424,154	10,424,154	-	0.00%
Fringe Benefits Paid By State	283,988,710	283,745,059	287,533,351	3,788,292	1.30%
CCC (OF) Fringe Benefits Paid by State	36,550,000	36,550,000	16,200,000	(20,350,000)	-55.70%
Accident Insurance	676,552	644,157	688,456	44,299	6.90%
Housing	42,969,715	41,450,289	55,690,142	14,239,853	34.40%
Food	20,567,070	18,939,317	23,377,116	4,437,798	23.40%
All Other Revenue	20,499,494	10,668,458	16,968,660	6,300,202	59.10%
Less: Contra Revenue	(9,391,308)	(14,259,164)	(24,964,044)	(10,704,880)	75.10%
Total Revenue	1,222,357,623	1,195,919,143	1,215,391,013	19,471,870	1.60%
Expenditures:					
Personnel Services:					
Full-Time	441,463,069	438,028,673	450,426,983	12,398,310	2.80%
Part-Time					
Lecturers (PTLs)	93,369,092	87,009,148	88,717,001	1,707,853	2.00%
Lecturer (NCLs)	7,048,474	6,115,556	7,033,153	917,597	15.00%
Permanent Part-time	2,912,069	2,615,923	2,440,083	(175,840)	-6.70%
Temporary Part-time	22,179,189	17,012,104	18,082,745	1,070,641	6.30%
University Assistants	4,206,543	3,592,889	4,009,976	417,087	11.60%
Graduate Assistants	2,391,183	2,252,958	2,334,958	82,000	3.60%
Student Labor	12,325,424	6,796,487	10,167,732	3,371,245	49.60%
Overtime	4,869,804	3,233,984	4,046,150	812,166	25.10%
All Other Personnel Services	14,124,380	16,664,199	17,431,248	767,049	4.60%
Subtotal Personnel Services	604,889,227	583,321,921	604,690,029	21,368,108	3.70%
Fringe Benefits	408,914,621	405,361,218	435,971,762	30,610,544	7.60%
Total P.S. & Fringe Benefits	1,013,803,849	988,683,139	1,040,661,791	51,978,652	5.30%
Other Expenses:					
Inst. Financial Aid/Match	60,900,150	58,756,482	60,793,269	2,036,787	3.50%
Waivers	17,827,508	15,157,975	16,398,833	1,240,858	8.20%
Utilities	29,578,810	26,456,883	28,515,876	2,058,993	7.80%
All Other Expenses	164,088,016	129,543,982	165,933,659	36,389,677	28.10%
Total Other Expenses	272,394,484	229,915,321	271,641,637	41,726,316	18.10%
Total Expenditures	1,286,198,333	1,218,598,461	1,312,303,428	93,704,968	7.70%
Addition to (Use of) Funds Before Transfers	(63,840,710)	(22,679,317)	(96,912,415)	(74,233,098)	327.30%
CSU Transfers					
Debt Service	(29,476,542)	(30,419,874)	(28,658,907)	1,760,967	-5.80%
Auxiliary Renewal and Replacement	-	-	-	-	NA
HEERF Institutional	3,140,360	22,821,269	43,028,400	20,207,131	88.50%
CRF Funding	4,988,569	18,019,382	-	(18,019,382)	-100.00%
CSCU Miscellaneous Transfers	(720,250)	(4,950,089)	466,987	5,417,076	-109.40%
Total CSU Transfers	(22,067,863)	5,470,688	14,836,480	9,365,792	171.20%
CCC Transfers					
CCC Transfer in	23,782,298	25,630,461	27,681,533	2,051,072	8.00%
CCC Transfer out	(22,751,320)	(25,894,335)	(27,051,974)	(1,157,639)	4.50%
HEERF Institutional	14,246,438	23,144,494	48,888,855	25,744,361	111.20%
CRF Funding Approved for FY20	-	391,414	-	(391,414)	-100.00%
Total CCC Transfers	15,277,416	23,272,034	49,518,414	26,246,380	112.80%
Other Transfers					
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	NA
CCC Use of Unrestricted Reserves for PACT Program	(3,000,000)	-	-	-	NA
CCC FY22 Targetted Savings and FY21 Additional Reductions	4,400,000	-	5,000,000	5,000,000	NA
Net Change Subtotal	(68,986,153)	6,063,405	(27,557,521)	(33,620,926)	-554.50%
Additional State Appropriations per 5/17 Committee ARP Allocations (1)					
State Appropriation			1,833,155	1,833,155	NA
FB paid by State for SERS UAL CC			44,255,178	44,255,178	NA
Higher Education - CSCU			10,000,000	10,000,000	NA
Net Change Subtotal	(68,986,153)	6,063,405	28,530,812	22,467,407	370.50%

Note:

(1) Additional State Approp are based on the Committee recommendations and will not be finalized until the State budget is approved.

State Universities
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

ATTACHMENT D

Account Name	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	167,690,716	166,146,947	167,354,081	1,207,134	0.70%
Student Fees	177,704,624	175,364,904	180,125,572	4,760,668	2.70%
State Appropriations	152,182,340	152,182,340	153,353,939	1,171,599	0.80%
Additional State Approp (Dev Edu, Outcomes and IMRP)	1,900,572	1,900,572	1,900,572	-	0.00%
Fringe Benefits Paid By State	146,095,047	146,095,047	147,219,781	1,124,734	0.80%
Accident Insurance	676,552	644,157	688,456	44,299	6.90%
Housing	42,969,715	41,450,289	55,690,142	14,239,853	34.40%
Food Service	20,567,070	18,939,317	23,377,116	4,437,798	23.40%
All Other Revenue	17,186,614	7,399,698	12,940,752	5,541,054	74.90%
Less: Contra Revenue	(7,072,517)	(5,894,621)	(6,256,308)	(361,687)	6.10%
Total Revenue	719,900,733	704,228,650	736,394,102	32,165,451	4.60%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	268,624,074	262,443,603	268,063,242	5,619,639	2.10%
<u>Part-Time</u>					
Lecturers (PTLs)	35,168,054	37,340,091	36,620,215	(719,876)	-1.90%
Lecturers (NCLs)	3,555,745	3,027,726	3,272,726	245,000	8.10%
Perm/Intermit PT	1,356,976	1,134,769	1,183,215	48,446	4.30%
University Assistants	4,206,543	3,542,889	3,984,480	441,591	12.50%
Graduate Assistants	2,391,183	2,252,958	2,334,958	82,000	3.60%
Student Labor	10,255,923	5,800,708	8,414,295	2,613,587	45.10%
Other Part Time	1,908,949	1,676,303	1,704,038	27,735	1.70%
Overtime	3,831,741	2,528,535	3,065,200	536,665	21.20%
All Other Personnel Services (Vac, Sick, Accr Abs)	9,108,567	10,521,311	11,182,758	661,447	6.30%
Subtotal Personnel Services	340,407,755	330,268,893	339,825,127	9,556,234	2.90%
Fringe Benefits	225,882,984	227,601,918	240,971,936	13,370,018	5.90%
Total P.S. & Fringe Benefits	566,290,739	557,870,811	580,797,063	22,926,252	4.10%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	45,645,907	43,006,405	44,809,320	1,802,915	4.20%
Waivers	13,172,622	12,106,358	12,538,429	432,071	3.60%
Utilities	20,079,275	17,580,541	18,877,317	1,296,776	7.40%
All Other Expenses	105,418,706	81,636,148	100,310,035	18,673,887	22.90%
Total Other Expenses	184,316,510	154,329,452	176,535,101	22,205,649	14.40%
Total Expenditures	750,607,249	712,200,263	757,332,164	45,131,901	6.30%
Addition to (Use of) Funds Before Transfers	(30,706,516)	(7,971,613)	(20,938,063)	(12,966,449)	162.70%
Transfers, Additional Funds and Commitments					
Debt Service	(29,476,542)	(30,419,874)	(28,658,907)	1,760,967	-5.80%
Auxiliary Renewal and Replacement	-	-	-	-	NA
HEERF Institutional	3,140,360	22,821,269	43,028,400	20,207,131	88.50%
CRF Funding	4,988,569	18,019,382	-	(18,019,382)	-100.00%
CSCU Miscellaneous Transfers	(720,250)	(4,950,089)	466,987	5,417,076	-109.40%
Total Transfers, Additional Funds and Commitments	(22,067,863)	5,470,688	14,836,480	9,365,792	171.20%
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	NA
Net Change Subtotal	(52,529,375)	(2,500,925)	(6,101,583)	(3,600,657)	144.00%
<u>Additional State Appropriations per 5/17 Committee ARP Allocations</u>					
State Appropriation			1,133,155	1,133,155	NA
FB paid by State for SERS UAL CC			22,032,962	22,032,962	NA
Higher Education - CSCU			5,026,555	5,026,555	NA
Net Change	(52,529,375)	(2,500,925)	22,091,089	24,592,015	-983.30%

Account Name	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	105,731,672	101,591,046	109,594,097	8,003,051	7.90%
Student Fees	49,491,099	48,464,533	54,308,760	5,844,227	12.10%
State Appropriations	148,518,817	148,518,817	148,863,171	344,354	0.20%
Additional State Approp (Dev Edu, Outcomes and IMRP)	8,523,582	8,523,582	8,523,582	-	0.00%
Fringe Benefits Paid By State	134,317,245	134,148,471	136,820,225	2,671,754	2.00%
OF Fringe Benefits Paid by State	36,550,000	36,550,000	16,200,000	(20,350,000)	-55.70%
All Other Revenue	2,633,152	2,873,760	3,622,908	749,148	26.10%
Less: Contra Revenue	(2,318,791)	(8,364,543)	(18,707,736)	(10,343,193)	123.70%
Total Revenue	483,446,776	472,305,666	459,225,007	(13,080,659)	-2.80%
Expenditures:					
Personnel Services:					
Full-Time	166,601,478	169,742,777	176,112,133	6,369,356	3.80%
Part-Time					
Lecturers (PTL and ECL, 601302 and 601301)	55,827,963	47,134,695	49,614,834	2,480,139	5.30%
Contractual (NCL, 601300)	3,492,729	3,087,830	3,760,427	672,597	21.80%
Permanent Part-time (601100)	1,301,835	1,161,154	932,834	(228,320)	-19.70%
Temporary Part-time (601200, 02, 03, 04, 601303)	20,164,934	15,335,801	16,378,707	1,042,906	6.80%
Student Labor (601400, 01, 02, 601406)	1,990,726	985,779	1,663,437	677,658	68.70%
Overtime (601501, 601502)	1,038,063	705,449	980,950	275,501	39.10%
All Other Personnel Services	4,950,591	6,039,847	5,869,724	(170,123)	-2.80%
Subtotal Personnel Services	255,368,319	244,193,332	255,313,046	11,119,714	4.60%
Fringe Benefits	176,518,944	171,300,426	187,869,154	16,568,728	9.70%
Total P.S. & Fringe Benefits	431,887,263	415,493,758	443,182,200	27,688,442	6.70%
Other Expenses:					
Inst. Financial Aid/Match	14,334,290	14,930,077	15,163,949	233,872	1.60%
Waivers	4,327,950	2,651,617	3,530,404	878,787	33.10%
Utilities	9,417,005	8,804,442	9,553,559	749,117	8.50%
All Other Expenses	56,601,253	45,235,533	62,840,134	17,604,601	38.90%
Total Other Expenses	84,680,498	71,621,669	91,088,046	19,466,377	27.20%
Total Expenditures	516,567,762	487,115,427	534,270,246	47,154,819	9.70%
Addition to (Use of) Funds Before Transfers	(33,120,986)	(14,809,761)	(75,045,239)	(60,235,477)	406.70%
Transfers, Additional Funds and Commitments					
CCC Transfer in	23,782,298	25,630,461	27,681,533	2,051,072	8.00%
CCC Transfer out	(22,751,320)	(25,894,335)	(27,051,974)	(1,157,639)	4.50%
HEERF Institutional	14,246,438	23,144,494	48,888,855	25,744,361	111.20%
CRF Funding	-	391,414	-	(391,414)	-100.00%
Total Transfers, Additional Funds and Commitments	15,277,416	23,272,034	49,518,414	26,246,380	112.80%
Net Change Subtotal	(17,843,570)	8,462,273	(25,526,825)	(33,989,098)	-401.70%
Use of Unrestricted Reserves for PACT Program	(3,000,000)	-	-	-	NA
CCC System-wide Additional Reductions (1)	4,400,000	-	-	-	NA
Target savings (PS, FB and OE) (2)			5,000,000	5,000,000	NA
Net Change Subtotal	(16,443,570)	8,462,273	(20,526,825)	(28,989,098)	-342.60%
Additional State Appropriations per 5/17 Committee ARP Allocations					
State Appropriation			700,000	700,000	NA
FB paid by State for SERS UAL CC			21,332,962	21,332,962	NA
Higher Education - CSCU			4,866,345	4,866,345	NA
Net Change	(16,443,570)	8,462,273	6,372,482	(2,089,791)	-24.70%

Notes:

- (1) FY21 Revised Budget includes an additional reduction of \$4,400,000 (hiring freeze, reduction to overtime, part-time lecturers and all other expenditures).
(2) FY22 Budget includes targeted savings from reduction to expenditures.

Charter Oak State College
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

ATTACHMENT D

Account Name	FY21 Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	10,521,973	11,300,000	11,675,599	375,599	3.30%
Student Fees	543,709	500,000	502,095	2,095	0.40%
State Appropriations	3,284,028	3,284,028	3,291,607	7,579	0.20%
Additional State Approp (Dev Edu, Outcomes and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	3,218,347	3,152,667	3,127,027	(25,640)	-0.80%
All Other Revenue	679,728	395,000	405,000	10,000	2.50%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	18,247,785	18,631,695	19,001,328	369,633	2.00%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	5,833,259	5,438,035	5,847,350	409,315	7.50%
<u>Part-Time</u>					
Lecturers	2,373,075	2,534,362	2,481,952	(52,410)	-2.10%
Permanent Part-time	253,258	320,000	324,034	4,034	1.30%
University Assistants	-	50,000	25,496	(24,504)	-49.00%
Student Labor	78,775	10,000	90,000	80,000	800.00%
Temporary Part Time	105,306	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	65,222	103,041	378,766	275,725	267.60%
Subtotal Personnel Services	8,708,895	8,455,438	9,147,598	692,160	8.20%
Fringe Benefits	6,154,622	6,110,000	6,764,354	654,354	10.70%
Total P.S. & Fringe Benefits	14,863,517	14,565,438	15,911,952	1,346,514	9.20%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	919,953	820,000	820,000	-	0.00%
Waivers	326,936	400,000	330,000	(70,000)	-17.50%
Utilities	82,530	71,900	85,000	13,100	18.20%
All Other Expenses	2,068,057	2,672,300	2,783,490	111,190	4.20%
Total Other Expenses	3,397,476	3,964,200	4,018,490	54,290	1.40%
Total Expenditures	18,260,993	18,529,638	19,930,442	1,400,804	7.60%
Addition to (Use of) Funds Before Transfers	(13,208)	102,057	(929,114)	(1,031,171)	-1010.40%
Net Change Subtotal	(13,208)	102,057	(929,114)	(1,031,171)	-1010.40%
<u>Additional State Appropriations per 5/17 Committee ARP Allocations</u>					
FB paid by State for SERS UAL CC			889,254	889,254	NA
Higher Education - CSCU			107,100	107,100	NA
Net Change	(13,208)	102,057	67,240	(34,817)	-34.10%

Account Name	FY21 Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	404,258	404,258	404,258	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)		-	-	-	NA
Fringe Benefits Paid By State	358,071	348,874	366,318	17,444	5.00%
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Less: Contra Revenue				-	NA
Total Revenue	<u>762,329</u>	<u>753,132</u>	<u>770,576</u>	<u>17,444</u>	<u>2.30%</u>
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	404,258	404,258	404,258	-	0.00%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time				-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	<u>404,258</u>	<u>404,258</u>	<u>404,258</u>	<u>-</u>	<u>0.00%</u>
Fringe Benefits	<u>358,071</u>	<u>348,874</u>	<u>366,318</u>	<u>17,444</u>	<u>5.00%</u>
Total P.S. & Fringe Benefits	<u>762,329</u>	<u>753,132</u>	<u>770,576</u>	<u>17,444</u>	<u>2.30%</u>
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
Total Other Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>NA</u>
Total Expenditures	<u>762,329</u>	<u>753,132</u>	<u>770,576</u>	<u>17,444</u>	<u>2.30%</u>
Addition to (Use of) Funds Before Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>NA</u>
Net Change	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>NA</u>

CONNECTICUT STATE UNIVERSITIES

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

FY22 Budget, FY21 Revised Budget and Estimate

Attachement E

	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition FT and PT (Gross)	167,690,716	166,146,947	167,354,081	1,207,134	0.70%
Student Fees	177,704,624	175,364,904	180,125,572	4,760,668	2.70%
State Appropriations	152,182,340	152,182,340	153,353,939	1,171,599	0.80%
Additl State Appropriation (Dev Education and IMRP)	1,900,572	1,900,572	1,900,572	-	0.00%
Fringe Benefits Paid By State	146,095,047	146,095,047	147,219,781	1,124,734	0.80%
Accident Insurance	676,552	644,157	688,456	44,299	6.90%
Housing	42,969,715	41,450,289	55,690,142	14,239,853	34.40%
Food Service	20,567,070	18,939,317	23,377,116	4,437,798	23.40%
All Other Revenue	17,186,614	7,399,698	12,940,752	5,541,054	74.90%
Less: Contra Revenue	(7,072,517)	(5,894,621)	(6,256,308)	(361,687)	6.10%
Total Revenue	719,900,733	704,228,650	736,394,102	32,165,451	4.60%
Expenditures:					
Personal Services:					
Total Full Time	268,624,074	262,443,603	268,063,242	5,619,639	2.10%
Part Time:					
Lecturers (PTLs)	35,168,054	37,340,091	36,620,215	(719,876)	-1.90%
Lecturers (NCLs)	3,555,745	3,027,726	3,272,726	245,000	8.10%
Perm/Intermit PT	1,356,976	1,134,769	1,183,215	48,446	4.30%
University Assistants	4,206,543	3,542,889	3,984,480	441,591	12.50%
Graduate Assistants	2,391,183	2,252,958	2,334,958	82,000	3.60%
Student Labor	10,255,923	5,800,708	8,414,295	2,613,587	45.10%
Other Part Time	1,908,949	1,676,303	1,704,038	27,735	1.70%
Total Part Time	58,843,373	54,775,444	57,513,927	2,738,483	5.00%
Overtime	3,831,741	2,528,535	3,065,200	536,665	21.20%
All Other Personal Services	9,108,567	10,521,311	11,182,758	661,447	6.30%
Subtotal Personal Services	340,407,755	330,268,893	339,825,127	9,556,234	2.90%
Fringe Benefits	224,836,559	226,717,586	240,123,258	13,405,672	5.90%
Worker's Comp. Recovery	1,046,425	884,332	848,678	(35,654)	-4.00%
Total P.S. & Fringe Benefits	566,290,739	557,870,811	580,797,063	22,926,252	4.10%
Other Expenses:					
Inst. Financial Aid/Match	45,645,907	43,006,405	44,809,320	1,802,915	4.20%
Waivers	13,172,622	12,106,358	12,538,429	432,071	3.60%
Utilities	20,079,275	17,580,541	18,877,317	1,296,776	7.40%
All Other Expenses	105,418,706	81,636,148	100,310,035	18,673,887	22.90%
Total Other Expenses	184,316,510	154,329,452	176,535,101	22,205,649	14.40%
Total Expenditures	750,607,249	712,200,263	757,332,164	45,131,901	6.30%
Addition to (Use of) Funds Before Transfers	(30,706,516)	(7,971,613)	(20,938,063)	(12,966,449)	162.70%
Designated Transfers					
Debt Service (University Fee)	(20,664,708)	(20,048,624)	(20,086,963)	(38,339)	0.20%
Debt Service (Residence Halls)	(5,894,813)	(6,244,266)	(5,292,775)	951,491	-15.20%
Debt Service (Parking Garages)	(2,917,021)	(4,126,984)	(3,279,169)	847,815	-20.50%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(29,476,542)	(30,419,874)	(28,658,907)	1,760,967	-5.80%
Other Requests, Transfers and Additional Commitments					
Transfer to SO - GF OF swap	-	-	-	-	NA
HEERF Institutional	3,140,360	22,821,269	43,028,400	20,207,131	88.50%
CRF Funding	4,988,569	18,019,382	-	(18,019,382)	-100.00%
CSCU Miscellaneous Transfers	(720,250)	(4,950,089)	466,987	5,417,076	-109.40%
Total Transfers and Commitments	7,408,679	35,890,562	43,495,387	7,604,825	21.20%
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	NA
Net Change Subtotal	(52,529,375)	(2,500,925)	(6,101,583)	(3,600,657)	144.00%
Additional State Appropriations per 5/17 Committee ARP Allocations					
State Appropriation			1,133,155	1,133,155	NA
FB paid by State for SERS UAL			22,032,962	22,032,962	NA
Higher Education - CSCU			5,026,555	5,026,555	NA
Net Change	(52,529,375)	(2,500,925)	22,091,089	24,592,015	-983.30%

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

FY22 Budget

Attachement E

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	167,354,081	60,001,079	23,948,739	53,027,822	30,376,441	-
Student Fees	180,125,572	61,621,044	26,367,186	60,796,722	31,340,620	-
State Appropriations	153,353,939	46,426,838	30,122,763	43,720,518	28,084,718	4,999,102
Additl State Appropriation (Dev Education, Outcomes anc	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	147,219,781	47,211,627	26,283,772	45,379,618	24,861,655	3,483,108
Accident Insurance	688,456	-	183,585	310,000	194,871	-
Housing	55,690,142	12,466,225	18,452,493	13,881,632	10,889,792	-
Food Service	23,377,116	6,215,000	5,545,132	6,743,517	4,873,467	-
All Other Revenue	12,940,752	4,734,571	1,285,170	3,800,000	3,121,011	-
Less: Contra Revenue	(6,256,308)	(2,147,548)	(605,257)	(2,500,000)	(1,003,503)	-
Total Revenue	736,394,102	237,273,979	131,968,726	225,544,972	133,124,214	8,482,210
Expenditures:						
Personal Services:						
Total Full Time	268,063,242	83,865,012	45,722,979	84,818,809	48,884,624	4,771,818
Part Time:						
Lecturers (PTLs)	36,620,215	10,776,260	5,619,176	13,537,955	6,686,824	-
Lecturers (NCLs)	3,272,726	1,135,000	337,951	1,218,678	581,097	-
Perm/Intermit PT	1,183,215	326,191	205,417	566,424	85,183	-
University Assistants	3,984,480	1,060,000	1,234,935	1,172,434	517,111	-
Graduate Assistants	2,334,958	608,400	272,000	1,226,441	228,117	-
Student Labor	8,414,295	3,030,000	2,164,286	2,090,721	1,129,288	-
Other Part Time	1,704,038	637,800	262,147	371,044	433,047	-
Total Part Time	325,577,169	101,438,663	55,818,891	105,002,506	58,545,291	4,771,818
Overtime	3,065,200	800,200	835,000	1,030,000	400,000	-
All Other Personal Services	11,182,758	3,894,000	1,672,590	3,859,411	1,689,473	67,284
Subtotal Personal Services	339,825,127	106,132,863	58,326,481	109,891,917	60,634,764	4,839,102
Fringe Benefits	240,123,258	72,536,995	43,104,174	77,888,948	43,110,033	3,483,108
Worker's Comp. Recovery	848,678	317,308	178,736	311,000	41,634	-
Total P.S. & Fringe Benefits	580,797,063	178,987,166	101,609,391	188,091,865	103,786,431	8,322,210
Other Expenses:						
Inst. Financial Aid/Match	44,809,320	14,868,118	13,000,806	12,440,396	4,500,000	-
Waivers	12,538,429	2,471,910	1,426,301	7,400,000	1,240,218	-
Utilities	18,877,317	5,062,141	3,993,440	5,502,000	4,319,736	-
All Other Expenses	100,310,035	33,099,750	17,744,626	25,778,757	19,350,498	4,336,404
Total Other Expenses	176,535,101	55,501,919	36,165,173	51,121,153	29,410,452	4,336,404
Total Expenditures	757,332,164	234,489,085	137,774,564	239,213,018	133,196,883	12,658,614
Addition to (Use of) Funds Before Transfers	(20,938,063)	2,784,894	(5,805,838)	(13,668,046)	(72,669)	(4,176,404)
Designated Transfers						
Debt Service	(28,658,907)	(11,272,198)	(5,632,374)	(6,878,425)	(4,875,910)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(28,658,907)	(11,272,198)	(5,632,374)	(6,878,425)	(4,875,910)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,044,101)	(1,044,101)	(1,044,101)	(1,044,101)	4,176,404
HEERF Institutional	43,028,400	13,764,507	11,065,690	11,917,242	6,280,961	-
CRF Funding	-	-	-	-	-	-
Miscellaneous Transfers	466,987	(4,233,102)	-	4,950,089	(250,000)	-
Total Transfers and Commitments	43,495,387	8,487,304	10,021,589	15,823,230	4,986,860	4,176,404
Net Change Subtotal	(6,101,583)	0	(1,416,623)	(4,723,241)	38,281	-
Additional State Appropriations per 5/17 Committee ARP Allocations						
State Appropriation	1,133,155					
FB paid by State for SERS UAL	22,032,962					
Higher Education - CSCU	5,026,555					
Net Change	22,091,089					

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

FY21 Estimate

Attachement E

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	166,146,947	58,684,896	24,434,298	54,762,988	28,264,765	-
Student Fees	175,364,904	60,098,593	26,619,075	60,236,497	28,410,739	-
State Appropriations	152,182,340	45,307,524	30,331,861	43,146,880	28,290,894	5,105,181
Additi State Appropriation (Dev Education, Outcomes anc	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	146,095,047	46,860,086	26,311,275	44,591,739	24,935,932	3,396,015
Accident Insurance	644,157	-	171,386	302,356	170,415	-
Housing	41,450,289	7,324,449	17,029,683	11,011,335	6,084,822	-
Food Service	18,939,317	5,004,792	5,185,407	5,658,910	3,090,208	-
All Other Revenue	7,399,698	2,750,908	1,181,620	1,651,456	1,815,714	-
Less: Contra Revenue	(5,894,621)	(2,446,503)	(555,257)	(2,056,296)	(836,565)	-
Total Revenue	704,228,650	224,329,888	131,094,491	219,691,008	120,612,067	8,501,196
Expenditures:						
Personal Services:						
Total Full Time	262,443,603	82,345,581	45,318,873	82,893,942	47,281,287	4,603,920
Part Time:						
Lecturers (PTLs)	37,340,091	10,681,884	5,619,176	14,137,955	6,901,076	-
Lecturers (NCLs)	3,027,726	890,000	337,951	1,218,678	581,097	-
Perm/Intermit PT	1,134,769	293,546	189,616	566,424	85,183	-
University Assistants	3,542,889	865,894	987,450	1,172,434	517,111	-
Graduate Assistants	2,252,958	538,400	260,000	1,226,441	228,117	-
Student Labor	5,800,708	1,230,000	1,350,699	2,090,721	1,129,288	-
Other Part Time	1,676,303	637,800	234,412	371,044	433,047	-
Total Part Time	317,219,047	97,483,105	54,298,177	103,677,639	57,156,206	4,603,920
Overtime	2,528,535	500,200	678,831	933,021	416,483	-
All Other Personal Services	10,521,311	3,637,808	1,459,835	3,648,675	1,707,709	67,284
Subtotal Personal Services	330,268,893	101,621,113	56,436,843	108,259,335	59,280,398	4,671,204
Fringe Benefits	226,717,586	70,204,403	40,533,481	72,855,142	40,000,113	3,124,447
Worker's Comp. Recovery	884,332	342,266	190,632	309,800	41,634	-
Total P.S. & Fringe Benefits	557,870,811	172,167,782	97,160,956	181,424,277	99,322,145	7,795,651
Other Expenses:						
Inst. Financial Aid/Match	43,006,405	13,738,716	11,507,990	12,305,265	5,454,434	-
Waivers	12,106,358	2,296,592	1,413,026	7,166,707	1,230,033	-
Utilities	17,580,541	5,062,141	4,024,033	4,744,284	3,750,083	-
All Other Expenses	81,636,148	27,789,534	14,748,543	17,572,647	16,693,840	4,831,584
Total Other Expenses	154,329,452	48,886,983	31,693,592	41,788,903	27,128,390	4,831,584
Total Expenditures	712,200,263	221,054,765	128,854,548	223,213,180	126,450,535	12,627,235
Addition to (Use of) Funds Before Transfers	(7,971,613)	3,275,123	2,239,942	(3,522,172)	(5,838,468)	(4,126,039)
Designated Transfers						
Debt Service	(30,419,874)	(10,672,190)	(6,258,835)	(8,277,613)	(5,211,236)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(30,419,874)	(10,672,190)	(6,258,835)	(8,277,613)	(5,211,236)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,057,289)	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
HEERF Institutional	22,821,269	4,158,523	527,027	13,114,947	5,020,772	-
CRF Funding	18,019,382	4,295,833	4,869,236	4,692,216	4,123,673	38,424
Miscellaneous Transfers	(4,950,089)	-	-	(4,950,089)	-	-
Total Transfers and Commitments	35,890,562	7,397,067	4,338,974	11,799,785	8,087,156	4,267,580
Net Change Subtotal	(2,500,925)	-	320,081	-	(2,962,548)	141,541
WCSU Foundation Reserves - Tuition Offset	-	-	-	-	-	-
Net Change	(2,500,925)	-	320,081	-	(2,962,548)	141,541

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

FY21 Revised Budget

Attachement E

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	167,690,716	59,364,123	24,488,393	54,613,176	29,225,024	-
Student Fees	177,704,624	61,123,687	26,789,774	59,756,873	30,034,290	-
State Appropriations	152,182,340	45,307,524	30,331,861	43,146,880	28,290,894	5,105,181
Additl State Appropriation (Dev Education, Outcomes anc	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	146,095,047	46,860,086	26,311,275	44,591,739	24,935,932	3,396,015
Accident Insurance	676,552	-	183,984	317,055	175,513	-
Housing	42,969,715	7,978,503	17,327,507	11,375,798	6,287,907	-
Food Service	20,567,070	5,462,007	5,541,792	6,163,167	3,400,104	-
All Other Revenue	17,186,614	5,292,450	1,378,961	4,659,794	5,855,409	-
Less: Contra Revenue	(7,072,517)	(2,669,587)	(1,183,254)	(2,000,000)	(1,219,676)	-
Total Revenue	719,900,733	229,463,937	131,555,436	223,009,625	127,370,540	8,501,196
Expenditures:						
Personal Services:						
Total Full Time	268,624,074	85,738,794	46,377,038	83,767,024	47,849,297	4,891,921
Part Time:						
Lecturers (PTLs)	35,168,054	10,776,260	5,441,712	11,927,021	7,023,061	-
Lecturers (NCLs)	3,555,745	1,300,000	351,648	1,323,000	581,097	-
Perm/Intermit PT	1,356,976	268,355	263,271	727,489	97,861	-
University Assistants	4,206,543	960,000	1,330,181	1,137,577	765,525	13,260
Graduate Assistants	2,391,183	604,800	250,000	1,339,571	196,812	-
Student Labor	10,255,923	2,890,000	2,394,901	3,204,602	1,766,420	-
Other Part Time	1,908,949	635,000	355,869	485,033	433,047	-
Total Part Time	58,843,373	17,434,415	10,387,582	20,144,293	10,863,823	13,260
Overtime	3,831,741	802,000	1,058,000	1,048,286	923,455	-
All Other Personal Services	9,108,567	3,029,808	1,616,713	3,158,196	1,303,850	-
Subtotal Personal Services	340,407,755	107,005,017	59,439,333	108,117,799	60,940,425	4,905,181
Fringe Benefits	224,836,559	69,022,880	40,491,066	71,258,866	40,667,732	3,396,015
Worker's Comp. Recovery	1,046,425	360,518	200,886	300,000	185,021	-
Total P.S. & Fringe Benefits	566,290,739	176,388,415	100,131,285	179,676,665	101,793,178	8,301,196
Other Expenses:						
Inst. Financial Aid/Match	45,645,907	14,134,300	12,100,000	13,616,607	5,795,000	-
Waivers	13,172,622	2,780,420	1,458,121	7,752,235	1,181,846	-
Utilities	20,079,275	5,062,141	4,325,899	6,671,500	4,019,735	-
All Other Expenses	105,418,706	36,395,731	18,463,759	26,631,361	19,498,699	4,429,156
Total Other Expenses	184,316,510	58,372,592	36,347,779	54,671,703	30,495,280	4,429,156
Total Expenditures	750,607,249	234,761,007	136,479,064	234,348,368	132,288,458	12,730,352
Addition to (Use of) Funds Before Transfers	(30,706,516)	(5,297,070)	(4,923,628)	(11,338,743)	(4,917,918)	(4,229,156)
Designated Transfers						
Debt Service	(29,476,542)	(8,479,118)	(6,685,716)	(8,579,315)	(5,732,393)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(29,476,542)	(8,479,118)	(6,685,716)	(8,579,315)	(5,732,393)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,057,289)	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
HEERF Institutional	3,140,360	815,608	527,027	1,507,207	290,518	-
CRF Funding	4,988,569	2,414,617	946,196	703,510	924,246	-
Other Transfer	(720,250)	(720,250)	-	-	-	-
Total Transfers and Commitments	7,408,679	1,452,686	415,934	1,153,428	157,475	4,229,156
Net Change Subtotal	(52,774,379)	(12,323,502)	(11,193,410)	(18,764,630)	(10,492,836)	(0)
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	245,004	-
Net Change	(52,529,375)	(12,323,502)	(11,193,410)	(18,764,630)	(10,247,832)	(0)

CENTRAL CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY22 Budget, FY21 Revised Budget and Estimate

Attachement E

	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	47,403,239	46,218,097	47,725,654	1,507,557	3.30%
Part Time Tuition (Gross)	11,960,884	12,466,799	12,275,425	(191,374)	-1.50%
General University Fee (PT students)	11,389,476	11,793,321	11,707,566	(85,755)	-0.70%
University General Fee (excluding Accident Ins.)	28,863,000	28,114,000	28,907,000	793,000	2.80%
University Fee (DS)	6,801,000	6,644,000	6,822,000	178,000	2.70%
Extension Fee (Gross)	11,456,584	11,469,334	11,911,157	441,823	3.90%
All Other Student Fees	2,613,627	2,077,938	2,273,321	195,383	9.40%
Accident Insurance	-	-	-	-	NA
State Appropriations	45,307,524	45,307,524	46,426,838	1,119,314	2.50%
Additl State Appropriation (Dev Education and IMRP)	745,143	745,143	745,143	-	0.00%
Fringe Benefits Paid By State	46,860,086	46,860,086	47,211,627	351,541	0.80%
Housing	7,978,503	7,324,449	12,466,225	5,141,776	70.20%
Food Service	5,462,007	5,004,792	6,215,000	1,210,208	24.20%
All Other Revenue	5,292,450	2,750,908	4,734,571	1,983,663	72.10%
Less: Contra Revenue	(2,669,587)	(2,446,503)	(2,147,548)	298,955	-12.20%
Total Revenue	229,463,937	224,329,888	237,273,979	12,944,091	5.80%
Expenditures:					
Personal Services:					
Total Full Time	85,738,794	82,345,581	83,865,012	1,519,431	1.80%
Part Time:					
Lecturers (PTLs)	10,776,260	10,681,884	10,776,260	94,376	0.90%
Lecturers (NCLs)	1,300,000	890,000	1,135,000	245,000	27.50%
Perm/Intermit PT	268,355	293,546	326,191	32,645	11.10%
University Assistants	960,000	865,894	1,060,000	194,106	22.40%
Graduate Assistants	604,800	538,400	608,400	70,000	13.00%
Student Labor	2,890,000	1,230,000	3,030,000	1,800,000	146.30%
Other Part Time	635,000	637,800	637,800	-	0.00%
Total Part Time	17,434,415	15,137,524	17,573,651	2,436,127	16.10%
Overtime	802,000	500,200	800,200	-	0.00%
All Other Personal Services	3,029,808	3,637,808	3,894,000	256,192	7.00%
Subtotal Personal Services	107,005,017	101,621,113	106,132,863	4,511,750	4.40%
Fringe Benefits	69,022,880	70,204,403	72,536,995	2,332,592	3.30%
Worker's Comp. Recovery	360,518	342,266	317,308	(24,958)	-7.30%
Total P.S. & Fringe Benefits	176,388,415	172,167,782	178,987,166	6,819,384	4.00%
Other Expenses:					
Inst. Financial Aid/Match	14,134,300	13,738,716	14,868,118	1,129,402	8.20%
Waivers	2,780,420	2,296,592	2,471,910	175,318	7.60%
Utilities	5,062,141	5,062,141	5,062,141	-	0.00%
All Other Expenses	36,395,731	27,789,534	33,099,750	5,310,216	19.10%
Total Other Expenses	58,372,592	48,886,983	55,501,919	6,614,936	13.50%
Total Expenditures	234,761,007	221,054,765	234,489,085	13,434,320	6.10%
Addition to (Use of) Funds Before Transfers	(5,297,070)	3,275,123	2,784,894	(490,229)	-15.00%
Designated Transfers					
Debt Service (University Fee)	(6,688,000)	(6,531,000)	(6,709,000)	(178,000)	2.70%
Debt Service Residence Halls	(1,000,000)	(2,081,980)	(3,051,841)	(969,861)	46.60%
Debt Service Parking Garage (Welte & W/D Design)	(791,118)	(773,687)	(759,672)	14,015	-1.80%
Debt Service Parking Garage (W/D Garage Construction)	-	(1,285,523)	(751,685)	533,838	-41.50%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(8,479,118)	(10,672,190)	(11,272,198)	(600,008)	5.60%
Other Requests, Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,057,289)	(1,057,289)	(1,044,101)	13,188	-1.20%
Other Transfers					
Other Transfer - Housing Reserve					
Other Transfer - Telecom Reserves					
HEERF Institutional	815,608	4,158,523	13,764,507	9,605,984	231.00%
CRF Funding	2,414,617	4,295,833	-	(4,295,833)	-100.00%
Miscellaneous Transfers	(720,250)	-	(4,233,102)	(4,233,102)	NA
Total Transfers and Commitments	1,452,686	7,397,067	8,487,304	1,090,237	14.70%
Net Change	(12,323,502)	-	0	0	NA

EASTERN CONNECTICUT STATE UNIVERSITY

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

FY22 Budget, FY21 Revised Budget and Estimate

Attachement E

	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	22,681,521	22,711,690	22,268,323	(443,367)	-2.00%
Part Time Tuition (Gross)	1,806,872	1,722,608	1,680,416	(42,192)	-2.40%
General University Fee (PT students)	2,028,018	1,936,598	1,888,880	(47,718)	-2.50%
University General Fee (excluding Accident Ins.)	17,885,686	17,874,118	17,719,581	(154,537)	-0.90%
University Fee (DS)	3,510,374	3,500,709	3,458,356	(42,353)	-1.20%
Extension Fee (Gross)	2,589,314	2,598,867	2,575,354	(23,513)	-0.90%
All Other Student Fees	776,382	708,783	725,015	16,232	2.30%
Accident Insurance	183,984	171,386	183,585	12,199	7.10%
State Appropriations	30,331,861	30,331,861	30,122,763	(209,099)	-0.70%
Additl State Appropriation (Dev Education and IMRP)	385,143	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	26,311,275	26,311,275	26,283,772	(27,503)	-0.10%
Housing	17,327,507	17,029,683	18,452,493	1,422,810	8.40%
Food Service	5,541,792	5,185,407	5,545,132	359,725	6.90%
All Other Revenue	1,378,961	1,181,620	1,285,170	103,550	8.80%
Less: Contra Revenue	(1,183,254)	(555,257)	(605,257)	(50,000)	9.00%
Total Revenue	131,555,436	131,094,491	131,968,726	874,235	0.70%
Expenditures:					
Personal Services:					
Total Full Time	46,377,038	45,318,873	45,722,979	404,106	0.90%
Part Time:					
Lecturers (PTLs)	5,441,712	5,619,176	5,619,176	-	0.00%
Lecturers (NCLs)	351,648	337,951	337,951	-	0.00%
Perm/Intermit PT	263,271	189,616	205,417	15,801	8.30%
University Assistants	1,330,181	987,450	1,234,935	247,485	25.10%
Graduate Assistants	250,000	260,000	272,000	12,000	4.60%
Student Labor	2,394,901	1,350,699	2,164,286	813,587	60.20%
Other Part Time	355,869	234,412	262,147	27,735	11.80%
Total Part Time	10,387,582	8,979,304	10,095,912	1,116,608	12.40%
Overtime	1,058,000	678,831	835,000	156,169	23.00%
All Other Personal Services	1,616,713	1,459,835	1,672,590	212,755	14.60%
Subtotal Personal Services	59,439,333	56,436,843	58,326,481	1,889,638	3.30%
Fringe Benefits	40,491,066	40,533,481	43,104,174	2,570,693	6.30%
Worker's Comp. Recovery	200,886	190,632	178,736	(11,896)	-6.20%
Total P.S. & Fringe Benefits	100,131,285	97,160,956	101,609,391	4,448,435	4.60%
Other Expenses:					
Inst. Financial Aid/Match	12,100,000	11,507,990	13,000,806	1,492,816	13.00%
Waivers	1,458,121	1,413,026	1,426,301	13,275	0.90%
Utilities	4,325,899	4,024,033	3,993,440	(30,593)	-0.80%
All Other Expenses	18,463,759	14,748,543	17,744,626	2,996,083	20.30%
Total Other Expenses	36,347,779	31,693,592	36,165,173	4,471,581	14.10%
Total Expenditures	136,479,064	128,854,548	137,774,564	8,920,016	6.90%
Addition to (Use of) Funds Before Transfers	(4,923,628)	2,239,942	(5,805,838)	(8,045,781)	-359.20%
Designated Transfers					
Debt Service (University Fee)	(3,463,616)	(3,500,709)	(3,458,356)	42,353	-1.20%
Debt Service Residence Halls	(2,724,727)	(2,359,083)	(1,694,715)	664,368	-28.20%
Debt Service Parking Garage	(497,373)	(399,043)	(479,303)	(80,260)	20.10%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(6,685,716)	(6,258,835)	(5,632,374)	626,461	-10.00%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,057,289)	(1,057,289)	(1,044,101)	13,188	-1.20%
Other Request					
HEERF Institutional	527,027	527,027	11,065,690	10,538,663	1999.60%
CRF Funding	946,196	4,869,236	-	(4,869,236)	-100.00%
Total Transfers and Commitments	415,934	4,338,974	10,021,589	5,682,615	131.00%
Net Change	(11,193,410)	320,081	(1,416,623)	(1,736,705)	-542.60%

SOUTHERN CONNECTICUT STATE UNIVERSITY

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

FY22 Budget, FY21 Revised Budget and Estimate

Attachement E

	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	46,251,528	45,898,883	43,277,312	(2,621,571)	-5.70%
Part Time Tuition (Gross)	8,361,648	8,864,105	9,750,510	886,405	10.00%
General University Fee (PT students)	8,649,404	8,988,389	9,887,234	898,845	10.00%
University General Fee (excluding Accident Ins.)	30,120,337	30,097,267	28,456,966	(1,640,301)	-5.40%
University Fee (DS)	7,078,219	6,663,883	6,300,701	(363,182)	-5.50%
Extension Fee (Gross)	12,099,282	12,501,655	13,751,821	1,250,166	10.00%
All Other Student Fees	1,809,631	1,985,303	2,400,000	414,697	20.90%
Accident Insurance	317,055	302,356	310,000	7,644	2.50%
State Appropriations	43,146,880	43,146,880	43,720,518	573,638	1.30%
Additl State Appropriation (Dev Education and IMRP)	385,143	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	44,591,739	44,591,739	45,379,618	787,879	1.80%
Housing	11,375,798	11,011,335	13,881,632	2,870,297	26.10%
Food Service	6,163,167	5,658,910	6,743,517	1,084,607	19.20%
All Other Revenue	4,659,794	1,651,456	3,800,000	2,148,544	130.10%
Less: Contra Revenue	(2,000,000)	(2,056,296)	(2,500,000)	(443,704)	21.60%
Total Revenue	223,009,625	219,691,008	225,544,972	5,853,964	2.70%
Expenditures:					
Personal Services:					
Total Full Time	83,767,024	82,893,942	84,818,809	1,924,867	2.30%
Part Time:					
Lecturers (PTLs)	11,927,021	14,137,955	13,537,955	(600,000)	-4.20%
Lecturers (NCLs)	1,323,000	1,218,678	1,218,678	-	0.00%
Perm/Intermit PT	727,489	566,424	566,424	-	0.00%
University Assistants	1,137,577	1,172,434	1,172,434	-	0.00%
Graduate Assistants	1,339,571	1,226,441	1,226,441	-	0.00%
Student Labor	3,204,602	2,090,721	2,090,721	-	0.00%
Other Part Time	485,033	371,044	371,044	-	0.00%
Total Part Time	20,144,293	20,783,697	20,183,697	(600,000)	-2.90%
Overtime	1,048,286	933,021	1,030,000	96,979	10.40%
All Other Personal Services	3,158,196	3,648,675	3,859,411	210,736	5.80%
Subtotal Personal Services	108,117,799	108,259,335	109,891,917	1,632,582	1.50%
Fringe Benefits	71,258,866	72,855,142	77,888,948	5,033,806	6.90%
Worker's Comp. Recovery	300,000	309,800	311,000	1,200	0.40%
Total P.S. & Fringe Benefits	179,676,665	181,424,277	188,091,865	6,667,588	3.70%
Other Expenses:					
Inst. Financial Aid/Match	13,616,607	12,305,265	12,440,396	135,131	1.10%
Waivers	7,752,235	7,166,707	7,400,000	233,293	3.30%
Utilities	6,671,500	4,744,284	5,502,000	757,716	16.00%
All Other Expenses	26,631,361	17,572,647	25,778,757	8,206,110	46.70%
Total Other Expenses	54,671,703	41,788,903	51,121,153	9,332,250	22.30%
Total Expenditures	234,348,368	223,213,180	239,213,018	15,999,838	7.20%
Addition to (Use of) Funds Before Transfers	(11,338,743)	(3,522,172)	(13,668,046)	(10,145,874)	288.10%
Designated Transfers					
Debt Service (University Fee)	(6,903,219)	(6,501,258)	(6,250,701)	250,557	-3.90%
Debt Service Residence Halls	(800,000)	(781,006)	-	781,006	-100.00%
Debt Service Parking Garage	(876,096)	(995,349)	(627,724)	367,625	-36.90%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(8,579,315)	(8,277,613)	(6,878,425)	1,399,188	-16.90%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,057,289)	(1,057,289)	(1,044,101)	13,188	-1.20%
Transfer to liability for GEAR UP Grant	-	(4,950,089)	4,950,089	9,900,178	-200.00%
FY18 Longevity Pay Set Aside for FY19					
HEERF Institutional	1,507,207	13,114,947	11,917,242	(1,197,705)	-9.10%
CRF Funding	703,510	4,692,216	-	(4,692,216)	-100.00%
Total Transfers and Commitments	1,153,428	11,799,785	15,823,230	4,023,445	34.10%
Net Change	(18,764,630)	-	(4,723,241)	(4,723,241)	NA

WESTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY22 Budget, FY21 Revised Budget and Estimate

Attachement E

	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	23,894,191	23,376,245	24,960,161	1,583,916	6.80%
Part Time Tuition (Gross)	5,330,833	4,888,520	5,416,280	527,760	10.80%
General University Fee (PT students)	4,293,963	4,107,831	4,634,148	526,317	12.80%
University General Fee (excluding Accident Ins.)	16,487,459	16,056,561	16,747,443	690,882	4.30%
University Fee (DS)	3,609,873	3,515,657	3,668,906	153,249	4.40%
Extension Fee (Gross)	4,013,671	3,421,084	4,962,123	1,541,039	45.00%
All Other Student Fees	1,629,324	1,309,606	1,328,000	18,394	1.40%
Accident Insurance	175,513	170,415	194,871	24,456	14.40%
State Appropriations	28,290,894	28,290,894	28,084,718	(206,176)	-0.70%
Additl State Appropriation (Dev Education and IMRP)	385,143	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	24,935,932	24,935,932	24,861,655	(74,277)	-0.30%
Housing	6,287,907	6,084,822	10,889,792	4,804,970	79.00%
Food Service	3,400,104	3,090,208	4,873,467	1,783,258	57.70%
All Other Revenue	5,855,409	1,815,714	3,121,011	1,305,297	71.90%
Less: Contra Revenue	(1,219,676)	(836,565)	(1,003,503)	(166,938)	20.00%
Total Revenue	127,370,540	120,612,067	133,124,214	12,512,147	10.40%
Expenditures:					
Personal Services:					
Total Full Time	47,849,297	47,281,287	48,884,624	1,603,337	3.40%
Part Time:					
Lecturers (PTLs)	7,023,061	6,901,076	6,686,824	(214,252)	-3.10%
Lecturers (NCLs)	581,097	581,097	581,097	-	0.00%
Perm/Intermit PT	97,861	85,183	85,183	-	0.00%
University Assistants	765,525	517,111	517,111	-	0.00%
Graduate Assistants	196,812	228,117	228,117	-	0.00%
Student Labor	1,766,420	1,129,288	1,129,288	-	0.00%
Other Part Time	433,047	433,047	433,047	-	0.00%
Total Part Time	10,863,823	9,874,919	9,660,667	(214,252)	-2.20%
Overtime	923,455	416,483	400,000	(16,483)	-4.00%
All Other Personal Services	1,303,850	1,707,709	1,689,473	(18,236)	-1.10%
Subtotal Personal Services	60,940,425	59,280,398	60,634,764	1,354,366	2.30%
Fringe Benefits	40,667,732	40,000,113	43,110,033	3,109,920	7.80%
Worker's Comp. Recovery	185,021	41,634	41,634	-	0.00%
Total P.S. & Fringe Benefits	101,793,178	99,322,145	103,786,431	4,464,286	4.50%
Other Expenses:					
Inst. Financial Aid/Match	5,795,000	5,454,434	4,500,000	(954,434)	-17.50%
Waivers	1,181,846	1,230,033	1,240,218	10,185	0.80%
Utilities	4,019,735	3,750,083	4,319,736	569,653	15.20%
All Other Expenses	19,498,699	16,693,840	19,350,498	2,656,658	15.90%
Total Other Expenses	30,495,280	27,128,390	29,410,452	2,282,062	8.40%
Total Expenditures	132,288,458	126,450,535	133,196,883	6,746,348	5.30%
Addition to (Use of) Funds Before Transfers	(4,917,918)	(5,838,468)	(72,669)	5,765,799	-98.80%
Designated Transfers					
Debt Service (University Fee)	(3,609,873)	(3,515,657)	(3,668,906)	(153,249)	4.40%
Debt Service Residence Halls	(1,370,086)	(1,022,197)	(546,219)	475,978	-46.60%
Debt Service Parking Garage	(681,460)	(604,114)	(600,724)	3,390	-0.60%
Debt Service WS Parking Garage	(70,974)	(69,268)	(60,061)	9,207	-13.30%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(5,732,393)	(5,211,236)	(4,875,910)	335,326	-6.40%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,057,289)	(1,057,289)	(1,044,101)	13,188	-1.20%
FY18 Longevity Pay Set Aside for FY19	-	-	-	-	NA
HEERF Institutional	290,518	5,020,772	6,280,961	1,260,189	25.10%
CRF Funding	924,246	4,123,673	-	(4,123,673)	-100.00%
Other Request	-	-	(250,000)	(250,000)	NA
Total Transfers and Commitments	157,475	8,087,156	4,986,860	(3,100,296)	-38.30%
Net Change Subtotal	(10,492,836)	(2,962,548)	38,281	3,000,829	-101.30%
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	NA
	(10,247,832)	(2,962,548)	38,281	3,000,829	-101.30%

SYSTEM OFFICE/SYSTEMWIDE/MANDATES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY22 Budget, FY21 Revised Budget and Estimate

Attachement E

	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Part Time Tuition (Gross)	-	-	-	-	NA
General University Fee (PT students)	-	-	-	-	NA
University General Fee (excluding Accident Ins.)	-	-	-	-	NA
University Fee (DS)	-	-	-	-	NA
Extension Fee (Gross)	-	-	-	-	NA
All Other Student Fees	-	-	-	-	NA
Accident Insurance	-	-	-	-	NA
State Appropriations	5,105,181	5,105,181	4,999,102	(106,079)	-2.10%
Additl State Appropriation (Dev Education and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	3,396,015	3,396,015	3,483,108	87,093	2.60%
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	-	-	-	-	NA
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	8,501,196	8,501,196	8,482,210	(18,986)	-0.20%
Expenditures:					
Personal Services:					
Total Full Time	4,891,921	4,603,920	4,771,818	167,898	3.60%
Part Time:					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	-	-	-	-	NA
University Assistants	13,260	-	-	-	NA
Graduate Assistants	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Total Part Time	13,260	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personal Services	-	67,284	67,284	0	0.00%
Subtotal Personal Services	4,905,181	4,671,204	4,839,102	167,898	3.60%
Fringe Benefits	3,396,015	3,124,447	3,483,108	358,661	11.50%
Worker's Comp. Recovery	-	-	-	-	NA
Total P.S. & Fringe Benefits	8,301,196	7,795,651	8,322,210	526,559	6.80%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	4,429,156	4,831,584	4,336,404	(495,180)	-10.20%
Total Other Expenses	4,429,156	4,831,584	4,336,404	(495,180)	-10.20%
Total Expenditures	12,730,352	12,627,235	12,658,614	31,379	0.20%
Addition to (Use of) Funds Before Transfers	(4,229,156)	(4,126,039)	(4,176,404)	(50,365)	1.20%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	4,229,156	4,229,156	4,176,404	(52,752)	-1.20%
Other Transfers to Univ	-	-	-	-	NA
CRF Funding	-	38,424	-	(38,424)	-100.00%
Total Transfers and Commitments	4,229,156	4,267,580	4,176,404	(91,176)	-2.10%
Net Change	(0)	141,541	-	(141,541)	-100.00%

Account Name	FY22 Budget vs. FY21 Estimate				
	FY21 Revised Budget	FY21 Estimate	FY22 Budget	Inc(Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	105,731,672	101,591,046	109,594,097	8,003,051	8%
Fees	49,491,099	48,464,533	54,308,760	5,844,227	12%
State Appropriations	148,518,817	148,518,817	148,863,171	344,354	0%
Addtl State Appropriation (Dev Edu and Outcomes)	8,523,582	8,523,582	8,523,582	-	NA
GF Fringe Benefits Paid by State	134,317,245	134,148,471	136,820,225	2,671,754	2%
OF Fringe Benefits Paid by State	36,550,000	36,550,000	16,200,000	(20,350,000)	-56%
Private Gifts, Grants and Contracts	123,500	111,416	111,500	84	0%
Sales of Educational Activities	524,149	396,916	569,049	172,133	43%
All Other Revenue	1,985,502	2,365,428	2,942,359	576,931	24%
Less Contra Revenue	(2,318,791)	(8,364,544)	(18,707,736)	(10,343,193)	124%
Total Revenue	483,446,776	472,305,666	459,225,007	(13,080,659)	-3%
Expenditures:					
Personnel Services:					
Full Time (601000)	166,601,478	169,742,777	176,112,133	6,369,356	4%
Continuing Part Time (601100)	1,301,835	1,161,154	932,834	(228,320)	-20%
Temporary Part Time (601200, 02, 03, 04, 601303)	20,164,934	9,304,146	10,048,861	744,715	8%
Clinical EA (601201)	6,471,758	6,031,655	6,329,846	298,191	5%
Contractual PTL (601302)	42,609,989	40,092,360	41,924,088	1,831,728	5%
Contractual NCL (601300)	3,492,729	3,087,830	3,760,427	672,597	22%
Contractual ECL (601301)	6,746,216	7,042,335	7,690,746	648,411	9%
Student Labor (601400, 01, 02, 601406)	1,990,726	985,779	1,663,437	677,658	69%
Overtime (601501, 601502)	1,038,063	705,449	980,950	275,501	39%
All Other Personnel Services	4,950,591	6,039,847	5,869,724	(170,123)	-3%
Subtotal Personnel Services	255,368,319	244,193,333	255,313,047	11,119,714	5%
Shared Services Personnel Services	-	-	(0)	(0)	NA
Total Personnel Services	255,368,319	244,193,333	255,313,047	11,119,714	5%
Fringe Benefits	176,518,944	171,300,426	187,869,154	16,568,728	10%
Shared Services Personnel Fringe Benefits	-	-	(0)	(0)	NA
Total P.S. & Fringe Benefits	431,887,263	415,493,759	443,182,200	27,688,441	7%
Other Expenses:					
Inst. Financial Aid/Match	14,334,290	14,930,077	15,163,949	233,872	2%
Waivers	4,327,950	2,651,617	3,530,404	878,787	33%
Utilities	9,417,005	8,804,442	9,553,559	749,117	9%
All Other Expenses	56,601,253	45,235,533	62,840,133	17,604,600	39%
Total Other Expenses	84,680,498	71,621,669	91,088,046	19,466,377	27%
Total Expenditures	516,567,762	487,115,428	534,270,246	47,154,818	10%
Addition to (Use of) Funds Before Transfers	(33,120,986)	(14,809,763)	(75,045,239)	(60,235,477)	407%
Transfers, Additional Funds and Commitments					
Transfer in	23,782,298	25,630,461	27,681,533	2,051,072	8%
Transfer out	(22,751,320)	(25,894,335)	(27,051,974)	(1,157,639)	5%
HEERF Institutional	14,246,438	23,144,494	48,888,855	25,744,361	111%
CRF Funding Approved	-	391,414	-	(391,414)	-100%
Total Transfers, Additional Funds and Commitments	15,277,416	23,272,034	49,518,414	26,246,380	113%
Use of Unrestricted Reserves for PACT	(3,000,000)	-	-	-	NA
System-wide Additional Reductions (1)	4,400,000	-	-	-	NA
Target savings (PS, FB and OE) (2)	-	-	5,000,000	5,000,000	NA
Net Change Subtotal	(16,443,570)	8,462,272	(20,526,825)	(28,989,097)	-343%
Additional State Appropriations per 5/17 Committee ARP Allocations (3)					
State Appropriation			700,000	700,000	NA
FB paid by State for SERS UAL CC			21,332,962	21,332,962	NA
Higher Education - CSCU			4,866,345	4,866,345	NA
Net Change	(16,443,570)	8,462,272	6,372,482	(2,089,790)	-25%

Notes:

- (1) FY21 Revised Budget includes an additional reduction of \$4,400,000 (hiring freeze, reduction to overtime, part-time lecturers and all other expenditures).
- (2) FY22 Budget includes targeted savings from reduction to expenditures.
- (3) Additional State Approp are based on the Committee recommendations and will not be finalized until the State budget is approved.

All Colleges Consolidated

Account Name	CSCC Consolidated	CSCC	Shared Services	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:																
Tuition (Gross)	109,594,097	-	-	-	3,851,782	7,201,821	15,853,236	10,836,000	13,035,965	5,761,818	14,520,945	13,339,825	3,404,798	3,381,080	8,771,142	9,635,685
Fees	54,308,760	-	-	-	3,689,834	4,332,086	7,835,962	3,958,000	6,136,606	3,084,000	6,420,189	5,974,878	1,296,543	1,834,023	4,857,973	4,888,667
State Appropriations	148,863,171	5,590,356	-	3,428,505	7,401,889	10,435,552	18,515,066	13,495,057	15,424,363	7,622,294	18,170,465	14,220,712	6,275,839	6,146,464	10,866,230	11,270,379
Addtl State Appropriation (Dev Edu and Outcom	8,523,582	1,196,017	-	-	227,606	497,682	1,045,228	726,004	998,942	395,569	964,826	856,270	184,424	244,785	601,703	584,526
GF Fringe Benefits Paid by State	136,820,225	3,677,708	-	2,365,587	7,098,635	10,213,253	16,805,599	12,455,279	14,786,295	7,135,546	17,510,582	13,014,037	5,337,378	5,655,510	10,009,557	10,755,259
OF Fringe Benefits Paid by State	16,200,000	-	-	-	243,068	1,346,199	2,047,099	1,613,450	2,738,719	884,761	2,534,584	1,575,691	357,096	271,496	1,308,121	1,279,716
Private Gifts, Grants and Contracts	111,500	-	-	-	-	-	-	-	-	-	-	-	111,000	-	-	500
Sales of Educational Activities	569,049	-	-	-	15,000	30,000	11,000	135,000	5,000	7,000	111,049	155,000	-	-	-	100,000
All Other Revenue	2,942,359	-	-	-	131,252	111,700	661,189	265,000	191,971	201,835	(70,500)	262,609	25,810	458,161	520,000	183,332
Less Contra Revenue	(18,707,736)	-	-	-	(922,857)	(3,248,483)	(2,551,347)	(1,706,362)	(2,208,171)	(798,453)	(2,025,372)	(1,213,387)	(289,788)	(1,109,540)	(979,131)	(1,654,845)
Total Revenue	459,225,007	10,464,081	-	5,794,092	21,736,209	30,919,810	60,223,032	41,777,428	51,109,690	24,294,370	58,136,768	48,185,635	16,703,099	16,881,979	35,955,595	37,043,219
Expenditures:																
Personnel Services:																
Full Time (601000)	176,112,133	5,590,356	27,777,845	3,428,505	6,862,172	12,164,683	17,417,491	13,449,527	15,760,175	7,696,067	18,116,078	15,403,951	5,396,940	5,809,489	9,841,959	11,396,897
Continuing Part Time (601100)	932,834	-	-	-	-	-	89,567	99,118	13,000	75,893	129,349	173,815	-	221,956	-	130,136
Temporary Part Time (601200, 02, 03, 04, 60130	10,048,861	-	-	-	807,421	1,006,718	1,483,909	620,548	1,189,367	650,756	1,831,570	650,437	169,884	397,419	798,150	442,683
Clinical EA (601201)	6,329,846	-	-	-	-	1,695,810	1,206,408	-	106,285	-	1,299,760	840,000	270,827	-	559,612	351,144
Contractual PTL (601302)	41,924,088	-	-	-	1,541,505	2,188,941	7,147,102	3,710,955	5,200,000	2,313,843	5,172,799	4,233,672	1,382,715	1,391,903	3,969,445	3,671,208
Contractual NCL (601300)	3,760,427	-	-	-	299,942	338,795	428,779	301,798	200,000	214,725	320,000	575,674	40,599	143,511	387,459	509,145
Contractual ECL (601301)	7,690,746	-	-	-	520,110	639,721	1,212,052	451,596	1,150,000	448,149	775,610	880,142	138,503	112,911	636,273	725,678
Student Labor (601400, 01, 02, 601406)	1,663,437	-	-	-	80,060	88,536	237,853	228,000	100,000	190,356	73,096	332,000	11,444	14,885	205,000	102,207
Overtime (601501, 601502)	980,950	-	-	-	10,250	50,000	230,000	210,000	90,000	25,000	200,000	80,000	20,000	37,500	10,000	18,200
All Other Personnel Services	5,869,724	-	-	-	96,785	452,737	422,200	870,000	898,965	222,829	388,966	1,077,305	388,892	179,236	638,494	233,315
Subtotal Personnel Services	255,313,047	5,590,356	27,777,845	3,428,505	10,218,246	18,625,941	29,875,361	19,941,542	24,707,792	11,837,617	28,307,228	24,246,996	7,819,804	8,308,810	17,046,391	17,580,613
Shared Services Personnel Services	-	-	(27,777,844)	-	1,038,516	2,154,644	3,439,734	3,423,311	2,706,302	1,890,940	3,776,523	2,664,359	1,171,070	1,082,601	2,202,140	2,227,704
Total Personnel Services	255,313,047	5,590,356	0	3,428,505	11,256,763	20,780,585	33,315,095	23,364,853	27,414,094	13,728,557	32,083,751	26,911,355	8,990,874	9,391,411	19,248,531	19,808,317
Fringe Benefits																
Fringe Benefits	187,869,154	3,576,009	23,090,583	2,365,587	7,860,744	13,676,112	21,510,260	14,756,741	19,379,557	7,566,199	22,585,917	14,902,107	6,066,604	6,361,334	11,221,453	12,949,947
Shared Services Personnel Fringe Benefits	(0)	-	(23,090,583)	-	865,003	1,796,823	2,836,628	2,887,768	2,234,981	1,586,314	3,130,481	2,197,689	987,027	902,859	1,824,328	1,840,683
Total P.S. & Fringe Benefits	443,182,200	9,166,365	(0)	5,794,092	19,982,509	36,253,520	57,661,983	41,009,362	49,028,632	22,881,070	57,800,149	44,011,151	16,044,505	16,655,604	32,294,312	34,598,947
Other Expenses:																
Inst. Financial Aid/Match	15,163,949	-	-	-	511,501	900,000	2,315,429	1,509,150	1,885,658	822,069	2,041,868	1,876,730	238,947	414,697	1,257,297	1,390,603
Waivers	3,530,404	-	-	-	149,898	170,000	216,312	775,000	214,910	200,000	578,992	544,291	256,219	51,782	208,000	165,000
Utilities	9,553,559	-	-	-	344,753	767,458	918,000	1,264,500	975,000	374,500	1,228,070	1,235,000	494,278	262,500	855,000	834,500
All Other Expenses	62,840,133	5,053,067	22,700,605	494,320	1,555,247	2,311,009	7,123,581	5,155,000	2,130,816	2,263,516	2,353,399	4,349,175	652,847	1,178,056	2,788,980	2,730,515
Total Other Expenses	91,088,046	5,053,067	22,700,605	494,320	2,561,399	4,148,467	10,573,322	8,703,650	5,206,384	3,660,085	6,202,329	8,005,196	1,642,291	1,907,035	5,109,277	5,120,618
Total Expenditures	534,270,246	14,219,432	22,700,605	6,288,412	22,543,908	40,401,988	68,235,305	49,713,012	54,235,016	26,541,155	64,002,478	52,016,347	17,686,796	18,562,639	37,403,589	39,719,565
Addition to (Use of) Funds Before Transfers	(75,045,239)	(3,755,351)	(22,700,605)	(494,320)	(807,700)	(9,482,178)	(8,012,273)	(7,935,584)	(3,125,326)	(2,246,785)	(5,865,710)	(3,830,712)	(983,697)	(1,680,660)	(1,447,994)	(2,676,346)
Transfers, Additional Funds and Commitments																
Transfer in	27,681,533	3,857,050	22,700,605	494,320	-	-	-	-	462,558	-	-	-	-	-	-	167,000
Transfer out	(27,051,974)	-	-	-	(1,038,376)	(1,707,612)	(3,859,082)	(2,780,997)	(3,362,130)	(1,465,159)	(3,615,185)	(3,188,126)	(726,271)	(809,712)	(2,243,387)	(2,255,937)
HEERF Institutional	48,888,855	-	-	-	1,926,540	6,039,131	6,160,272	4,755,494	7,536,041	2,350,178	6,183,182	4,791,991	552,770	1,259,760	2,539,134	4,794,361
Total Transfers, Additional Funds and Commitme	49,518,414	3,857,050	22,700,605	494,320	888,164	4,331,519	2,301,190	1,974,497	4,636,469	885,019	2,567,997	1,603,865	(173,501)	450,048	295,747	2,705,424
Net Change Subtotal	(25,526,825)	101,699	0	-	80,464	(5,150,659)	(5,711,082)	(5,961,087)	1,511,144	(1,361,766)	(3,297,713)	(2,226,847)	(1,157,198)	(1,230,612)	(1,152,247)	29,078
Target savings (PS, FB and OE)	5,000,000	132,987	689,785	58,812	193,039	340,903	579,470	405,916	463,600	215,705	532,917	441,010	145,232	155,038	312,159	333,427
Net Change Subtotal	(20,526,825)	234,686	689,785	58,812	273,503	(4,809,756)	(5,131,612)	(5,555,171)	1,974,744	(1,146,061)	(2,764,796)	(1,785,837)	(1,011,966)	(1,075,574)	(840,088)	362,505
Additional State Appropriations per 5/17 Committee ARP Allocations																
State Appropriation	700,000															
FB paid by State for SERS UAL CC	21,332,962															
Higher Education - CSCU	4,866,345															
Net Change	6,372,482															

All Colleges Consolidated

<u>Account Name</u>	CSCC Consolidated	CSCC	Shared Services	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:																
Tuition (Gross)	101,591,046	-	-	-	3,191,731	6,588,872	15,460,537	9,506,000	12,009,768	5,457,035	13,776,101	12,246,076	3,214,196	2,979,975	8,197,329	8,963,426
Fees	48,464,533	-	-	-	2,523,295	3,576,924	7,673,750	3,472,000	5,479,920	2,965,948	6,221,613	5,457,688	1,223,962	1,386,222	4,019,962	4,463,250
State Appropriations	148,518,817	3,145,579	11,267,458	3,246,503	7,035,491	9,798,884	17,159,775	12,616,861	14,574,544	7,178,848	16,892,619	13,291,588	5,957,475	5,876,947	10,198,742	10,277,502
Addtl State Appropriation (Dev Edu and Outcom	8,523,582	-	-	-	273,321	572,174	1,214,544	849,627	1,151,766	461,050	1,123,370	999,155	215,475	280,724	702,090	680,286
GF Fringe Benefits Paid by State	134,148,471	1,859,265	8,285,667	2,108,801	6,747,249	9,590,147	15,575,440	11,644,748	13,971,631	6,720,418	16,279,143	11,304,021	5,451,963	5,407,522	9,394,693	9,807,763
OF Fringe Benefits Paid by State	36,550,000	-	-	-	548,404	3,037,258	4,618,609	3,640,222	6,179,023	1,996,175	5,718,459	3,555,030	805,669	612,543	2,951,346	2,887,262
Private Gifts, Grants and Contracts	111,416	-	-	-	-	-	-	-	-	416	-	-	111,000	-	-	-
Sales of Educational Activities	396,916	-	-	-	-	13,220	5,381	70,000	-	4,266	111,049	135,000	-	-	-	58,000
All Other Revenue	2,365,428	-	-	-	124,613	140,083	615,236	265,000	213,128	70,725	(8,014)	261,754	24,365	76,046	478,659	103,832
Less Contra Revenue	(8,364,544)	-	-	-	(484,223)	(621,148)	(1,275,770)	(841,154)	(1,423,590)	(387,837)	(1,325,579)	(400,065)	(140,678)	(267,017)	(515,119)	(682,363)
Total Revenue	472,305,666	5,004,844	19,553,125	5,355,304	19,959,880	32,696,414	61,047,502	41,223,304	52,156,190	24,467,045	58,788,761	46,850,247	16,863,427	16,352,962	35,427,702	36,558,958
Expenditures:																
Personnel Services:																
Full Time (601000)	169,742,777	3,063,609	10,979,730	3,206,829	7,352,444	12,298,589	19,077,817	14,723,175	18,079,693	8,498,539	19,685,307	16,748,104	6,415,118	5,746,205	11,594,572	12,273,046
Continuing Part Time (601100)	1,161,154	-	-	-	-	-	22,847	102,891	9,418	75,893	177,642	172,193	-	289,869	-	310,401
Temporary Part Time (601200, 02, 03, 04, 601300)	9,304,146	-	-	-	784,172	1,144,396	1,330,033	606,343	1,108,676	616,713	1,627,778	552,648	90,102	168,445	874,793	400,047
Clinical EA (601201)	6,031,655	-	-	-	-	1,651,841	1,177,129	-	106,285	-	1,190,484	734,339	270,827	-	559,612	341,138
Contractual PTL (601302)	40,092,360	-	-	-	1,365,535	2,138,007	7,058,254	3,502,722	4,971,909	2,192,840	5,172,799	3,814,052	1,305,310	1,502,963	3,709,762	3,358,208
Contractual NCL (601300)	3,087,830	-	-	-	297,185	234,645	386,413	301,798	165,293	214,725	312,885	287,837	40,599	95,341	387,459	363,650
Contractual ECL (601301)	7,042,335	-	-	-	240,026	487,730	1,212,052	410,542	1,053,992	428,149	772,787	794,783	130,750	149,573	636,273	725,678
Student Labor (601400, 01, 02, 601406)	985,779	-	96,373	26,540	28,605	53,620	66,607	71,500	26,869	199,843	56,096	85,000	11,723	19,060	171,413	72,530
Overtime (601501, 601502)	705,449	-	-	-	9,863	30,000	161,019	130,000	42,895	25,000	184,661	60,122	20,000	16,869	8,000	17,020
All Other Personnel Services	6,039,847	5,745	273,326	13,134	203,962	355,000	612,902	640,000	789,616	260,876	629,793	638,292	313,623	339,163	568,076	396,339
Subtotal Personnel Services	244,193,333	3,069,354	11,349,429	3,246,503	10,281,793	18,393,828	31,105,073	20,488,971	26,354,646	12,512,579	29,810,232	23,887,370	8,598,051	8,327,488	18,509,960	18,258,057
Fringe Benefits	171,300,426	1,859,265	8,285,667	2,108,801	7,422,016	12,999,349	20,821,736	15,150,000	19,743,881	8,715,720	22,295,387	14,698,833	6,240,255	5,902,401	12,340,231	12,716,884
Total P.S. & Fringe Benefits	415,493,759	4,928,619	19,635,096	5,355,304	17,703,809	31,393,177	51,926,809	35,638,971	46,098,527	21,228,299	52,105,619	38,586,203	14,838,306	14,229,889	30,850,191	30,974,941
Other Expenses:																
Inst. Financial Aid/Match	14,930,077	-	-	-	370,494	872,941	2,741,090	1,378,650	1,784,873	757,068	2,021,434	1,735,894	226,275	365,500	1,374,885	1,300,972
Waivers	2,651,617	-	-	-	132,669	145,738	178,416	315,000	195,000	45,000	578,992	422,131	241,876	45,639	200,000	151,156
Utilities	8,804,442	-	-	900	336,344	789,928	738,000	1,038,500	1,001,482	307,150	1,228,070	1,040,968	470,741	186,593	855,000	810,766
All Other Expenses	45,235,533	2,319,937	14,396,983	140,810	1,441,366	2,234,090	5,223,945	3,591,105	2,103,918	2,047,996	2,278,169	4,096,800	557,549	1,070,072	1,653,616	2,079,177
Total Other Expenses	71,621,669	2,319,937	14,396,983	141,710	2,280,874	4,042,697	8,881,451	6,323,255	5,085,273	3,157,214	6,106,665	7,295,793	1,496,442	1,667,804	4,083,501	4,342,071
Total Expenditures	487,115,428	7,248,556	34,032,079	5,497,014	19,984,682	35,435,874	60,808,260	41,962,226	51,183,800	24,385,513	58,212,284	45,881,996	16,334,748	15,897,693	34,933,691	35,317,012
Addition to (Use of) Funds Before Transfers	(14,809,763)	(2,243,712)	(14,478,954)	(141,710)	(24,802)	(2,739,460)	239,242	(738,921)	972,390	81,532	576,477	968,251	528,679	455,269	494,010	1,241,946
Transfers, Additional Funds and Commitments																
Tranfer In	25,630,461	6,082,160	16,375,584	290,210	115,416	175,892	289,895	246,322	699,690	172,969	320,057	204,152	149,191	132,351	169,652	206,920
Transfer Out	(25,894,335)	-	(2,382,453)	-	(876,060)	(1,506,849)	(3,226,756)	(2,405,651)	(3,036,636)	(1,357,210)	(3,144,069)	(2,886,238)	(651,741)	(685,085)	(1,909,342)	(1,826,244)
HEERF Institutional	23,144,494	-	-	-	1,123,774	2,217,584	2,339,207	2,261,311	3,977,854	778,452	3,508,490	3,532,011	144,418	644,849	1,523,791	1,092,753
CRF Funding Approved	391,414	-	-	-	-	-	77,122	73,007	3,597	-	20,673	116,976	98,094	1,644	301	-
Total Transfers, Additional Funds and Commitme	23,272,034	6,082,160	13,993,131	290,210	363,130	886,627	(520,532)	174,989	1,644,505	(405,789)	705,151	966,901	(260,038)	93,759	(215,598)	(526,571)
Net Change Subtotal	8,462,272	3,838,448	(485,823)	148,500	338,328	(1,852,833)	(281,290)	(563,933)	2,616,895	(324,257)	1,281,628	1,935,152	268,641	549,028	278,413	715,375
Net Change	8,462,272	3,838,448	(485,823)	148,500	338,328	(1,852,833)	(281,290)	(563,933)	2,616,895	(324,257)	1,281,628	1,935,152	268,641	549,028	278,413	715,375

All Colleges Consolidated

Account Name	CSCC Consolidated	CSCC	Shared Services	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:																
Tuition (Gross)	105,731,672	-	-	-	3,219,000	7,159,028	15,622,504	10,652,628	12,219,153	5,794,436	14,098,001	12,621,382	3,451,198	3,357,761	8,316,843	9,219,738
Fees	49,491,099	-	-	-	2,438,308	3,719,447	7,734,002	3,178,200	5,039,487	3,257,232	6,222,297	5,563,087	1,163,422	1,392,109	4,646,797	5,136,711
State Appropriations	148,518,817	8,926,807	13,230,602	1,555,797	6,804,108	9,421,841	16,302,779	11,991,138	13,801,019	6,847,414	16,090,144	12,568,371	5,800,311	5,695,043	9,690,630	9,792,813
Addtl State Appropriation (Dev Edu and Outcom	8,523,582	1,196,017	-	-	227,607	497,682	1,045,228	726,004	998,942	395,569	964,825	856,270	184,424	244,785	601,703	584,526
GF Fringe Benefits Paid by State	134,317,245	5,865,696	-	1,000,607	7,337,257	9,971,215	15,864,619	11,951,153	14,259,368	7,243,931	16,519,955	12,050,374	6,053,000	6,036,147	9,980,359	10,183,565
OF Fringe Benefits Paid by State	36,550,000	-	9,457,850	-	293,852	2,965,528	3,154,964	2,680,023	4,826,805	1,027,281	4,940,076	2,858,751	-	-	2,419,479	1,925,391
Private Gifts, Grants and Contracts	123,500	-	-	-	-	-	-	-	-	12,000	-	-	111,000	-	-	500
Sales of Educational Activities	524,149	-	-	-	19,100	30,000	10,000	130,000	-	4,000	111,049	190,000	-	-	-	30,000
All Other Revenue	1,985,502	-	-	-	184,396	123,575	213,400	290,000	(421,637)	280,000	148,016	339,600	62,010	220,999	347,413	197,730
Less Contra Revenue	(2,318,791)	-	-	-	(108,329)	(280,000)	(304,512)	(225,000)	(150,000)	(115,000)	(230,000)	(258,600)	(94,350)	(23,000)	(325,000)	(205,000)
Total Revenue	483,446,776	15,988,520	22,688,452	2,556,404	20,415,299	33,608,315	59,642,984	41,374,146	50,573,137	24,746,862	58,864,364	46,789,235	16,731,015	16,923,844	35,678,225	36,865,974
Expenditures:																
Personnel Services:																
Full Time (601000)	166,601,478	6,106,156	12,197,948	1,461,689	4,771,796	12,614,146	18,532,086	15,058,727	18,253,781	8,707,997	19,326,204	17,021,721	6,273,892	5,468,846	10,250,580	10,555,910
Continuing Part Time (601100)	1,301,835	-	-	-	-	-	150,570	163,808	20,000	75,893	217,912	197,822	-	180,213	-	295,617
Temporary Part Time (601200, 02, 03, 04, 60130	20,164,934	-	-	-	3,205,608	1,837,976	2,708,516	1,426,983	1,518,822	840,290	2,132,794	983,735	243,082	908,874	2,296,990	2,061,264
Clinical EA (601201)	6,471,758	-	-	-	-	1,877,687	1,020,761	-	109,103	-	1,299,760	881,118	337,663	-	641,032	304,634
Contractual PTL (601302)	42,609,989	-	-	-	1,412,460	2,155,224	7,147,005	4,460,060	4,853,608	2,402,299	5,486,677	4,407,591	1,349,706	1,531,290	3,761,856	3,642,213
Contractual NCL (601300)	3,492,729	-	-	-	241,497	312,000	573,935	-	275,000	214,725	348,151	486,824	47,070	168,776	345,723	479,028
Contractual ECL (601301)	6,746,216	-	-	-	233,021	465,500	977,275	378,103	913,681	428,149	741,611	789,992	134,722	138,467	896,544	649,150
Student Labor (601400, 01, 02, 601406)	1,990,726	205,732	-	-	45,913	40,225	250,000	228,000	220,000	199,843	114,230	305,000	26,000	11,324	200,000	144,459
Overtime (601501, 601502)	1,038,063	-	-	-	7,100	60,000	344,000	210,000	90,000	25,000	105,740	75,000	20,000	45,000	15,000	41,223
All Other Personnel Services	4,950,591	-	-	-	165,887	464,092	80,122	640,000	647,521	261,895	396,237	893,000	200,000	295,252	491,826	414,759
Subtotal Personnel Services	255,368,319	6,311,887	12,197,948	1,461,689	10,083,282	19,826,850	31,784,270	22,565,681	26,901,516	13,156,091	30,169,317	26,041,803	8,632,135	8,748,042	18,899,551	18,588,257
Fringe Benefits	176,518,944	4,134,286	8,552,953	916,867	7,358,714	13,181,104	21,443,302	15,413,550	20,499,149	8,931,749	22,562,722	15,753,248	6,175,824	5,991,914	12,378,599	13,224,964
Total P.S. & Fringe Benefits	431,887,263	10,446,173	20,750,901	2,378,556	17,441,996	33,007,954	53,227,572	37,979,231	47,400,665	22,087,840	52,732,039	41,795,051	14,807,959	14,739,956	31,278,150	31,813,221
Other Expenses:																
Inst. Financial Aid/Match	14,334,290	-	-	-	371,664	880,000	2,546,348	1,883,400	1,784,873	905,204	1,064,924	1,749,599	329,125	329,143	1,174,026	1,315,984
Waivers	4,327,950	-	-	-	184,168	245,000	361,000	460,000	170,000	257,000	1,355,289	647,408	233,085	55,000	235,000	125,000
Utilities	9,417,005	-	-	900	362,267	770,218	913,800	982,000	1,100,000	350,000	1,240,000	1,235,000	514,500	237,820	900,000	810,500
All Other Expenses	56,601,253	6,082,160	16,379,832	289,310	1,540,708	2,371,614	6,818,772	3,755,765	2,469,833	2,065,013	2,544,677	4,349,175	650,000	1,285,072	2,972,500	3,026,822
Total Other Expenses	84,680,498	6,082,160	16,379,832	290,210	2,458,807	4,266,832	10,639,920	7,081,165	5,524,706	3,577,217	6,204,890	7,981,182	1,726,710	1,907,035	5,281,526	5,278,306
Total Expenditures	516,567,762	16,528,333	37,130,733	2,668,766	19,900,803	37,274,786	63,867,492	45,060,396	52,925,371	25,665,057	58,936,929	49,776,233	16,534,669	16,646,991	36,559,676	37,091,527
Addition to (Use of) Funds Before Transfers	(33,120,986)	(539,813)	(14,442,281)	(112,362)	514,496	(3,666,470)	(4,224,508)	(3,686,250)	(2,352,234)	(918,195)	(72,565)	(2,986,998)	196,346	276,853	(881,452)	(225,553)
Transfers, Additional Funds and Commitments																
Transfer in	23,782,298	6,082,160	16,375,474	290,210	25,085	-	64,272	-	412,672	-	-	200,000	-	35,575	-	296,850
Transfer out	(22,751,320)	-	-	-	(869,642)	(1,417,090)	(3,220,954)	(2,351,286)	(2,907,239)	(1,245,677)	(3,016,050)	(2,717,641)	(590,689)	(683,674)	(1,909,708)	(1,821,670)
HEERF I Institutional	14,246,438	-	-	-	607,719	1,016,011	2,148,362	1,725,435	1,617,601	661,690	1,909,764	1,594,831	301,133	444,524	1,126,615	1,092,753
Total Transfers, Additional Funds and Commitme	15,277,416	6,082,160	16,375,474	290,210	(236,838)	(401,079)	(1,008,320)	(625,851)	(876,966)	(583,987)	(1,106,286)	(922,810)	(289,556)	(203,575)	(783,093)	(432,067)
Net Change Subtotal	(17,843,570)	5,542,347	1,933,193	177,848	277,658	(4,067,549)	(5,232,828)	(4,312,101)	(3,229,200)	(1,502,182)	(1,178,851)	(3,909,807)	(93,210)	73,278	(1,664,545)	(657,620)
Use of Unrestricted Reserves for PACT	(3,000,000)	-	-	(3,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	(20,843,570)	5,542,347	1,933,193	(2,822,152)	277,658	(4,067,549)	(5,232,828)	(4,312,101)	(3,229,200)	(1,502,182)	(1,178,851)	(3,909,807)	(93,210)	73,278	(1,664,545)	(657,620)
System-wide Additional Reductions (1)	4,400,000															
Net Change	(16,443,570)															

Notes:

(1) FY21 Revised Budget includes an additional reduction of \$4,400,000 (hiring freeze, reduction to overtime, part-time lecturers and all other expenditures).

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: CSCC

Account Name	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)	Percent (%)
Revenue:					
Tuition (Gross)	-			-	NA
Fees	-			-	NA
State Appropriations	8,926,807	3,145,579	5,590,356	2,444,777	78%
Addtl State Appropriation (Dev Edu and Outcomes)	1,196,017	-	1,196,017	1,196,017	NA
GF Fringe Benefits Paid by State	5,865,696	1,859,265	3,677,708	1,818,443	98%
OF Fringe Benefits Paid by State	-			-	NA
Private Gifts, Grants and Contracts	-			-	NA
Sales of Educational Activities	-			-	NA
All Other Revenue	-			-	NA
Less Contra Revenue	-			-	NA
Total Revenue	15,988,520	5,004,844	10,464,081	5,459,237	109%
Expenditures:					
Personnel Services:					
Full Time (601000)	6,106,156	3,063,609	5,590,356	2,526,747	83%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-	-	-	NA
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	-	-	-	-	NA
Contractual NCL (601300)	-	-	-	-	NA
Contractual ECL (601301)	-	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	205,732	-	-	-	NA
Overtime (601501, 601502)	-	-	-	-	NA
All Other Personnel Services	-	5,745	-	(5,745)	-100%
Subtotal Personnel Services	6,311,887	3,069,354	5,590,356	2,521,002	82%
Shared Services Personnel Services				-	NA
Total Personnel Services	6,311,887	3,069,354	5,590,356	2,521,002	82%
Fringe Benefits	4,134,286	1,859,265	3,576,009	1,716,744	92%
Shared Services Personnel Fringe Benefits				-	NA
Total P.S. & Fringe Benefits	10,446,173	4,928,619	9,166,365	4,237,746	86%
Other Expenses:					
Inst. Financial Aid/Match	-			-	NA
Waivers	-			-	NA
Utilities	-			-	NA
All Other Expenses	6,082,160	2,319,937	5,053,067	2,733,130	118%
Total Other Expenses	6,082,160	2,319,937	5,053,067	2,733,130	118%
Total Expenditures	16,528,333	7,248,556	14,219,432	6,970,876	96%
Addition to (Use of) Funds Before Transfers	(539,813)	(2,243,712)	(3,755,351)	(1,511,639)	67%
Transfers, Additional Funds and Commitments					
Transfer in	6,082,160	6,082,160	3,857,050	(2,225,110)	-37%
Transfer out	-			-	NA
HEERF Institutional	-			-	NA
CRF Funding Approved				-	NA
Total Transfers, Additional Funds and Commitments	6,082,160	6,082,160	3,857,050	(2,225,110)	-37%
Net Change Subtotal	5,542,347	3,838,448	101,699	(3,736,749)	-97%
Target savings (PS, FB and OE)	-	-	132,987	132,987	NA
Net Change	5,542,347	3,838,448	234,686	(3,603,762)	-94%

College: Shared Services

Account Name	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	-			-	NA
Fees	-			-	NA
State Appropriations	13,230,602	11,267,458	-	(11,267,458)	-100%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	-	8,285,667	-	(8,285,667)	-100%
OF Fringe Benefits Paid by State	9,457,850	-	-	-	NA
Private Gifts, Grants and Contracts	-			-	NA
Sales of Educational Activities	-			-	NA
All Other Revenue	-			-	NA
Less Contra Revenue	-			-	NA
Total Revenue	22,688,452	19,553,125	-	(19,553,125)	-100%
Expenditures:					
Personnel Services:					
Full Time (601000)	12,197,948	10,979,730	27,777,845	16,798,115	153%
Continuing Part Time (601100)	-	-		-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-		-	NA
Clinical EA (601201)	-	-		-	NA
Contractual PTL (601302)	-	-		-	NA
Contractual NCL (601300)	-	-		-	NA
Contractual ECL (601301)	-	-		-	NA
Student Labor (601400, 01, 02, 601406)		96,373		(96,373)	-100%
Overtime (601501, 601502)	-	-		-	NA
All Other Personnel Services	-	273,326		(273,326)	-100%
Subtotal Personnel Services	12,197,948	11,349,429	27,777,845	16,428,416	145%
Shared Services Personnel Services			(27,777,844)	(27,777,844)	NA
Total Personnel Services	12,197,948	11,349,429	0	(11,349,429)	-100%
Fringe Benefits	8,552,953	8,285,667	23,090,583	14,804,916	179%
Shared Services Personnel Fringe Benefits			(23,090,583)	(23,090,583)	NA
Total P.S. & Fringe Benefits	20,750,901	19,635,096	(0)	(19,635,096)	-100%
Other Expenses:					
Inst. Financial Aid/Match	-			-	NA
Waivers	-			-	NA
Utilities	-			-	NA
All Other Expenses	16,379,832	14,396,983	22,700,605	8,303,622	58%
Total Other Expenses	16,379,832	14,396,983	22,700,605	8,303,622	58%
Total Expenditures	37,130,733	34,032,079	22,700,605	(11,331,474)	-33%
Addition to (Use of) Funds Before Transfers	(14,442,281)	(14,478,954)	(22,700,605)	(8,221,651)	57%
Transfers, Additional Funds and Commitments					
Transfer in	16,375,474	16,375,584	22,700,605	6,325,021	39%
Transfer out	-	(2,382,453)	-	2,382,453	-100%
HEERF Institutional	-	-	-	-	NA
CRF Funding Approved				-	NA
Total Transfers, Additional Funds and Commitments	16,375,474	13,993,131	22,700,605	8,707,474	62%
Net Change Subtotal	1,933,193	(485,823)	0	485,823	-100%
Target savings (PS, FB and OE)	-	-	689,785	689,785	NA
Net Change	1,933,193	(485,823)	689,785	1,175,608	-242%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: System Office

Account Name	FY21 Revised Budget	FY21 Estimate	FY22 Budget	FY22 Budget vs. FY21 Estimate	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)	Percent (%)
Revenue:					
Tuition (Gross)	-			-	NA
Fees	-			-	NA
State Appropriations	1,555,797	3,246,503	3,428,505	182,002	6%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	1,000,607	2,108,801	2,365,587	256,786	12%
OF Fringe Benefits Paid by State	-			-	NA
Private Gifts, Grants and Contracts	-			-	NA
Sales of Educational Activities	-			-	NA
All Other Revenue	-			-	NA
Less Contra Revenue	-			-	NA
Total Revenue	2,556,404	5,355,304	5,794,092	438,788	8%
Expenditures:					
Personnel Services:					
Full Time (601000)	1,461,689	3,206,829	3,428,505	221,676	7%
Continuing Part Time (601100)	-	-		-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-		-	NA
Clinical EA (601201)	-	-		-	NA
Contractual PTL (601302)	-	-		-	NA
Contractual NCL (601300)	-	-		-	NA
Contractual ECL (601301)	-	-		-	NA
Student Labor (601400, 01, 02, 601406)	-	26,540		(26,540)	-100%
Overtime (601501, 601502)	-	-		-	NA
All Other Personnel Services	-	13,134		(13,134)	-100%
Subtotal Personnel Services	1,461,689	3,246,503	3,428,505	182,002	6%
Shared Services Personnel Services				-	NA
Total Personnel Services	1,461,689	3,246,503	3,428,505	182,002	6%
Fringe Benefits	916,867	2,108,801	2,365,587	256,786	12%
Shared Services Personnel Fringe Benefits				-	NA
Total P.S. & Fringe Benefits	2,378,556	5,355,304	5,794,092	438,788	8%
Other Expenses:					
Inst. Financial Aid/Match	-			-	NA
Waivers	-			-	NA
Utilities	900	900		(900)	-100%
All Other Expenses	289,310	140,810	494,320	353,510	251%
Total Other Expenses	290,210	141,710	494,320	352,610	249%
Total Expenditures	2,668,766	5,497,014	6,288,412	791,398	14%
Addition to (Use of) Funds Before Transfers	(112,362)	(141,710)	(494,320)	(352,610)	249%
Transfers, Additional Funds and Commitments					
Transfer in	290,210	290,210	494,320	204,110	70%
Transfer out	-			-	NA
HEERF Institutional	-			-	NA
CRF Funding Approved				-	NA
Total Transfers, Additional Funds and Commitments	290,210	290,210	494,320	204,110	70%
Net Change Subtotal	177,848	148,500	-	(148,500)	-100%
Target savings (PS, FB and OE)	-	-	58,812	58,812	NA
Use of Unrestricted Reserves for PACT	(3,000,000)	-	-	-	NA
Net Change	(2,822,152)	148,500	58,812	(89,688)	-60%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: Asnuntuck CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,219,000	3,191,731	3,851,782	660,051	21%
Fees	2,438,308	2,523,295	3,689,834	1,166,539	46%
State Appropriations	6,804,108	7,035,491	7,401,889	366,398	5%
Addtl State Appropriation (Dev Edu and Outcomes)	227,607	273,321	227,606	(45,715)	-17%
GF Fringe Benefits Paid by State	7,337,257	6,747,249	7,098,635	351,386	5%
OF Fringe Benefits Paid by State	293,852	548,404	243,068	(305,336)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	19,100	-	15,000	15,000	NA
All Other Revenue	184,396	124,613	131,252	6,639	5%
Less Contra Revenue	(108,329)	(484,223)	(922,857)	(438,634)	91%
Total Revenue	20,415,299	19,959,880	21,736,209	1,776,328	9%
Expenditures:					
Personnel Services:					
Full Time (601000)	4,771,796	7,352,444	6,862,172	(490,272)	-7%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	3,205,608	784,172	807,421	23,249	3%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	1,412,460	1,365,535	1,541,505	175,971	13%
Contractual NCL (601300)	241,497	297,185	299,942	2,757	1%
Contractual ECL (601301)	233,021	240,026	520,110	280,085	117%
Student Labor (601400, 01, 02, 601406)	45,913	28,605	80,060	51,455	180%
Overtime (601501, 601502)	7,100	9,863	10,250	387	4%
All Other Personnel Services	165,887	203,962	96,785	(107,177)	-53%
Subtotal Personnel Services	10,083,282	10,281,793	10,218,246	(63,546)	-1%
Shared Services Personnel Services	-	-	1,038,516	1,038,516	NA
Total Personnel Services	10,083,282	10,281,793	11,256,763	974,970	10%
Fringe Benefits	7,358,714	7,422,016	7,860,744	438,728	6%
Shared Services Personnel Fringe Benefits	-	-	865,003	865,003	NA
Total P.S. & Fringe Benefits	17,441,996	17,703,809	19,982,509	2,278,701	13%
Other Expenses:					
Inst. Financial Aid/Match	371,664	370,494	511,501	141,007	38%
Waivers	184,168	132,669	149,898	17,229	13%
Utilities	362,267	336,344	344,753	8,409	3%
All Other Expenses	1,540,708	1,441,366	1,555,247	113,881	8%
Total Other Expenses	2,458,807	2,280,874	2,561,399	280,525	12%
Total Expenditures	19,900,803	19,984,682	22,543,908	2,559,226	13%
Addition to (Use of) Funds Before Transfers	514,496	(24,802)	(807,700)	(782,898)	3157%
Transfers, Additional Funds and Commitments					
Transfer in	25,085	115,416	-	(1,153,792)	-1000%
Transfer out	(869,642)	(876,060)	(1,038,376)	2,802,600	-320%
HEERF Institutional	607,719	1,123,774	1,926,540	(1,123,774)	-100%
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(236,838)	363,130	888,164	525,034	145%
Net Change Subtotal	277,658	338,328	80,464	(257,864)	-76%
Target savings (PS, FB and OE)	-	-	193,039	193,039	NA
Net Change	277,658	338,328	273,503	(64,825)	-19%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: Capital CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	7,159,028	6,588,872	7,201,821	612,949	9%
Fees	3,719,447	3,576,924	4,332,086	755,162	21%
State Appropriations	9,421,841	9,798,884	10,435,552	636,668	7%
Addtl State Appropriation (Dev Edu and Outcomes)	497,682	572,174	497,682	(74,492)	-13%
GF Fringe Benefits Paid by State	9,971,215	9,590,147	10,213,253	623,106	7%
OF Fringe Benefits Paid by State	2,965,528	3,037,258	1,346,199	(1,691,059)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	30,000	13,220	30,000	16,780	127%
All Other Revenue	123,575	140,083	111,700	(28,383)	-20%
Less Contra Revenue	(280,000)	(621,148)	(3,248,483)	(2,627,335)	423%
Total Revenue	33,608,315	32,696,414	30,919,810	(1,776,604)	-5%
Expenditures:					
Personnel Services:					
Full Time (601000)	12,614,146	12,298,589	12,164,683	(133,906)	-1%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,837,976	1,144,396	1,006,718	(137,678)	-12%
Clinical EA (601201)	1,877,687	1,651,841	1,695,810	43,969	3%
Contractual PTL (601302)	2,155,224	2,138,007	2,188,941	50,934	2%
Contractual NCL (601300)	312,000	234,645	338,795	104,150	44%
Contractual ECL (601301)	465,500	487,730	639,721	151,991	31%
Student Labor (601400, 01, 02, 601406)	40,225	53,620	88,536	34,916	65%
Overtime (601501, 601502)	60,000	30,000	50,000	20,000	67%
All Other Personnel Services	464,092	355,000	452,737	97,737	28%
Subtotal Personnel Services	19,826,850	18,393,828	18,625,941	232,113	1%
Shared Services Personnel Services	-	-	2,154,644	2,154,644	NA
Total Personnel Services	19,826,850	18,393,828	20,780,585	2,386,757	13%
Fringe Benefits	13,181,104	12,999,349	13,676,112	676,763	5%
Shared Services Personnel Fringe Benefits	-	-	1,796,823	1,796,823	NA
Total P.S. & Fringe Benefits	33,007,954	31,393,177	36,253,520	4,860,343	16%
Other Expenses:					
Inst. Financial Aid/Match	880,000	872,941	900,000	27,059	3%
Waivers	245,000	145,738	170,000	24,262	17%
Utilities	770,218	789,928	767,458	(22,470)	-3%
All Other Expenses	2,371,614	2,234,090	2,311,009	76,919	3%
Total Other Expenses	4,266,832	4,042,697	4,148,467	105,771	3%
Total Expenditures	37,274,786	35,435,874	40,401,988	4,966,114	14%
Addition to (Use of) Funds Before Transfers	(3,666,470)	(2,739,460)	(9,482,178)	(6,742,718)	246%
Transfers, Additional Funds and Commitments					
Transfer in	-	175,892	-	(175,892)	-100%
Transfer out	(1,417,090)	(1,506,849)	(1,707,612)	(200,763)	13%
HEERF Institutional	1,016,011	2,217,584	6,039,131	3,821,547	172%
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(401,079)	886,627	4,331,519	3,444,892	389%
Net Change Subtotal	(4,067,549)	(1,852,833)	(5,150,659)	(3,297,826)	178%
Target savings (PS, FB and OE)	-	-	340,903	340,903	NA
Net Change	(4,067,549)	(1,852,833)	(4,809,756)	(2,956,923)	160%

College: Gateway CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,622,504	15,460,537	15,853,236	392,699	3%
Fees	7,734,002	7,673,750	7,835,962	162,212	2%
State Appropriations	16,302,779	17,159,775	18,515,066	1,355,291	8%
Addtl State Appropriation (Dev Edu and Outcomes)	1,045,228	1,214,544	1,045,228	(169,316)	-14%
GF Fringe Benefits Paid by State	15,864,619	15,575,440	16,805,599	1,230,159	8%
OF Fringe Benefits Paid by State	3,154,964	4,618,609	2,047,099	(2,571,510)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	10,000	5,381	11,000	5,619	104%
All Other Revenue	213,400	615,236	661,189	45,953	8%
Less Contra Revenue	(304,512)	(1,275,770)	(2,551,347)	(1,275,577)	100%
Total Revenue	59,642,984	61,047,502	60,223,032	(824,470)	-1%
Expenditures:					
Personnel Services:					
Full Time (601000)	18,532,086	19,077,817	17,417,491	(1,660,326)	-9%
Continuing Part Time (601100)	150,570	22,847	89,567	66,720	292%
Temporary Part Time (601200, 02, 03, 04, 601303)	2,708,516	1,330,033	1,483,909	153,876	12%
Clinical EA (601201)	1,020,761	1,177,129	1,206,408	29,279	3%
Contractual PTL (601302)	7,147,005	7,058,254	7,147,102	88,848	1%
Contractual NCL (601300)	573,935	386,413	428,779	42,366	11%
Contractual ECL (601301)	977,275	1,212,052	1,212,052	-	0%
Student Labor (601400, 01, 02, 601406)	250,000	66,607	237,853	171,246	257%
Overtime (601501, 601502)	344,000	161,019	230,000	68,981	43%
All Other Personnel Services	80,122	612,902	422,200	(190,702)	-31%
Subtotal Personnel Services	31,784,270	31,105,073	29,875,361	(1,229,712)	-4%
Shared Services Personnel Services			3,439,734	3,439,734	NA
Total Personnel Services	31,784,270	31,105,073	33,315,095	2,210,022	7%
Fringe Benefits	21,443,302	20,821,736	21,510,260	688,524	3%
Shared Services Personnel Fringe Benefits			2,836,628	2,836,628	NA
Total P.S. & Fringe Benefits	53,227,572	51,926,809	57,661,983	5,735,174	11%
Other Expenses:					
Inst. Financial Aid/Match	2,546,348	2,741,090	2,315,429	(425,661)	-16%
Waivers	361,000	178,416	216,312	37,896	21%
Utilities	913,800	738,000	918,000	180,000	24%
All Other Expenses	6,818,772	5,223,945	7,123,581	1,899,636	36%
Total Other Expenses	10,639,920	8,881,451	10,573,322	1,691,871	19%
Total Expenditures	63,867,492	60,808,260	68,235,305	7,427,045	12%
Addition to (Use of) Funds Before Transfers	(4,224,508)	239,242	(8,012,273)	(8,251,514)	-3449%
Transfers, Additional Funds and Commitments					
Transfer in	64,272	289,895		(289,895)	-100%
Transfer out	(3,220,954)	(3,226,756)	(3,859,082)	(632,326)	20%
HEERF Institutional	2,148,362	2,339,207	6,160,272	3,821,065	163%
CRF Funding Approved		77,122		(77,122)	-100%
Total Transfers, Additional Funds and Commitments	(1,008,320)	(520,532)	2,301,190	2,821,722	-542%
Net Change Subtotal	(5,232,828)	(281,290)	(5,711,082)	(5,429,792)	1930%
Target savings (PS, FB and OE)	-	-	579,470	579,470	NA
Net Change	(5,232,828)	(281,290)	(5,131,612)	(4,850,322)	1724%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: Housatonic CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	10,652,628	9,506,000	10,836,000	1,330,000	14%
Fees	3,178,200	3,472,000	3,958,000	486,000	14%
State Appropriations	11,991,138	12,616,861	13,495,057	878,196	7%
Addtl State Appropriation (Dev Edu and Outcomes)	726,004	849,627	726,004	(123,623)	-15%
GF Fringe Benefits Paid by State	11,951,153	11,644,748	12,455,279	810,531	7%
OF Fringe Benefits Paid by State	2,680,023	3,640,222	1,613,450	(2,026,772)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	130,000	70,000	135,000	65,000	93%
All Other Revenue	290,000	265,000	265,000	-	0%
Less Contra Revenue	(225,000)	(841,154)	(1,706,362)	(865,208)	103%
Total Revenue	41,374,146	41,223,304	41,777,428	554,124	1%
Expenditures:					
Personnel Services:					
Full Time (601000)	15,058,727	14,723,175	13,449,527	(1,273,648)	-9%
Continuing Part Time (601100)	163,808	102,891	99,118	(3,773)	-4%
Temporary Part Time (601200, 02, 03, 04, 601303)	1,426,983	606,343	620,548	14,205	2%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	4,460,060	3,502,722	3,710,955	208,233	6%
Contractual NCL (601300)	-	301,798	301,798	-	0%
Contractual ECL (601301)	378,103	410,542	451,596	41,054	10%
Student Labor (601400, 01, 02, 601406)	228,000	71,500	228,000	156,500	219%
Overtime (601501, 601502)	210,000	130,000	210,000	80,000	62%
All Other Personnel Services	640,000	640,000	870,000	230,000	36%
Subtotal Personnel Services	22,565,681	20,488,971	19,941,542	(547,429)	-3%
Shared Services Personnel Services			3,423,311	3,423,311	NA
Total Personnel Services	22,565,681	20,488,971	23,364,853	2,875,882	14%
Fringe Benefits	15,413,550	15,150,000	14,756,741	(393,259)	-3%
Shared Services Personnel Fringe Benefits			2,887,768	2,887,768	NA
Total P.S. & Fringe Benefits	37,979,231	35,638,971	41,009,362	5,370,392	15%
Other Expenses:					
Inst. Financial Aid/Match	1,883,400	1,378,650	1,509,150	130,500	10%
Waivers	460,000	315,000	775,000	460,000	146%
Utilities	982,000	1,038,500	1,264,500	226,000	22%
All Other Expenses	3,755,765	3,591,105	5,155,000	1,563,895	44%
Total Other Expenses	7,081,165	6,323,255	8,703,650	2,380,395	38%
Total Expenditures	45,060,396	41,962,226	49,713,012	7,750,787	19%
Addition to (Use of) Funds Before Transfers	(3,686,250)	(738,921)	(7,935,584)	(7,196,663)	974%
Transfers, Additional Funds and Commitments					
Transfer in	-	246,322		(246,322)	-100%
Transfer out	(2,351,286)	(2,405,651)	(2,780,997)	(375,346)	16%
HEERF Institutional	1,725,435	2,261,311	4,755,494	2,494,184	110%
CRF Funding Approved		73,007		(73,007)	-100%
Total Transfers, Additional Funds and Commitments	(625,851)	174,989	1,974,497	1,799,509	1028%
Net Change Subtotal	(4,312,101)	(563,933)	(5,961,087)	(5,397,154)	957%
Target savings (PS, FB and OE)	-	-	405,916	405,916	NA
Net Change	(4,312,101)	(563,933)	(5,555,171)	(4,991,238)	885%

College: Manchester CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	12,219,153	12,009,768	13,035,965	1,026,197	9%
Fees	5,039,487	5,479,920	6,136,606	656,686	12%
State Appropriations	13,801,019	14,574,544	15,424,363	849,819	6%
Addtl State Appropriation (Dev Edu and Outcomes)	998,942	1,151,766	998,942	(152,824)	-13%
GF Fringe Benefits Paid by State	14,259,368	13,971,631	14,786,295	814,664	6%
OF Fringe Benefits Paid by State	4,826,805	6,179,023	2,738,719	(3,440,304)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	5,000	5,000	NA
All Other Revenue	(421,637)	213,128	191,971	(21,157)	-10%
Less Contra Revenue	(150,000)	(1,423,590)	(2,208,171)	(784,581)	55%
Total Revenue	50,573,137	52,156,190	51,109,690	(1,046,500)	-2%
	-				
Expenditures:					
Personnel Services:					
Full Time (601000)	18,253,781	18,079,693	15,760,175	(2,319,518)	-13%
Continuing Part Time (601100)	20,000	9,418	13,000	3,582	38%
Temporary Part Time (601200, 02, 03, 04, 601303)	1,518,822	1,108,676	1,189,367	80,691	7%
Clinical EA (601201)	109,103	106,285	106,285	-	0%
Contractual PTL (601302)	4,853,608	4,971,909	5,200,000	228,091	5%
Contractual NCL (601300)	275,000	165,293	200,000	34,707	21%
Contractual ECL (601301)	913,681	1,053,992	1,150,000	96,008	9%
Student Labor (601400, 01, 02, 601406)	220,000	26,869	100,000	73,131	272%
Overtime (601501, 601502)	90,000	42,895	90,000	47,105	110%
All Other Personnel Services	647,521	789,616	898,965	109,349	14%
Subtotal Personnel Services	26,901,516	26,354,646	24,707,792	(1,646,854)	-6%
Shared Services Personnel Services			2,706,302	2,706,302	NA
Total Personnel Services	26,901,516	26,354,646	27,414,094	1,059,448	4%
	-				
Fringe Benefits	20,499,149	19,743,881	19,379,557	(364,324)	-2%
Shared Services Personnel Fringe Benefits			2,234,981	2,234,981	NA
Total P.S. & Fringe Benefits	47,400,665	46,098,527	49,028,632	2,930,105	6%
Other Expenses:					
Inst. Financial Aid/Match	1,784,873	1,784,873	1,885,658	100,785	6%
Waivers	170,000	195,000	214,910	19,910	10%
Utilities	1,100,000	1,001,482	975,000	(26,482)	-3%
All Other Expenses	2,469,833	2,103,918	2,130,816	26,898	1%
Total Other Expenses	5,524,706	5,085,273	5,206,384	121,111	2%
Total Expenditures	52,925,371	51,183,800	54,235,016	3,051,216	6%
Addition to (Use of) Funds Before Transfers	(2,352,234)	972,390	(3,125,326)	(4,097,716)	-421%
Transfers, Additional Funds and Commitments					
Transfer in	412,672	699,690	462,558	(237,132)	-34%
Transfer out	(2,907,239)	(3,036,636)	(3,362,130)	(325,494)	11%
HEERF Institutional	1,617,601	3,977,854	7,536,041	3,558,187	89%
CRF Funding Approved		3,597		(3,597)	-100%
Total Transfers, Additional Funds and Commitments	(876,966)	1,644,505	4,636,469	2,991,965	182%
Net Change Subtotal	(3,229,200)	2,616,895	1,511,144	(1,105,751)	-42%
Target savings (PS, FB and OE)	-	-	463,600	463,600	NA
Net Change	(3,229,200)	2,616,895	1,974,744	(642,151)	-25%

College: Middlesex CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	5,794,436	5,457,035	5,761,818	304,783	6%
Fees	3,257,232	2,965,948	3,084,000	118,052	4%
State Appropriations	6,847,414	7,178,848	7,622,294	443,446	6%
Addtl State Appropriation (Dev Edu and Outcomes)	395,569	461,050	395,569	(65,481)	-14%
GF Fringe Benefits Paid by State	7,243,931	6,720,418	7,135,546	415,128	6%
OF Fringe Benefits Paid by State	1,027,281	1,996,175	884,761	(1,111,414)	-56%
Private Gifts, Grants and Contracts	12,000	416	-	(416)	-100%
Sales of Educational Activities	4,000	4,266	7,000	2,734	64%
All Other Revenue	280,000	70,725	201,835	131,110	185%
Less Contra Revenue	(115,000)	(387,837)	(798,453)	(410,616)	106%
Total Revenue	24,746,862	24,467,045	24,294,370	(172,675)	-1%
Expenditures:					
Personnel Services:					
Full Time (601000)	8,707,997	8,498,539	7,696,067	(802,473)	-9%
Continuing Part Time (601100)	75,893	75,893	75,893	-	0%
Temporary Part Time (601200, 02, 03, 04, 601303)	840,290	616,713	650,756	34,043	6%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	2,402,299	2,192,840	2,313,843	121,003	6%
Contractual NCL (601300)	214,725	214,725	214,725	-	0%
Contractual ECL (601301)	428,149	428,149	448,149	20,000	5%
Student Labor (601400, 01, 02, 601406)	199,843	199,843	190,356	(9,487)	-5%
Overtime (601501, 601502)	25,000	25,000	25,000	-	0%
All Other Personnel Services	261,895	260,876	222,829	(38,048)	-15%
Subtotal Personnel Services	13,156,091	12,512,579	11,837,617	(674,961)	-5%
Shared Services Personnel Services	-	-	1,890,940	1,890,940	NA
Total Personnel Services	13,156,091	12,512,579	13,728,557	1,215,978	10%
Fringe Benefits	8,931,749	8,715,720	7,566,199	(1,149,521)	-13%
Shared Services Personnel Fringe Benefits	-	-	1,586,314	1,586,314	NA
Total P.S. & Fringe Benefits	22,087,840	21,228,299	22,881,070	1,652,772	8%
Other Expenses:					
Inst. Financial Aid/Match	905,204	757,068	822,069	65,001	9%
Waivers	257,000	45,000	200,000	155,000	344%
Utilities	350,000	307,150	374,500	67,350	22%
All Other Expenses	2,065,013	2,047,996	2,263,516	215,520	11%
Total Other Expenses	3,577,217	3,157,214	3,660,085	502,871	16%
Total Expenditures	25,665,057	24,385,513	26,541,155	2,155,643	9%
Addition to (Use of) Funds Before Transfers	(918,195)	81,532	(2,246,785)	(2,328,317)	-2856%
Transfers, Additional Funds and Commitments					
Transfer in	-	172,969	-	(172,969)	-100%
Transfer out	(1,245,677)	(1,357,210)	(1,465,159)	(107,949)	8%
HEERF Institutional	661,690	778,452	2,350,178	1,571,726	202%
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(583,987)	(405,789)	885,019	1,290,808	-318%
Net Change Subtotal	(1,502,182)	(324,257)	(1,361,766)	(1,037,510)	320%
Target savings (PS, FB and OE)	-	-	215,705	215,705	NA
Net Change	(1,502,182)	(324,257)	(1,146,061)	(821,805)	253%
Target savings by delay in filling Vacant positions	-	-	-	-	NA
Target savings from reduction to OE	-	-	-	-	NA
Target savings (PS, FB and OE)	-	-	215,705	215,705	NA
Net Change	(1,502,182)	(324,257)	(930,356)	(606,100)	187%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: Naugatuck Valley CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	14,098,001	13,776,101	14,520,945	744,844	5%
Fees	6,222,297	6,221,613	6,420,189	198,576	3%
State Appropriations	16,090,144	16,892,619	18,170,465	1,277,846	8%
Addtl State Appropriation (Dev Edu and Outcomes)	964,825	1,123,370	964,826	(158,544)	-14%
GF Fringe Benefits Paid by State	16,519,955	16,279,143	17,510,582	1,231,439	8%
OF Fringe Benefits Paid by State	4,940,076	5,718,459	2,534,584	(3,183,875)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	111,049	111,049	111,049	-	0%
All Other Revenue	148,016	(8,014)	(70,500)	(62,486)	780%
Less Contra Revenue	(230,000)	(1,325,579)	(2,025,372)	(699,792)	53%
Total Revenue	58,864,364	58,788,761	58,136,768	(651,992)	-1%
Expenditures:					
Personnel Services:					
Full Time (601000)	19,326,204	19,685,307	18,116,078	(1,569,229)	-8%
Continuing Part Time (601100)	217,912	177,642	129,349	(48,293)	-27%
Temporary Part Time (601200, 02, 03, 04, 601303)	2,132,794	1,627,778	1,831,570	203,792	13%
Clinical EA (601201)	1,299,760	1,190,484	1,299,760	109,276	9%
Contractual PTL (601302)	5,486,677	5,172,799	5,172,799	-	0%
Contractual NCL (601300)	348,151	312,885	320,000	7,115	2%
Contractual ECL (601301)	741,611	772,787	775,610	2,823	0%
Student Labor (601400, 01, 02, 601406)	114,230	56,096	73,096	17,000	30%
Overtime (601501, 601502)	105,740	184,661	200,000	15,339	8%
All Other Personnel Services	396,237	629,793	388,966	(240,827)	-38%
Subtotal Personnel Services	30,169,317	29,810,232	28,307,228	(1,503,004)	-5%
Shared Services Personnel Services			3,776,523	3,776,523	NA
Total Personnel Services	30,169,317	29,810,232	32,083,751	2,273,519	8%
Fringe Benefits	22,562,722	22,295,387	22,585,917	290,530	1%
Shared Services Personnel Fringe Benefits			3,130,481	3,130,481	NA
Total P.S. & Fringe Benefits	52,732,039	52,105,619	57,800,149	5,694,530	11%
Other Expenses:					
Inst. Financial Aid/Match	1,064,924	2,021,434	2,041,868	20,434	1%
Waivers	1,355,289	578,992	578,992	-	0%
Utilities	1,240,000	1,228,070	1,228,070	-	0%
All Other Expenses	2,544,677	2,278,169	2,353,399	75,230	3%
Total Other Expenses	6,204,890	6,106,665	6,202,329	95,664	2%
Total Expenditures	58,936,929	58,212,284	64,002,478	5,790,194	10%
Addition to (Use of) Funds Before Transfers	(72,565)	576,477	(5,865,710)	(6,442,186)	-1118%
Transfers, Additional Funds and Commitments					
Transfer in	-	320,057		(320,057)	-100%
Transfer out	(3,016,050)	(3,144,069)	(3,615,185)	(471,116)	15%
HEERF Institutional	1,909,764	3,508,490	6,183,182	2,674,692	76%
CRF Funding Approved		20,673		(20,673)	-100%
Total Transfers, Additional Funds and Commitments	(1,106,286)	705,151	2,567,997	1,862,846	264%
Net Change Subtotal	(1,178,851)	1,281,628	(3,297,713)	(4,579,340)	-357%
Target savings (PS, FB and OE)	-	-	532,917	532,917	NA
Net Change	(1,178,851)	1,281,628	(2,764,796)	(4,046,423)	-316%

College: Norwalk CC

FY22 Budget vs. FY21 Estimate						
Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	Inc(Dec)		
				Dollars (\$)	Percent (%)	
Revenue:						
Tuition (Gross)	12,621,382	12,246,076	13,339,825	1,093,749	9%	
Fees	5,563,087	5,457,688	5,974,878	517,190	10%	
State Appropriations	12,568,371	13,291,588	14,220,712	929,124	7%	
Addtl State Appropriation (Dev Edu and Outcomes)	856,270	999,155	856,270	(142,885)	-14%	
GF Fringe Benefits Paid by State	12,050,374	11,304,021	13,014,037	1,710,016	15%	
OF Fringe Benefits Paid by State	2,858,751	3,555,030	1,575,691	(1,979,339)	-56%	
Private Gifts, Grants and Contracts	-	-	-	-	NA	
Sales of Educational Activities	190,000	135,000	155,000	20,000	15%	
All Other Revenue	339,600	261,754	262,609	855	0%	
Less Contra Revenue	(258,600)	(400,065)	(1,213,387)	(813,322)	203%	
Total Revenue	46,789,235	46,850,247	48,185,635	1,335,388	3%	
Expenditures:						
Personnel Services:						
Full Time (601000)	17,021,721	16,748,104	15,403,951	(1,344,153)	-8%	
Continuing Part Time (601100)	197,822	172,193	173,815	1,622	1%	
Temporary Part Time (601200, 02, 03, 04, 601303)	983,735	552,648	650,437	97,789	18%	
Clinical EA (601201)	881,118	734,339	840,000	105,661	14%	
Contractual PTL (601302)	4,407,591	3,814,052	4,233,672	419,620	11%	
Contractual NCL (601300)	486,824	287,837	575,674	287,837	100%	
Contractual ECL (601301)	789,992	794,783	880,142	85,359	11%	
Student Labor (601400, 01, 02, 601406)	305,000	85,000	332,000	247,000	291%	
Overtime (601501, 601502)	75,000	60,122	80,000	19,878	33%	
All Other Personnel Services	893,000	638,292	1,077,305	439,013	69%	
Subtotal Personnel Services	26,041,803	23,887,370	24,246,996	359,626	2%	
Shared Services Personnel Services			2,664,359	2,664,359	NA	
Total Personnel Services	26,041,803	23,887,370	26,911,355	3,023,985	13%	
Fringe Benefits	15,753,248	14,698,833	14,902,107	203,274	1%	
Shared Services Personnel Fringe Benefits			2,197,689	2,197,689	NA	
Total P.S. & Fringe Benefits	41,795,051	38,586,203	44,011,151	5,424,948	14%	
Other Expenses:						
Inst. Financial Aid/Match	1,749,599	1,735,894	1,876,730	140,836	8%	
Waivers	647,408	422,131	544,291	122,160	29%	
Utilities	1,235,000	1,040,968	1,235,000	194,032	19%	
All Other Expenses	4,349,175	4,096,800	4,349,175	252,375	6%	
Total Other Expenses	7,981,182	7,295,793	8,005,196	709,403	10%	
Total Expenditures	49,776,233	45,881,996	52,016,347	6,134,351	13%	
Addition to (Use of) Funds Before Transfers	(2,986,998)	968,251	(3,830,712)	(4,798,963)	-496%	
Transfers, Additional Funds and Commitments						
Transfer in	200,000	204,152	-	(204,152)	-100%	
Transfer out	(2,717,641)	(2,886,238)	(3,188,126)	(301,888)	11%	
HEERF Institutional	1,594,831	3,532,011	4,791,991	1,259,980	36%	
CRF Funding Approved		116,976		(116,976)	-100%	
Total Transfers, Additional Funds and Commitments	(922,810)	966,901	1,603,865	636,964	66%	
Net Change Subtotal	(3,909,807)	1,935,152	(2,226,847)	(4,161,999)	-215%	
Target savings (PS, FB and OE)	-	-	441,010	441,010	NA	
Net Change	(3,909,807)	1,935,152	(1,785,837)	(3,720,989)	-192%	

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: **Northwestern CT CC**

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,451,198	3,214,196	3,404,798	190,602	6%
Fees	1,163,422	1,223,962	1,296,543	72,581	6%
State Appropriations	5,800,311	5,957,475	6,275,839	318,364	5%
Addtl State Appropriation (Dev Edu and Outcomes)	184,424	215,475	184,424	(31,051)	-14%
GF Fringe Benefits Paid by State	6,053,000	5,451,963	5,337,378	(114,585)	-2%
OF Fringe Benefits Paid by State	-	805,669	357,096	(448,573)	-56%
Private Gifts, Grants and Contracts	111,000	111,000	111,000	-	0%
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	62,010	24,365	25,810	1,445	6%
Less Contra Revenue	(94,350)	(140,678)	(289,788)	(149,111)	106%
Total Revenue	16,731,015	16,863,427	16,703,099	(160,328)	-1%
Expenditures:					
Personnel Services:					
Full Time (601000)	6,273,892	6,415,118	5,396,940	(1,018,178)	-16%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	243,082	90,102	169,884	79,782	89%
Clinical EA (601201)	337,663	270,827	270,827	-	0%
Contractual PTL (601302)	1,349,706	1,305,310	1,382,715	77,405	6%
Contractual NCL (601300)	47,070	40,599	40,599	-	0%
Contractual ECL (601301)	134,722	130,750	138,503	7,753	6%
Student Labor (601400, 01, 02, 601406)	26,000	11,723	11,444	(279)	-2%
Overtime (601501, 601502)	20,000	20,000	20,000	-	0%
All Other Personnel Services	200,000	313,623	388,892	75,270	24%
Subtotal Personnel Services	8,632,135	8,598,051	7,819,804	(778,247)	-9%
Shared Services Personnel Services	-	-	1,171,070	1,171,070	NA
Total Personnel Services	8,632,135	8,598,051	8,990,874	392,823	5%
Fringe Benefits	6,175,824	6,240,255	6,066,604	(173,651)	-3%
Shared Services Personnel Fringe Benefits	-	-	987,027	987,027	NA
Total P.S. & Fringe Benefits	14,807,959	14,838,306	16,044,505	1,206,199	8%
Other Expenses:					
Inst. Financial Aid/Match	329,125	226,275	238,947	12,671	6%
Waivers	233,085	241,876	256,219	14,343	6%
Utilities	514,500	470,741	494,278	23,537	5%
All Other Expenses	650,000	557,549	652,847	95,298	17%
Total Other Expenses	1,726,710	1,496,442	1,642,291	145,850	10%
Total Expenditures	16,534,669	16,334,748	17,686,796	1,352,048	8%
Addition to (Use of) Funds Before Transfers	196,346	528,679	(983,697)	(1,512,376)	-286%
Transfers, Additional Funds and Commitments					
Transfer in	-	149,191	-	(149,191)	-100%
Transfer out	(590,689)	(651,741)	(726,271)	(74,530)	11%
HEERF Institutional	301,133	144,418	552,770	408,352	283%
CRF Funding Approved	-	98,094	-	(98,094)	-100%
Total Transfers, Additional Funds and Commitments	(289,556)	(260,038)	(173,501)	86,537	-33%
Net Change Subtotal	(93,210)	268,641	(1,157,198)	(1,425,839)	-531%
Target savings (PS, FB and OE)	-	-	145,232	145,232	NA
Net Change	(93,210)	268,641	(1,011,966)	(1,280,607)	-477%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: Quinebaug CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,357,761	2,979,975	3,381,080	401,105	14%
Fees	1,392,109	1,386,222	1,834,023	447,801	32%
State Appropriations	5,695,043	5,876,947	6,146,464	269,517	5%
Addtl State Appropriation (Dev Edu and Outcomes)	244,785	280,724	244,785	(35,939)	-13%
GF Fringe Benefits Paid by State	6,036,147	5,407,522	5,655,510	247,988	5%
OF Fringe Benefits Paid by State	-	612,543	271,496	(341,047)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	220,999	76,046	458,161	382,115	503%
Less Contra Revenue	(23,000)	(267,017)	(1,109,540)	(842,523)	316%
Total Revenue	16,923,844	16,352,962	16,881,979	529,017	3%
Expenditures:					
Personnel Services:					
Full Time (601000)	5,468,846	5,746,205	5,809,489	63,284	1%
Continuing Part Time (601100)	180,213	289,869	221,956	(67,913)	-23%
Temporary Part Time (601200, 02, 03, 04, 601303)	908,874	168,445	397,419	228,974	136%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	1,531,290	1,502,963	1,391,903	(111,060)	-7%
Contractual NCL (601300)	168,776	95,341	143,511	48,170	51%
Contractual ECL (601301)	138,467	149,573	112,911	(36,662)	-25%
Student Labor (601400, 01, 02, 601406)	11,324	19,060	14,885	(4,175)	-22%
Overtime (601501, 601502)	45,000	16,869	37,500	20,631	122%
All Other Personnel Services	295,252	339,163	179,236	(159,927)	-47%
Subtotal Personnel Services	8,748,042	8,327,488	8,308,810	(18,678)	0%
Shared Services Personnel Services	-	-	1,082,601	1,082,601	NA
Total Personnel Services	8,748,042	8,327,488	9,391,411	1,063,923	13%
Fringe Benefits	5,991,914	5,902,401	6,361,334	458,933	8%
Shared Services Personnel Fringe Benefits	-	-	902,859	902,859	NA
Total P.S. & Fringe Benefits	14,739,956	14,229,889	16,655,604	2,425,715	17%
Other Expenses:					
Inst. Financial Aid/Match	329,143	365,500	414,697	49,197	14%
Waivers	55,000	45,639	51,782	6,143	14%
Utilities	237,820	186,593	262,500	75,907	41%
All Other Expenses	1,285,072	1,070,072	1,178,056	107,984	10%
Total Other Expenses	1,907,035	1,667,804	1,907,035	239,231	14%
Total Expenditures	16,646,991	15,897,693	18,562,639	2,664,946	17%
Addition to (Use of) Funds Before Transfers	276,853	455,269	(1,680,660)	(2,135,929)	-469%
Transfers, Additional Funds and Commitments					
Transfer in	35,575	132,351	-	(132,351)	-100%
Transfer out	(683,674)	(685,085)	(809,712)	(124,627)	18%
HEERF Institutional	444,524	644,849	1,259,760	614,911	95%
CRF Funding Approved	-	1,644	-	(1,644)	-100%
Total Transfers, Additional Funds and Commitments	(203,575)	93,759	450,048	356,289	380%
Net Change Subtotal	73,278	549,028	(1,230,612)	(1,779,640)	-324%
Target savings (PS, FB and OE)	-	-	155,038	155,038	NA
Net Change	73,278	549,028	(1,075,574)	(1,624,602)	-296%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY22 Budget, FY21 Revised Budget and Estimate

Attachment F

College: Three Rivers CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	8,316,843	8,197,329	8,771,142	573,813	7%
Fees	4,646,797	4,019,962	4,857,973	838,011	21%
State Appropriations	9,690,630	10,198,742	10,866,230	667,488	7%
Addtl State Appropriation (Dev Edu and Outcomes)	601,703	702,090	601,703	(100,387)	-14%
GF Fringe Benefits Paid by State	9,980,359	9,394,693	10,009,557	614,864	7%
OF Fringe Benefits Paid by State	2,419,479	2,951,346	1,308,121	(1,643,225)	-56%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	347,413	478,659	520,000	41,341	9%
Less Contra Revenue	(325,000)	(515,119)	(979,131)	(464,012)	90%
Total Revenue	35,678,225	35,427,702	35,955,595	527,893	2%
Expenditures:					
Personnel Services:					
Full Time (601000)	10,250,580	11,594,572	9,841,959	(1,752,614)	-15%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	2,296,990	874,793	798,150	(76,643)	-9%
Clinical EA (601201)	641,032	559,612	559,612	0	0%
Contractual PTL (601302)	3,761,856	3,709,762	3,969,445	259,683	7%
Contractual NCL (601300)	345,723	387,459	387,459	-	0%
Contractual ECL (601301)	896,544	636,273	636,273	(0)	0%
Student Labor (601400, 01, 02, 601406)	200,000	171,413	205,000	33,587	20%
Overtime (601501, 601502)	15,000	8,000	10,000	2,000	25%
All Other Personnel Services	491,826	568,076	638,494	70,418	12%
Subtotal Personnel Services	18,899,551	18,509,960	17,046,391	(1,463,569)	-8%
Shared Services Personnel Services	-	-	2,202,140	2,202,140	NA
Total Personnel Services	18,899,551	18,509,960	19,248,531	738,571	4%
Fringe Benefits	12,378,599	12,340,231	11,221,453	(1,118,778)	-9%
Shared Services Personnel Fringe Benefits	-	-	1,824,328	1,824,328	NA
Total P.S. & Fringe Benefits	31,278,150	30,850,191	32,294,312	1,444,121	5%
Other Expenses:					
Inst. Financial Aid/Match	1,174,026	1,374,885	1,257,297	(117,588)	-9%
Waivers	235,000	200,000	208,000	8,000	4%
Utilities	900,000	855,000	855,000	-	0%
All Other Expenses	2,972,500	1,653,616	2,788,980	1,135,364	69%
Total Other Expenses	5,281,526	4,083,501	5,109,277	1,025,776	25%
Total Expenditures	36,559,676	34,933,691	37,403,589	2,469,898	7%
Addition to (Use of) Funds Before Transfers	(881,452)	494,010	(1,447,994)	(1,942,005)	-393%
Transfers, Additional Funds and Commitments					
Transfer in	-	169,652	-	(169,652)	-100%
Transfer out	(1,909,708)	(1,909,342)	(2,243,387)	(334,045)	18%
HEERF Institutional	1,126,615	1,523,791	2,539,134	1,015,343	67%
CRF Funding Approved	-	301	-	(301)	-100%
Total Transfers, Additional Funds and Commitments	(783,093)	(215,598)	295,747	511,345	-237%
Net Change Subtotal	(1,664,545)	278,413	(1,152,247)	(1,430,660)	-514%
Target savings (PS, FB and OE)	-	-	312,159	312,159	NA
Net Change	(1,664,545)	278,413	(840,088)	(1,118,501)	-402%

College: Tunxis CC

Account Name	FY21 Revised Budget Dollars (\$)	FY21 Estimate Dollars (\$)	FY22 Budget Dollars (\$)	FY22 Budget vs. FY21 Estimate	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,219,738	8,963,426	9,635,685	672,259	8%
Fees	5,136,711	4,463,250	4,888,667	425,417	10%
State Appropriations	9,792,813	10,277,502	11,270,379	992,877	10%
Addtl State Appropriation (Dev Edu and Outcomes)	584,526	680,286	584,526	(95,760)	-14%
GF Fringe Benefits Paid by State	10,183,565	9,807,763	10,755,259	947,496	10%
OF Fringe Benefits Paid by State	1,925,391	2,887,262	1,279,716	(1,607,546)	-56%
Private Gifts, Grants and Contracts	500	-	500	500	NA
Sales of Educational Activities	30,000	58,000	100,000	42,000	72%
All Other Revenue	197,730	103,832	183,332	79,500	77%
Less Contra Revenue	(205,000)	(682,363)	(1,654,845)	(972,483)	143%
Total Revenue	36,865,974	36,558,958	37,043,219	484,260	1%
Expenditures:					
Personnel Services:					
Full Time (601000)	10,555,910	12,273,046	11,396,897	(876,149)	-7%
Continuing Part Time (601100)	295,617	310,401	130,136	(180,265)	-58%
Temporary Part Time (601200, 02, 03, 04, 601303)	2,061,264	400,047	442,683	42,636	11%
Clinical EA (601201)	304,634	341,138	351,144	10,006	3%
Contractual PTL (601302)	3,642,213	3,358,208	3,671,208	313,000	9%
Contractual NCL (601300)	479,028	363,650	509,145	145,495	40%
Contractual ECL (601301)	649,150	725,678	725,678	-	0%
Student Labor (601400, 01, 02, 601406)	144,459	72,530	102,207	29,677	41%
Overtime (601501, 601502)	41,223	17,020	18,200	1,180	7%
All Other Personnel Services	414,759	396,339	233,315	(163,024)	-41%
Subtotal Personnel Services	18,588,257	18,258,057	17,580,613	(677,444)	-4%
Shared Services Personnel Services			2,227,704	2,227,704	NA
Total Personnel Services	18,588,257	18,258,057	19,808,317	1,550,260	9%
Fringe Benefits	13,224,964	12,716,884	12,949,947	233,063	2%
Shared Services Personnel Fringe Benefits			1,840,683	1,840,683	NA
Total P.S. & Fringe Benefits	31,813,221	30,974,941	34,598,947	3,624,006	12%
Other Expenses:					
Inst. Financial Aid/Match	1,315,984	1,300,972	1,390,603	89,631	7%
Waivers	125,000	151,156	165,000	13,844	9%
Utilities	810,500	810,766	834,500	23,734	3%
All Other Expenses	3,026,822	2,079,177	2,730,515	651,338	31%
Total Other Expenses	5,278,306	4,342,071	5,120,618	778,547	18%
Total Expenditures	37,091,527	35,317,012	39,719,565	4,402,553	13%
Addition to (Use of) Funds Before Transfers	(225,553)	1,241,946	(2,676,346)	(3,918,292)	-316%
Transfers, Additional Funds and Commitments					
Transfer in	296,850	206,920	167,000	(39,920)	-19%
Transfer out	(1,821,670)	(1,826,244)	(2,255,937)	(429,693)	24%
HEERF Institutional	1,092,753	1,092,753	4,794,361	3,701,608	339%
CRF Funding Approved				-	NA
Total Transfers, Additional Funds and Commitments	(432,067)	(526,571)	2,705,424	3,231,995	-614%
Net Change Subtotal	(657,620)	715,375	29,078	(686,297)	-96%
Target savings (PS, FB and OE)	-	-	333,427	333,427	NA
Net Change	(657,620)	715,375	362,505	(352,870)	-49%

CONNECTICUT STATE COLLEGES and UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Actual vs. FY22 Budget

ATTACHMENT G

	HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
HEADCOUNT Enrollment												
<u>Undergraduate</u>												
State Universities	19,316	4,634	23,950	19,137	4,722	23,859	(179)	-0.9%	88	1.9%	(91)	-0.4%
Community Colleges	11,473	25,109	36,582	12,528	27,391	39,919	1,055	9.2%	2,282	9.1%	3,338	9.1%
Charter Oak	411	1,138	1,549	411	1,138	1,549	-	0.0%	-	0.0%	-	0.0%
Total Undergraduate	31,200	30,881	62,081	32,076	33,251	65,327	876	2.8%	2,370	7.7%	3,247	5.2%
<u>Graduate</u>												
State Universities Graduate	1,458	3,232	4,690	1,595	3,354	4,949	137	9.4%	122	3.8%	259	5.5%
Charter Oak	10	88	98	10	88	98	-	0.0%	-	0.0%	-	0.0%
Total Graduate	1,468	3,320	4,788	1,605	3,442	5,047	137	9.3%	122	3.7%	259	5.4%
Total Undergraduate & Graduate												
State Universities	20,774	7,866	28,640	20,732	8,076	28,808	(42)	-0.2%	210	2.7%	168	0.6%
Community Colleges	11,473	25,109	36,582	12,528	27,391	39,919	1,055	9.2%	2,282	9.1%	3,338	9.1%
Charter Oak	421	1,226	1,647	421	1,226	1,647	-	0.0%	-	0.0%	-	0.0%
Total Headcount	32,668	34,201	66,869	33,681	36,693	70,374	1,013	3.1%	2,492	7.3%	3,506	5.2%

	FTE - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>FTE Enrollment</u>												
<u>Undergraduate</u>												
State Universities	18,800	1,936	20,736	18,567	2,072	20,639	(233)	-1.2%	136	7.0%	(97)	-0.5%
Community Colleges	10,224	10,593	20,817	11,177	11,544	22,721	952	9.3%	951	9.0%	1,904	9.1%
Charter Oak	345	441	786	345	441	786	-	0.0%	-	0.0%	-	0.0%
Total Undergraduate	29,369	12,970	42,339	30,089	14,057	44,146	719	2.4%	1,087	8.4%	1,807	4.3%
<u>Graduate</u>												
State Universities Graduate	1,306	1,317	2,623	1,432	1,387	2,819	126	9.6%	70	5.3%	196	7.5%
Charter Oak	8	40	48	8	40	48	-	0.0%	-	0.0%	-	0.0%
Total Graduate	1,314	1,357	2,671	1,440	1,427	2,867	126	9.6%	70	5.2%	196	7.3%
Total Undergraduate & Graduate												
State Universities	20,106	3,253	23,359	19,999	3,459	23,458	(107)	-0.5%	206	6.3%	99	0.4%
Community Colleges	10,224	10,593	20,817	11,177	11,544	22,721	952	9.3%	951	9.0%	1,904	9.1%
Charter Oak	353	481	834	353	481	834	-	0.0%	-	0.0%	-	0.0%
Total FTE	30,683	14,327	45,010	31,529	15,484	47,013	845	2.8%	1,157	8.1%	2,003	4.4%

CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Actual vs. FY22 Budget

	HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>HEADCOUNT Enrollment</u>												
<u>Undergraduate</u>												
CCSU	6,294	1,821	8,115	6,488	1,821	8,309	194	3.1%	-	0.0%	194	2.4%
ECSU	3,530	794	4,324	3,493	774	4,267	(37)	-1.0%	(20)	-2.5%	(57)	-1.3%
SCSU	5,897	1,201	7,098	5,415	1,321	6,736	(482)	-8.2%	120	10.0%	(362)	-5.1%
WCSU	3,595	818	4,413	3,741	806	4,547	146	4.1%	(12)	-1.5%	134	3.0%
CSU Total Undergraduate	19,316	4,634	23,950	19,137	4,722	23,859	(179)	-0.9%	88	1.9%	(91)	-0.4%
<u>Graduate</u>												
CCSU	519	1,508	2,027	535	1,508	2,043	16	3.1%	-	0.0%	16	0.8%
ECSU	90	84	174	91	82	173	1	1.1%	(2)	-2.4%	(1)	-0.6%
SCSU	767	1,121	1,888	886	1,233	2,119	119	15.5%	112	10.0%	231	12.2%
WCSU	82	519	601	83	531	614	1	1.2%	12	2.3%	13	2.2%
CSU Total Graduate	1,458	3,232	4,690	1,595	3,354	4,949	137	9.4%	122	3.8%	259	5.5%
<u>Total</u>												
CCSU	6,813	3,329	10,142	7,023	3,329	10,352	210	3.1%	-	0.0%	210	2.1%
ECSU	3,620	878	4,498	3,584	856	4,440	(36)	-1.0%	(22)	-2.5%	(58)	-1.3%
SCSU	6,664	2,322	8,986	6,301	2,554	8,855	(363)	-5.4%	232	10.0%	(131)	-1.5%
WCSU	3,677	1,337	5,014	3,824	1,337	5,161	147	4.0%	-	0.0%	147	2.9%
CSU Total Headcount	20,774	7,866	28,640	20,732	8,076	28,808	(42)	-0.2%	210	2.7%	168	0.6%

	FTE - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment												
Undergraduate												
CCSU	6,079	821	6,900	6,265	821	7,086	186	3.1%	-	0.0%	186	2.7%
ECSU	3,486	248	3,734	3,449	242	3,691	(37)	-1.1%	(6)	-2.4%	(43)	-1.2%
SCSU	5,724	523	6,247	5,213	664	5,877	(511)	-8.9%	141	27.0%	(370)	-5.9%
WCSU	3,511	344	3,855	3,640	345	3,985	129	3.7%	1	0.3%	130	3.4%
CSU Total Undergraduate	18,800	1,936	20,736	18,567	2,072	20,639	(233)	-1.2%	136	7.0%	(97)	-0.5%
Graduate												
CCSU	452	593	1,045	467	593	1,060	15	3.3%	-	0.0%	15	1.4%
ECSU	81	33	114	82	32	114	1	1.2%	(1)	-3.0%	-	0.0%
SCSU	690	455	1,145	800	521	1,321	110	15.9%	66	14.5%	176	15.4%
WCSU	83	236	319	83	241	324	-	0.0%	5	2.1%	5	1.6%
CSU Total Graduate	1,306	1,317	2,623	1,432	1,387	2,819	126	9.6%	70	5.3%	196	7.5%
Total												
CCSU	6,531	1,414	7,945	6,732	1,414	8,146	201	3.1%	-	0.0%	201	2.5%
ECSU	3,567	281	3,848	3,531	274	3,805	(36)	-1.0%	(7)	-2.5%	(43)	-1.1%
SCSU	6,414	978	7,392	6,013	1,185	7,198	(401)	-6.3%	207	21.2%	(194)	-2.6%
WCSU	3,594	580	4,174	3,722	586	4,309	129	3.6%	6	1.0%	135	3.2%
CSU Total FTE	20,106	3,253	23,359	19,999	3,459	23,458	(107)	-0.5%	206	6.3%	99	0.4%

CONNECTICUT COMMUNITY COLLEGES

ENROLLMENT - HEADCOUNT & FTE

FY21 Actual vs. FY22 Budget

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Asnuntuck	404	825	1,229	551	1,125	1,675	147	36.3%	300	36.3%	446	36.3%
Capital	465	2,058	2,522	509	2,253	2,762	44	9.5%	196	9.5%	240	9.5%
Gateway	1,709	3,956	5,665	1,753	4,056	5,809	44	2.5%	101	2.5%	144	2.5%
Housatonic	1,167	2,345	3,511	1,335	2,681	4,016	168	14.4%	337	14.4%	505	14.4%
Manchester	1,317	2,952	4,268	1,451	3,253	4,704	135	10.2%	301	10.2%	436	10.2%
Middlesex	682	1,290	1,971	719	1,361	2,080	38	5.5%	71	5.5%	109	5.5%
Naugatuck Valley	1,615	3,238	4,853	1,705	3,418	5,124	90	5.6%	181	5.6%	271	5.6%
Northwestern	393	760	1,153	416	805	1,221	23	5.9%	45	5.9%	68	5.9%
Norwalk	1,224	2,942	4,166	1,356	3,258	4,613	132	10.7%	316	10.7%	448	10.7%
Quinebaug Valley	401	671	1,072	455	761	1,216	54	13.5%	90	13.5%	144	13.5%
Three Rivers	923	2,048	2,971	987	2,191	3,178	65	7.0%	143	7.0%	208	7.0%
Tunxis	1,175	2,028	3,203	1,293	2,231	3,523	118	10.0%	203	10.0%	320	10.0%
CCC Total Headcount	11,473	25,109	36,582	12,528	27,391	39,919	1,055	9.2%	2,282	9.1%	3,338	9.1%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Asnuntuck	381	311	692	518	424	942	137	36.0%	113	36.1%	250	36.1%
Capital	411	898	1,309	450	983	1,433	39	9.5%	85	9.5%	124	9.5%
Gateway	1,495	1,682	3,177	1,533	1,725	3,258	38	2.6%	43	2.5%	81	2.5%
Housatonic	1,025	950	1,976	1,178	1,087	2,265	152	14.9%	137	14.4%	289	14.6%
Manchester	1,183	1,239	2,423	1,304	1,366	2,670	121	10.2%	127	10.2%	247	10.2%
Middlesex	620	529	1,148	654	557	1,211	34	5.5%	28	5.3%	62	5.4%
Naugatuck Valley	1,436	1,400	2,836	1,516	1,479	2,995	80	5.6%	78	5.6%	159	5.6%
Northwestern	358	321	679	379	340	719	21	5.9%	19	5.9%	40	5.9%
Norwalk	1,087	1,274	2,361	1,204	1,411	2,614	117	10.8%	136	10.7%	253	10.7%
Quinebaug Valley	355	271	626	403	307	711	48	13.5%	36	13.5%	84	13.5%
Three Rivers	834	882	1,717	895	948	1,843	61	7.3%	66	7.5%	127	7.4%
Tunxis	1,039	835	1,874	1,143	918	2,061	104	10.0%	83	10.0%	187	10.0%
CCC Total FTE	10,224	10,593	20,817	11,177	11,544	22,721	952	9.3%	951	9.0%	1,904	9.1%

CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY21 Actual vs. FY22 Budget

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
<u>Undergraduate</u>												
Charter Oak	411	1,138	1,549	411	1,138	1,549	-	0.0%	-	0.0%	-	0.0%
<u>Graduate</u>												
Charter Oak	10	88	98	10	88	98	-	0.0%	-	0.0%	-	0.0%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Headcount FY21 Actual vs. FY22 Budget					
	FY21 Actual			FY22 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
<u>Undergraduate</u>												
Charter Oak	345	441	786	345	441	786	-	0.0%	-	0.0%	-	0.0%
<u>Graduate</u>												
Charter Oak	8	40	48	8	40	48	-	0.0%	-	0.0%	-	0.0%

Connecticut State Colleges & Universities: Higher Education Emergency Relief Funds (HEERF)

	TOTAL HEERF			Student Grants			Institutional Aid		
	includes allocations from 4/9/20, 1/7/21 and 5/11/21			includes allocations from 4/9/20, 1/7/21 and 5/11/21			includes allocations from 4/9/20, 1/7/21 and 5/11/21		
	Estimated total stimulus funds	Minimum Amount for Student Grants	Maximum Amount for Institutional Aid	Expended in FY2020 or FY2021	Budget Plan for FY2022	Amount Remaining	Expended in FY2020 or FY2021	Budget Plan for FY2022	Amount Remaining
<u>State Universities</u>									
Central	50,053,449	22,099,538	27,953,911	9,700,079	8,266,306	4,133,153	8,663,030	14,838,286	4,452,595
Eastern	23,940,329	10,657,777	13,282,552	4,433,726	6,224,051	0	2,216,862	11,065,690	-
Southern	45,862,141	20,350,287	25,511,854	8,390,168	11,960,119	0	13,594,612	11,917,242	-
Western	23,987,981	10,558,052	13,429,929	4,256,394	6,301,658	0	7,148,968	6,280,961	-
State Universities Total	143,843,900	63,665,654	80,178,246	26,780,367	32,752,134	4,133,153	31,623,472	44,102,179	4,452,595
<u>Community Technical Colleges</u>									
Asnuntuck	8,706,027	3,629,865	5,076,162	1,215,432	1,593,526	820,907	1,607,746	1,504,644	1,963,772
Capital	16,088,450	6,592,676	9,495,774	2,032,019	3,010,034	1,550,624	2,821,938	5,576,909	1,096,927
Gateway	31,316,751	12,935,591	18,381,160	4,296,706	5,701,664	2,937,221	3,517,913	5,080,263	9,782,984
Housatonic	25,285,639	10,464,778	14,820,861	3,450,863	4,629,184	2,384,731	3,084,512	4,014,341	7,722,009
Manchester	23,940,073	9,903,215	14,036,858	3,235,190	4,400,897	2,267,129	5,482,802	6,362,451	2,191,604
Middlesex	9,207,165	3,828,878	5,378,287	1,323,378	1,653,630	851,870	1,189,960	2,017,408	2,170,919
Norwalk	22,095,370	9,241,341	12,854,029	3,189,661	3,994,109	2,057,571	3,989,677	4,515,550	4,348,802
Naugatuck Valley	27,346,641	11,356,909	15,989,732	3,819,513	4,974,681	2,562,715	4,720,999	5,190,180	6,078,554
Northwestern	4,548,999	1,878,261	2,670,738	602,264	842,158	433,839	285,330	455,034	1,930,374
Quinebaug	6,368,989	2,645,678	3,723,311	889,045	1,159,378	597,255	954,729	1,047,449	1,721,133
Three Rivers	17,297,686	7,085,882	10,211,804	2,253,211	3,189,563	1,643,108	1,974,250	2,193,328	6,044,226
Tunxis	16,001,685	6,663,110	9,338,575	2,185,497	2,955,224	1,522,388	2,478,402	4,251,123	2,609,050
Community Technical College Total	208,203,475	86,226,184	121,977,291	28,492,779	38,104,047	19,629,358	32,108,258	42,208,679	47,660,354
<u>Charter Oak State College</u>	762,270	762,270	-	284,861	238,705	238,704	-	-	-
GRAND TOTAL CSCU	352,809,645	150,654,108	202,155,537	55,558,007	71,094,886	24,001,215	63,731,730	86,310,858	52,112,949

Shared Services: FY 2022 Cost Allocations by Service Type, PS and Fringe Only

	Purchasing	Accounting	Payroll	Human Resources	IT	EMSA	EMSA/GP	Shared Services
	ALLOCATION #1	ALLOCATION #1	ALLOCATION #2	ALLOCATION #2	ALLOCATION #1	ALLOCATION #4	ALLOCATION #3	Total
	FTE Students, Fall 20 excludes COSC	FTE Students, Fall 20 excludes COSC	Emp. Headcount, 3/21 includes COSC	Emp. Headcount, 3/21 includes COSC	FTE Students, Fall 20 excludes COSC	FTE Students with phase-in for EMSA	Hold-harmless GP Phase I only	
CSCU Total Cost	4,975,008	1,948,697	2,264,163	6,072,944	11,143,427	25,542,901	2,167,870	54,115,011
# of employees	32	13	15	38	56	223	16	393
CSU Share								
PS	159,596	237,834	-	160,583	1,213,352	na	na	1,771,364
Fringe	143,278	112,456	-	138,506	896,042	na	na	1,290,282
Total	302,874	350,290	-	299,088	2,109,394	na	na	3,061,646
CC/COSC Allocation								
CC Total	4,672,134	1,598,408	2,264,163	5,773,856	9,034,033	25,542,901	2,167,870	51,053,364
Asnuntuck	154,209	52,757	103,713	264,479	298,178	1,030,182	-	1,903,519
Capital	291,032	99,566	163,857	417,853	562,739	2,416,420	-	3,951,467
Gateway	701,939	240,144	320,610	817,591	1,357,269	2,838,808	-	6,276,362
Housatonic	450,335	154,066	190,377	485,482	870,768	2,806,507	1,353,543	6,311,079
Manchester	529,782	181,246	250,995	640,064	1,024,386	2,314,810	-	4,941,283
Middlesex	260,270	89,042	135,916	346,600	503,259	1,727,136	415,030	3,477,254
Naugatuck Valley	651,025	222,726	323,452	824,837	1,258,822	3,626,143	-	6,907,004
Northwestern CT	152,040	52,015	77,193	196,850	293,984	986,718	399,297	2,158,096
Norwalk	533,160	182,402	221,633	565,188	1,030,918	2,328,746	-	4,862,048
Quinebaug Valley	142,756	48,839	70,563	179,942	276,032	1,267,329	-	1,985,460
Three Rivers	385,420	131,858	181,853	463,744	745,247	2,118,347	-	4,026,468
Tunxis	420,165	143,745	171,908	438,383	812,431	2,081,755	-	4,068,387
Charter Oak	-	-	52,093	132,843	-	-	-	184,937
Grand Total SS Charges	\$ 4,975,008	\$ 1,948,697	\$ 2,264,163	\$ 6,072,944	\$ 11,143,427	\$ 25,542,901	\$ 2,167,870	\$ 54,115,011
PS	2,660,513	1,156,249	1,150,918	3,306,184	6,428,229	13,803,791	1,142,178	29,648,062
Fringe	2,314,495	792,448	1,113,245	2,766,761	4,715,198	11,739,110	1,025,692	24,466,949

CSCU System Office
FY 2022 Spending Plan Roster

Department	VACANT	Job	count	FY 22 Salary	FY 22 Fringes	Total
Executive	FILLED	Chief Operating Officer	1	190,653	64,994	255,646
	FILLED	Professional 2	1	67,016	35,317	102,333
	VACANT	BOR President	1	350,000	229,250	579,250
Executive Total			3	607,668	329,561	937,229
Academic Affairs	FILLED	Administrative Assistant	1	75,353	58,504	133,856
	FILLED	CC Educational Assistant	1	26,935	2,147	29,082
	FILLED	Chief Academic Officer / Provost	1	234,561	189,760	424,321
	FILLED	Executive 3	2	348,659	224,014	572,673
	FILLED	Manager 1	1	83,014	72,836	155,850
	FILLED	Manager 2	1	142,132	58,317	200,448
	FILLED	Manager 3	1	74,937	72,330	147,267
	FILLED	Professional 2	1	67,636	25,025	92,661
	FILLED	SUAdmin3	1	78,726	28,585	107,311
	FILLED	SUAdmin5	1	89,588	90,484	180,071
	FILLED	SUAdmin6	1	108,981	109,592	218,573
	FILLED	SUAdmin7	1	123,296	55,101	178,397
	FILLED	SUTemporaryWorker(Retiree)	1	51,485	4,103	55,588
	VACANT	Manager 2	1	100,000	73,000	173,000
Academic Affairs Total			15	1,605,303	1,063,797	2,669,100
Board Office	FILLED	Manager 1	1	95,243	42,459	137,702
	FILLED	Professional 2	1	63,041	56,850	119,891
Board Office Total			2	158,284	99,309	257,593
Govt. Relations	FILLED	Dir. Government Relations	1	117,551	36,535	154,086
	VACANT	Gov Rel Associate	1	75,000	52,500	127,500
Govt. Relations Total			2	192,551	89,035	281,586
HR	FILLED	Executive 1	1	100,000	73,000	173,000
	FILLED	Professional 2	1	75,590	83,610	159,201
	FILLED	VP Human Resources	1	212,782	74,537	287,319
HR Total			3	388,372	231,148	619,520
IT	VACANT	Administrative Assistant	1	65,000	45,500	110,500
	VACANT	Chief Information Officer	1	211,362	186,865	398,228
IT Total			2	276,362	232,365	508,728
Legal	FILLED	Executive 1	1	104,341	89,034	193,375
	FILLED	Executive Assistant	1	75,677	68,927	144,604
	FILLED	General Counsel	1	162,269	148,849	311,119
	FILLED	Manager 3	2	231,111	156,971	388,082
Legal Total			5	573,399	463,781	1,037,180
Facilities	FILLED	Manager 1	2	225,208	192,956	418,164
	FILLED	Professional 2	1	67,017	25,259	92,276
	FILLED	Professional 3	1	74,071	77,345	151,416
	FILLED	SUAdmin6	1	116,552	53,660	170,212
	FILLED	VP Facilities and Real Estate	1	164,202	146,419	310,622
Facilities Total			6	647,050	495,640	1,142,690
Finance	FILLED	Chief Financial Officer	1	212,782	162,246	375,028
	FILLED	Controller	1	137,902	130,234	268,136
	FILLED	Dir. Budget and Planning	1	153,410	129,233	282,643

CSCU System Office

FY 2022 Spending Plan Roster

Finance	FILLED	Executive 2	1	154,655	63,526	218,181
	FILLED	SUAdmin5	1	101,876	105,268	207,144
	FILLED	SUAdmin6	2	233,275	223,792	457,067
	FILLED	TWR	1	27,788	2,215	30,002
	FILLED	VP Purchasing	1	146,437	132,247	278,684
	VACANT	Administrative Assistant	1	75,000	54,750	129,750
	VACANT	SUAdmin4	1	100,000	90,000	90,000
Finance Total			11	1,343,124	1,093,511	2,336,636
Inst. Research	FILLED	AVP Research	1	169,154	59,711	228,865
	FILLED	Executive 1	1	58,775	26,373	85,148
	FILLED	Executive Assistant	1	74,998	27,764	102,763
	FILLED	SUAdmin5	1	93,850	99,040	192,890
	FILLED	SUAdmin7	1	121,383	51,539	172,923
Inst. Research Total			5	518,161	264,428	782,589
Pub. Rel.	FILLED	Director of Communications	1	99,617	75,978	175,595
	FILLED	SUAdmin3	1	93,177	21,869	115,045
	FILLED	SUAdmin4	1	93,175	97,992	191,166
Pub. Rel. Total			3	285,968	195,838	481,806
Reduction	ADJUSTMENT	Delayed Hiring		(100,000)		
Reduction Total				(100,000)		
Grand Total			56	6,496,243	4,558,413	11,054,656

CSCU Shared Services
FY 2022 Spending Plan Roster

Department	VACANT	Job	count	FY 22 Salary	FY 22 Fringes	Total
HR	FILLED	Dir Compensation, Benefits and HR Administration	1	151,460	116,260	267,720
	FILLED	Dir EEO	1	91,232	79,737	170,969
	FILLED	Dir HRSS HR Strategy COE	1	165,142	134,805	299,947
	FILLED	Dir Recruitment and Talent COE	1	120,138	112,533	232,671
	FILLED	Director of Labor Relations	1	151,418	141,136	292,554
	FILLED	HR Assistant for Recruitment	1	52,484	61,348	113,832
	FILLED	HR Data Specialist	5	392,300	356,300	748,600
	FILLED	HR Generalist	9	719,365	607,888	1,327,253
	FILLED	HRSS Benefits Analyst	1	90,707	78,425	169,133
	FILLED	HRSS Comp & Class Analyst	1	101,213	102,518	203,731
	FILLED	HRSS Labor Relations Investigator	3	262,938	211,640	474,578
	FILLED	Human Resources Data Analyst	1	94,636	97,977	192,613
	FILLED	Human Resources Specialist	1	83,824	38,894	122,718
	FILLED	Labor Relations Associate	1	85,848	91,248	177,096
	FILLED	Regional HR Manager	3	295,083	219,787	514,870
	FILLED	SO Talent & Recruitment	3	140,018	75,457	215,475
	FILLED	SO Talent & Recruitment	1	83,620	64,262	147,881
	VACANT	Benefits Assistant	1	30,000	10,000	40,000
	VACANT	EEO administrator/investigator	1	121,043	101,761	222,804
	VACANT	HR Generalist - CSCC	1	73,717	64,782	138,499
	VACANT	SO Talent & Recruitment	1	83,620	64,262	147,881
	ADJUSTMENT	Turnover Savings		(83,620)	(64,262)	(147,881)
HR Total			38	3,306,183	2,766,761	6,072,945
IT	FILLED	Chief Enterprise Project Manager	1	163,782	145,701	309,483
	FILLED	Client Infrastructure Analyst	2	184,835	178,229	363,064
	FILLED	Data Center Operations Analyst	2	208,784	86,761	295,545
	FILLED	Database Administrator	2	261,465	254,831	516,296
	FILLED	Deputy CIO	1	175,394	59,599	234,993
	FILLED	Information Security Administrator	1	113,324	72,176	185,499
	FILLED	Information Security Program Manager	1	129,186	56,570	185,756
	FILLED	Instructional Technologist	2	211,581	194,267	405,848
	FILLED	IT Administrative Trainee	1	12,844	1,017	13,861
	FILLED	Network Administrator	2	230,932	108,887	339,819
	FILLED	Operations Support Assistant	1	87,081	89,249	176,330
	FILLED	Programmer Analyst III	5	501,213	404,910	906,122
	FILLED	Project Manager	1	143,938	128,033	271,971
	FILLED	Security Administrator	1	102,008	49,719	151,726
	FILLED	Security Analyst	1	70,518	26,494	97,012
	FILLED	Senior Security Administrator	1	130,276	126,889	257,165
	FILLED	Senior Telecommunication Analyst	1	111,618	96,014	207,631
	FILLED	Service Desk Analyst	2	136,915	115,574	252,489
	FILLED	Sr. Database Administrator	2	292,668	261,374	554,042
	FILLED	Sr. Director of Data Design & Integrity	1	144,032	126,921	270,954
	FILLED	Sr. Director of Enterprise Applications	1	159,800	52,047	211,846
	FILLED	Sr. Director of Infrastructure Services	1	176,489	162,758	339,247
	FILLED	Sr. Info Systems Development Manager	3	475,614	355,643	831,257
	FILLED	Sr. Manager of Data Center and Infrastructure	1	143,977	133,395	277,371
	FILLED	Sr. Programmer Analyst	5	567,767	389,186	956,953
	FILLED	Sr. Systems Manager	2	288,166	116,919	405,084
	FILLED	Support Center Director	1	100,672	87,091	187,763
	FILLED	Systems Administrator	6	693,714	458,952	1,152,666
	FILLED	Trainer	1	87,300	76,920	164,220
	FILLED	Voice & Video Network Manager	1	130,123	127,768	257,890
	FILLED	Voice Systems Analyst	1	83,216	91,737	174,952
	VACANT	Network Administrator	1	109,000	79,570	188,570
	VACANT	System Librarian for Consortium Operations	1	75,000	56,250	131,250
	ADJUSTMENT	Turnover Savings		(75,000)	(56,250)	(131,250)
IT Total			56	6,428,229	4,715,198	11,143,427
Accounting	FILLED	Director of Accounting - CC	1	165,037	150,794	315,831
	FILLED	Director of Accounting - CSU	1	118,088	49,030	167,119
	FILLED	SUAdmin2	1	63,058	40,628	103,686

CSCU Shared Services

FY 2022 Spending Plan Roster

Accounting	FILLED	SUAdmin3	2	121,256	102,803	224,059
	FILLED	SUAdmin4	1	68,520	41,763	110,282
	FILLED	SUAdmin5	3	276,315	172,863	449,178
	FILLED	SUAdmin6	1	120,278	91,880	212,158
	FILLED	TempWkr(Ret)(Unc)	1	31,697	2,526	34,224
	VACANT	Finance Services Specialist	1	77,000	56,210	133,210
	VACANT	Grants Accountant	1	115,000	83,950	198,950
Accounting Total			13	1,156,249	792,448	1,948,697
Payroll	FILLED	Payroll Processing	14	1,035,918	1,029,295	2,065,213
	VACANT	Payroll Manager	1	115,000	83,950	198,950
Payroll Total			15	1,150,918	1,113,245	2,264,163
Purchasing	FILLED	Intern		13,351	1,021	14,372
	FILLED	Invoice Processing	9	574,643	521,002	1,095,645
	FILLED	Invoice Processing & Check Writing	1	79,841	35,881	115,722
	FILLED	Invoice Processing, Check Writing, Reimbursable Processing,	1	114,369	115,399	229,768
	FILLED	Procurement Analyst	2	131,830	104,889	236,719
	FILLED	Purchasing	9	696,665	696,144	1,392,809
	FILLED	Sourcing & Contract Facilitation	4	430,430	364,641	795,071
	FILLED	Sourcing, Contract Facilitation, Purchasing, Manangement	1	137,471	123,724	261,196
	VACANT	Invoice Processing, Check Writing, Management	1	115,000	83,950	198,950
	VACANT	Onboard and Manage Suppliers	1	80,000	58,400	138,400
	VACANT	Procurement Card Administrator	1	80,000	58,400	138,400
	VACANT	Purchasing	1	91,911	67,095	159,006
	VACANT	Purchasing Manager	1	115,000	83,950	198,950
Purchasing Total			32	2,660,513	2,314,495	4,975,008
Grand Total			153	14,702,093	11,702,147	26,404,240

**CT State Community College Staffing
FY 2022 Spending Plan Roster**

Department	VACANT	Job	count	FY 22 Salary	FY 22 Fringes	Total
Academic Affairs	FILLED	Assoc VP for Inst Effect and Assess & Planning* (Salary Split w/SO)	1	65,000	29,166	94,166
	FILLED	CC Educational Assistant	1	116,476	110,373	226,849
	FILLED	CC Professional	2	194,860	193,868	388,728
	FILLED	Executive 1	1	135,304	112,262	247,565
	FILLED	Faculty	4	144,000	94,320	238,320
	FILLED	Interim Assoc VP of Academic And Student Affairs	1	134,035	51,000	185,035
	FILLED	Interim Assoc VP of Teaching and Learning	1	155,250	101,689	256,939
	FILLED	Interim Provost	1	91,194	59,732	150,926
	VACANT	Assoc VP of Academic Operations	1	65,000	42,575	107,575
	VACANT	ATD Liaison	1	50,000	32,750	82,750
	VACANT	Director of Alignment and Completion for Math and English	2	200,000	131,000	331,000
	VACANT	Director of First Year Experience	1	110,000	72,050	182,050
	VACANT	Director of Library Services	1	125,000	81,875	206,875
	VACANT	Director of Professional Development	1	110,000	72,050	182,050
	VACANT	Director of Program Review and Assessment	1	100,000	65,500	165,500
	VACANT	Learning Management System Administrator	1	80,000	52,400	132,400
	VACANT	TWR -- IT	1	45,500	29,803	75,303
	STIPENDS	Faculty		409,000	267,895	676,895
Academic Affairs Total			21	2,330,618	1,600,306	3,930,925
Executive	FILLED	Chief Financial Officer	1	169,349	149,738	319,087
	FILLED	President	1	287,249	86,922	374,171
	VACANT	Administrative Assistant	1	80,000	52,400	132,400
	VACANT	Associate Regional Directors of Marketing	3	210,000	137,550	347,550
	VACANT	AVP of Budget and Analytics	1	134,550	88,130	222,680
	VACANT	Director of Marketing/ Public Relations	1	110,000	72,050	182,050
	VACANT	TWR Public Safety Advisor	1	85,000	55,675	140,675
	VACANT	VP of Diversity, Equity and Inclusion	1	170,000	111,350	281,350
	VACANT	Web Services Specialist	1	80,000	52,400	132,400
	VACANT	Website Maintainers	2	140,000	91,700	231,700
Executive Total			13	1,466,148	897,915	2,364,063
Regional	FILLED	Executive 1	6	863,313	676,136	1,539,449
	FILLED	Professional 3	3	249,794	158,572	408,366
	FILLED	Regional President	3	680,483	344,778	1,025,261
Regional Total			12	1,793,589	1,179,486	2,973,076
Grand Total			46	5,590,356	3,677,708	9,268,063

CT State Shared Services Staffing: Enrollment Management and Student Affairs
FY 2022 Spending Plan Roster

Dept	VACANT	Job	count	FY 22 Salary	FY 22 Fringes	Total
Admissions	FILLED	Admissions Transfer Coord.	1	59,296	52,782	112,078
	FILLED	Assistant Director-Admissions	2	158,709	122,249	280,958
	FILLED	Assoc. Director of Admissions	2	181,779	165,003	346,782
	FILLED	Asst Dir of Admiss/Recruitment	2	91,590	68,873	160,463
	FILLED	Asst. Director Admissions	1	63,178	38,014	101,192
	FILLED	CC Educational Assistant	15	594,395	482,025	1,076,420
	FILLED	CC Professional	12	912,130	799,501	1,711,631
	FILLED	Clerk Typist	2	73,082	94,455	167,538
	FILLED	Coord. International Stud. Ser	1	81,325	68,307	149,632
	FILLED	Counselor	1	124,946	109,964	234,910
	FILLED	Dir Student Devel Services	1	132,693	116,307	249,000
	FILLED	Director of Admissions	1	85,422	28,992	114,415
	FILLED	Director of Strategic Enroll Mgt	1	92,151	78,429	170,580
	FILLED	Director-Recruitment	1	80,384	78,622	159,006
	FILLED	Enrollment Mgmt Coord-Admissn	1	61,837	70,295	132,132
	FILLED	Enrollment Services Assistant	6	304,481	272,964	577,445
	FILLED	Enrollment Specialist	1	24,540	5,527	30,066
	FILLED	Enrollment Svcs Coordinator	2	109,208	125,870	235,079
	FILLED	Interim Assoc Dir Admissions	1	74,138	78,996	153,134
	FILLED	Interim Assoc Dir of Admissions	1	67,328	69,784	137,112
	FILLED	Interim Coord Cont/Prof Edu	1	71,845	76,629	148,474
	FILLED	Interim Director of Admissions	1	119,133	111,167	230,300
	FILLED	Lead Tel Oper	1	58,192	51,890	110,082
	FILLED	Manager 2	1	94,339	68,295	162,634
	FILLED	Office Assistant	5	248,236	277,073	525,309
	FILLED	Project Assist, Enrollment Ser	1	53,432	59,207	112,639
	FILLED	Secretary 1	1	29,890	31,408	61,298
	FILLED	Secretary 2	2	127,686	114,348	242,034
	FILLED	Student Services Assistant	1	83,590	19,294	102,884
	FILLED	Veterans Associate	1	67,138	64,894	132,032
	VACANT	Admissions Operations Specialist	1	73,846	48,369	122,215
	VACANT	CC Professional	3	114,738	91,790	206,528
	VACANT	Director Enrollment	1	79,534	63,627	143,161
	VACANT	Office Assistant	1	37,286	31,693	68,978
Admissions Total			76	4,631,498	4,036,644	8,668,142
Enrollment Managem	FILLED	Assoc VP for Enrollment & Retention Services / CC Registrar	1	134,035	111,959	245,994
	FILLED	Assoc VP for Financial Aid Services & Title IV Compliance	1	135,788	128,876	264,664
	FILLED	Assoc VP for Recruitment, Admissions & Community Outreach	1	134,035	127,950	261,984
	FILLED	Director Student Academic Information Systems	1	129,941	111,099	241,040
	FILLED	Professional 3	1	81,968	61,935	143,903
	FILLED	Student Information System Specialist	2	144,140	161,163	305,303
	FILLED	Support Specialist Student Academic Information Systems	2	190,128	134,969	325,097
	FILLED	VP of Enrollment	1	171,640	49,089	220,729
	VACANT	Assistant Director of Financial Aid Systems	1	73,563	48,184	121,747
	VACANT	Associate Registrar Graduation and Commencement	1	34,483	22,586	57,069
	VACANT	Degree Audit Specialist	1	29,885	19,575	49,460
	VACANT	Director of Admissions Operations	1	80,000	52,400	132,400
	VACANT	Financial Aid Regional Director	1	120,000	78,600	198,600
Enrollment Management Total			15	1,459,604	1,108,385	2,567,989
Financial Aid	FILLED	Achievement Coach	1	48,860	44,411	93,271
	FILLED	Assoc Dir Financial Aid	8	713,634	601,293	1,314,926
	FILLED	Associate Accountant	1	95,922	94,567	190,489
	FILLED	Asst Director of Fin Aid Svcs	1	63,178	46,627	109,805
	FILLED	CC Educational Assistant	11	484,244	302,478	786,721
	FILLED	CC Professional	11	937,525	868,073	1,805,598
	FILLED	Dir. Financial Aid Services	2	222,112	205,801	427,913
	FILLED	Director of Financial Aid Serv	2	211,625	182,985	394,610
	FILLED	Financial Aid Assistant	5	282,645	259,287	541,932
	FILLED	Interim Director Financial Aid	1	77,901	38,830	116,732
	FILLED	Office Assistant	1	46,657	54,683	101,340
	FILLED	Secretary 2	2	126,997	121,783	248,780
	VACANT	Associate Director, Financial Aid Systems and Operations	1	18,750	12,281	31,031
	VACANT	CC Professional	1	73,008	58,406	131,414
	VACANT	Financial Aid Specialist	1	52,832	42,266	95,098
	VACANT	Loan Specialist	1	36,923	24,185	61,108
	VACANT	Regional Director of Financial Aid, Operations, Outreach	1	27,500	18,013	45,513
	VACANT	Work Study Coordinator	1	36,923	24,185	61,108

CT State Shared Services Staffing: Enrollment Management and Student Affairs
FY 2022 Spending Plan Roster

Financial Aid Total			52	3,557,237	3,000,151	6,557,389
Guided Pathways	FILLED	Academic Advisor	3	207,504	171,935	379,439
	FILLED	Achievement Coach	1	105,013	100,715	205,728
	FILLED	Actg Dir-Stud Succ Initiatives	1	80,384	42,940	123,324
	FILLED	Assoc VP for Student Success Management	1	134,035	127,919	261,953
	FILLED	CC Professional	3	209,504	189,793	399,297
	FILLED	Counselor	1	80,384	78,376	158,760
	FILLED	Enrollment Management Spec	2	116,369	118,841	235,209
	FILLED	Grant Coordinator	1	62,063	54,908	116,971
	FILLED	Office Assistant	1	57,266	66,756	124,022
	FILLED	Regional Advising Director	3	264,881	255,117	519,998
	FILLED	Student Services Advisor	1	79,502	78,298	157,801
	FILLED	Student Services Assistant	1	71,177	61,071	132,248
	VACANT	Administrative Assistant	1	28,088	18,398	46,486
	VACANT	Associate Director Student Success Technology	1	75,000	49,125	124,125
	VACANT	Counselor	1	73,011	62,060	135,071
Guided Pathways Total			22	1,644,181	1,476,251	3,120,432
Registrar	FILLED	Administrative Assistant	1	68,490	73,930	142,420
	FILLED	Assistant Registrar	6	356,504	310,135	666,639
	FILLED	Assoc Registrar	1	83,791	39,468	123,259
	FILLED	Associate Registrar	2	144,406	139,319	283,724
	FILLED	CC Educational Assistant	9	404,267	324,016	728,283
	FILLED	CC Professional	10	755,781	592,817	1,348,598
	FILLED	Clerk Typist	1	41,308	39,707	81,015
	FILLED	Dir of Enroll Mgmt/Registrar	1	129,385	50,169	179,553
	FILLED	Director of Student Ser Center	1	80,384	82,775	163,159
	FILLED	Enrollment Services Assistant	1	47,458	44,077	91,535
	FILLED	Interim Enroll Srv Coor	1	52,840	47,935	100,775
	FILLED	Interim Registrar	1	85,422	82,020	167,443
	FILLED	Office Assistant	8	410,963	394,870	805,833
	FILLED	Processing Technician	1	65,198	58,762	123,961
	FILLED	Registrar	6	505,266	364,067	869,333
	FILLED	Registration Services Asst	4	252,208	214,375	466,582
	FILLED	Secretary 1	3	179,308	200,528	379,836
	FILLED	Secretary 2	1	65,199	56,716	121,915
	FILLED	Student Svc Associate/Records	1	71,177	76,151	147,328
	FILLED	Transfer Enrollment Specialist	1	54,604	64,049	118,653
	VACANT	Assistant Director of Operations & Communications	1	16,250	10,644	26,894
	VACANT	Assistant Director of Technical Operations and Processing	1	16,250	10,644	26,894
	VACANT	Assitant Director Work Study Programs	1	18,750	12,281	31,031
	VACANT	Associate Director, Grant and Loan Programs	1	18,750	12,281	31,031
	VACANT	Associate Registrar of Curriculum & Scheduling	1	20,000	13,100	33,100
	VACANT	Associate Registrar of Reporting & Compliance	1	18,750	12,281	31,031
	VACANT	Associate Registrar of Student Communications and Appeals	1	18,750	12,281	31,031
	VACANT	Asst Dir of Admiss/Recruitment	1	59,376	50,469	109,845
	VACANT	Director of Operations for Registrar	1	25,000	16,375	41,375
	VACANT	Director of Orientation & Student Onboarding	1	18,750	12,281	31,031
	VACANT	Office Assistant	1	37,142	31,571	68,713
	VACANT	Reporing Specialist (Registrars Office)	1	16,250	10,644	26,894
	VACANT	Scheduling Specialist	1	16,250	10,644	26,894
	VACANT	Student Information System Specialist	1	73,846	48,369	122,215
Registrar Total			74	4,228,074	3,519,751	7,747,825
EMSA	ADJUSTMENT	Delayed Hiring within EMSA		(574,627)	(376,381)	(951,007)
EMSA Total				(574,627)	(376,381)	(951,007)
Grand Total			239	14,945,969	12,764,802	27,710,771

Connecticut Community Colleges
FY22 Spending Plan Full-time VACANT positions by Program

College	Program Description	Count	Salary	Fringe	Total
Asnuntuck CC	Academic Administration	1	54,758	42,126	96,884
	Counseling & Career Guidance	2	122,926	94,567	217,493
	Fiscal Operations	1	49,004	37,699	86,702
	General Academic Instruction	1	21,708	16,700	38,409
	Academic Instruction (FT faculty)	0	-	-	-
Asnuntuck CC Total		5	248,396	191,091	439,488
Capital CC	Academic Administration	6	289,066	205,780	494,846
	Administrative Info Technology	2	91,112	68,881	159,993
	Counseling & Career Guidance	1	62,613	47,335	109,948
	Custodial Services	2	70,104	52,999	123,103
	Safety & Security	1	48,996	37,041	86,037
	Academic Instruction (FT faculty)	2	133,574	110,732	244,306
Capital CC Total		14	695,465	522,768	1,218,233
Gateway CC	Executive Management	1	72,842	74,809	147,651
	Public Relations/Development	1	52,969	40,728	93,697
	Student Services Administration	2	123,221	125,115	248,336
	Academic Instruction (FT faculty)	1	77,847	62,706	140,553
Gateway CC Total		5	326,879	303,358	630,237
Housatonic CC	Academic Administration	2	102,645	75,957	178,602
	Safety & Security	1	50,658	66,105	116,763
	Academic Instruction (FT faculty)	13	551,393	391,005	942,398
Housatonic CC Total		16	704,696	533,067	1,237,763
Manchester CC	Academic Administration	1	65,752	51,576	117,328
	Custodial Services	3	120,381	134,955	255,336
	Safety & Security	1	39,777	46,539	86,316
	Academic Instruction (FT faculty)	4	184,017	153,436	337,453
Manchester CC Total		9	409,927	386,505	796,432
Middlesex CC	Academic Administration	2	116,871	58,436	175,307
	Academic Instruction (FT faculty)	2	123,819	96,224	220,043
Middlesex CC Total		4	240,690	154,660	395,350
Norwalk CC	Academic Administration	2	94,107	79,991	174,098
	Ancillary Support	1	51,809	44,038	95,847
	Executive Management	1	35,449	30,132	65,581
	Fiscal Operations	2	108,787	92,469	201,256
	Libraries	1	79,853	67,875	147,728
	Public Relations/Development	1	44,311	37,664	81,975
	Safety & Security	1	54,981	46,734	101,715
	Social & Cultural Development	1	35,449	30,132	65,581
	Academic Instruction (FT faculty)	4	185,505	120,466	305,971
		14	690,251	549,500	1,239,751
Naugatuck Valley CC	Academic Administration	4	225,000	179,528	404,528
	Custodial Services	4	132,000	105,323	237,323
	Fiscal Operations	1	40,000	31,916	71,916
	Safety & Security	1	50,000	50,000	100,000
	Academic Instruction (FT faculty)	2	134,291	115,770	250,061
Naugatuck Valley CC Total		12	581,291	482,536	1,063,827
Northwestern CT CC	Academic Administration	2	101,852	79,017	180,869
	Academic Instruction (FT faculty)	4	202,396	146,468	348,864
Northwestern CT CC Total		6	304,248	225,485	529,733
Quinebaug Valley CC	Academic Administration	3	154,737	116,053	270,790
	Custodial Services	3	135,976	101,982	237,958
	Executive Management	1	85,478	64,109	149,587
	Fiscal Operations	1	41,840	31,380	73,220
	Libraries	1	67,587	50,690	118,277
	Student Services Administration	4	260,652	195,489	456,141
	Academic Instruction (FT faculty)	3	200,706	159,900	360,606
Quinebaug Valley CC Total		16	946,976	719,603	1,666,579
Three Rivers CC					
	Academic Instruction (FT faculty)	6	316,145	251,923	568,068
Three Rivers CC Total		6	316,145	251,923	568,068
Tunxis CC					
	Academic Instruction (FT faculty)	6	359,364	298,101	657,465
Tunxis CC Total		5.81	359,364	298,101	657,465
Grand Total Community Colleges		113	5,824,329	4,618,597	10,442,926

Connecticut Community Colleges
FY22 Spending Plan Full-time filled positions by Program

College	Program Description	Count	FY2022 Spending Plan		
			Salary	Fringe	Total
Asnuntuck CC	Academic Administration	17	1,230,031	946,263	2,176,294
	Academic Support Info Technology	1	69,149	53,196	122,345
	Building Maintenance	1	38,437	29,570	68,007
	Counseling & Career Guidance	4	299,763	230,607	530,370
	Custodial Services	4	178,283	137,153	315,436
	Educational Media Services	1	95,831	73,722	169,553
	Executive Management	5	419,836	322,980	742,816
	Fiscal Operations	2	138,248	106,354	244,602
	General Academic Instruction	3	285,918	219,956	505,874
	Libraries	2	184,237	141,733	325,970
	Physical Plant Administration	2	141,363	108,750	250,113
	Public Relations/Development	1	13,445	10,343	23,788
	Student Admissions	1	65,198	50,157	115,355
	Student Services Administration	2	129,307	99,476	228,783
	Vocational/Technical Instruction	24	1,393,282	1,071,852	2,465,134
	Academic Instruction (FT faculty)	24	1,931,449	1,796,482	3,727,931
Asnuntuck CC Total		94	6,613,775	5,398,596	12,012,371
Capital CC	Academic Administration	14	1,047,861	1,002,698	2,050,559
	Academic Personnel Development	2	203,509	144,352	350,131
	Academic Support Info Technology	5	500,515	472,549	973,064
	Administrative Info Technology	3	221,188	202,949	424,137
	Ancillary Support	2	147,579	154,604	302,183
	Building Maintenance	3	186,416	194,466	380,881
	Counseling & Career Guidance	2	124,703	85,926	210,629
	Custodial Services	2	85,234	100,508	185,742
	Executive Management	4	443,557	297,339	740,896
	Fiscal Operations	5	447,600	353,589	801,189
	General Academic Instruction	10	854,619	780,732	1,635,351
	Libraries	4	371,987	382,288	754,275
	Physical Plant Administration	1	49,505	64,729	114,234
	Public Relations/Development	3	193,954	149,809	343,763
	Safety & Security	7	455,187	542,008	997,196
	Student Admissions	2	119,101	127,929	247,892
	Student Services Administration	1	74,767	79,739	154,506
	Vocational/Technical Instruction	1	156,559	61,485	218,044
	Academic Instruction (FT faculty)	63	5,785,374	4,796,020	10,581,394
Capital CC Total		134	11,469,217	9,993,719	21,466,068

Connecticut Community Colleges
FY22 Spending Plan Full-time filled positions by Program

College	Program Description	Count	FY2022 Spending Plan		
			Salary	Fringe	Total
Gateway CC	Academic Administration	21	1,520,841	1,323,796	2,844,637
	Academic Personnel Development	2	121,227	131,142	252,369
	Academic Support Info Technology	7	553,923	548,538	1,102,461
	Ancillary Support	6	361,745	281,175	642,920
	Building Maintenance	3	205,816	177,629	383,445
	Community Education	1	61,228	36,376	97,604
	Community Service	1	80,384	89,547	169,931
	Counseling & Career Guidance	7	430,729	467,096	897,825
	Custodial Services	18	765,118	870,813	1,635,931
	Educational Media Services	2	161,347	146,735	308,082
	Executive Management	6	587,608	464,234	1,051,842
	Fiscal Operations	6	438,712	363,930	802,642
	General Academic Instruction	7	566,006	470,132	1,036,138
	Libraries	7	606,457	538,619	1,145,076
	Logistical Services	1	57,266	67,253	124,519
	Physical Plant Administration	3	202,848	206,491	409,339
	Public Relations/Development	6	470,821	452,411	923,232
	Safety & Security	1	71,839	55,386	127,225
	Social & Cultural Development	3	122,570	75,743	198,313
	Student Services Administration	4	324,945	242,757	567,702
	Vocational/Technical Instruction	6	457,733	385,665	843,398
	Academic Instruction (FT faculty)	97	8,921,450	7,186,248	16,107,698
Gateway CC Total		215	17,090,612	14,581,716	31,672,329
Housatonic CC	Academic Administration	23	1,521,077	1,385,629	2,918,786
	Academic Support Info Technology	6	504,975	483,188	997,367
	Ancillary Support	6	324,742	269,510	602,876
	Building Maintenance	5	245,944	188,801	436,496
	Counseling & Career Guidance	4	316,750	296,244	617,644
	Educational Media Services	3	165,483	131,647	297,130
	Executive Management	5	489,456	382,375	875,183
	Financial Aid Administration	1	61,005	57,034	118,039
	Fiscal Operations	7	595,578	578,802	1,182,051
	General Academic Instruction	4	336,829	283,640	620,469
	Libraries	6	598,319	448,449	1,063,945
	Logistical Services	1	48,290	58,020	106,310
	Museums & Galleries	1	120,309	106,120	231,557
	Physical Plant Administration	1	59,305	90,283	150,239
	Public Relations/Development	4	300,960	204,826	507,316
	Safety & Security	6	396,008	429,218	826,512
	Social & Cultural Development	1	67,953	74,419	142,371
	Student Services Administration	3	170,345	148,072	318,417
	Vocational/Technical Instruction	5	351,088	304,069	657,127
	Academic Instruction (FT faculty)	77	6,020,423	4,269,216	10,289,639
Housatonic CC Total		169	12,694,837	10,189,562	22,959,475

Connecticut Community Colleges
FY22 Spending Plan Full-time filled positions by Program

College	Program Description	Count	FY2022 Spending Plan		Total
			Salary	Fringe	
Manchester CC	Academic Administration	18	1,239,235	1,038,350	2,277,585
	Academic Support Info Technology	9	788,774	666,670	1,455,444
	Ancillary Support	1	93,479	76,728	170,207
	Building Maintenance	5	272,548	286,804	559,352
	Community Education	3	264,429	219,113	483,542
	Counseling & Career Guidance	3	185,721	139,223	324,944
	Custodial Services	18	817,910	875,599	1,693,509
	Executive Management	5	593,959	510,218	1,104,177
	Fiscal Operations	5	481,613	464,765	946,378
	General Academic Instruction	8	747,709	612,828	1,360,537
	General Administration	2	109,041	109,902	218,943
	Libraries	8	718,324	461,380	1,179,704
	Logistical Services	2	92,367	93,972	186,339
	Physical Plant Administration	3	273,778	263,989	537,767
	Preparatory/Remedial Instruction	1	63,178	71,404	134,582
	Public Relations/Development	7	665,493	584,401	1,249,894
	Safety & Security	7	444,805	529,663	974,468
	Social & Cultural Development	1	83,540	85,578	169,118
	Student Services Administration	3	259,277	221,007	480,284
	Vocational/Technical Instruction	2	123,478	110,453	233,931
	Academic Instruction (FT faculty)	89	7,395,806	6,166,722	13,562,528
Manchester CC Total		200	15,714,464	13,588,767	29,303,231
Middlesex CC	Academic Administration	5	439,106	244,536	683,643
	Academic Personnel Development	2	222,405	108,054	330,459
	Academic Support Info Technology	6	532,002	323,035	855,037
	Building Maintenance	3	178,028	115,560	293,588
	Educational Media Services	2	145,730	70,160	215,890
	Executive Management	5	566,053	249,646	815,699
	Fiscal Operations	2	109,663	73,939	183,602
	General Academic Instruction	7	661,112	310,866	971,978
	Libraries	4	288,949	156,891	445,840
	Preparatory/Remedial Instruction	2	131,007	83,845	214,852
	Public Relations/Development	1	73,824	53,154	126,978
	Social & Cultural Development	1	38,724	25,945	64,669
	Vocational/Technical Instruction	2	146,939	69,243	216,182
	Academic Instruction (FT faculty)	42	3,921,834	3,047,806	6,969,640
Middlesex CC Total		84	7,455,377	4,932,679	12,388,055

Connecticut Community Colleges
FY22 Spending Plan Full-time filled positions by Program

College	Program Description	Count	Salary	FY2022 Spending Plan	
				Fringe	Total
Norwalk CC	Academic Administration	10	759,541	519,625	1,279,166
	Academic Personnel Development	2	149,631	105,402	255,033
	Academic Support Info Technology	7	552,859	214,323	767,182
	Ancillary Support	6	343,089	225,176	568,265
	Auxiliary Enterprises - Other	1	91,694	65,745	157,439
	Building Maintenance	6	374,475	315,460	689,935
	Counseling & Career Guidance	7	701,162	428,995	1,130,157
	Custodial Services	1	39,080	42,972	82,052
	Educational Media Services	2	160,989	132,638	273,215
	Executive Management	1	72,709	65,326	138,035
	Fiscal Operations	7	424,456	310,412	763,890
	General Academic Instruction	2	235,152	95,665	330,817
	General Administration	3	359,224	242,675	601,900
	Libraries	5	402,690	221,401	624,091
	Logistical Services	1	46,475	51,403	97,878
	Physical Plant Administration	1	63,414	49,934	113,348
	Preparatory/Remedial Instruction	6	438,464	302,368	740,832
	Public Relations/Development	1	65,148	60,903	126,051
	Social & Cultural Development	1	57,486	43,706	101,192
	Student Admissions	1	61,567	45,093	106,660
	Student Records	1	10,031	10,999	21,030
	Student Services Administration	1	57,383	46,671	104,054
	Vocational/Technical Instruction	10	874,311	434,128	1,308,439
	Academic Instruction (FT faculty)	86	8,429,219	5,473,880	13,903,099
Norwalk CC Total		169	14,770,249	9,504,901	24,283,760
Naugatuck Valley CC	Academic Administration	29	2,301,650	1,876,184	4,177,834
	Academic Personnel Development	2	127,562	141,493	269,055
	Academic Support Info Technology	5	367,516	357,476	724,992
	Ancillary Support	3	159,587	152,946	312,533
	Auxiliary Enterprises - Other	1	66,215	57,117	123,332
	Building Maintenance	10	593,213	606,965	1,200,178
	Community Education	1	61,227	68,075	129,302
	Counseling & Career Guidance	2	154,570	158,250	312,820
	Custodial Services	16	687,618	715,076	1,402,694
	Educational Media Services	1	75,298	41,958	117,256
	Executive Management	2	129,057	128,786	257,843
	Fiscal Operations	6	478,054	467,511	945,565
	General Academic Instruction	12	983,500	842,745	1,826,245
	General Administration	3	135,270	167,631	302,901
	Libraries	4	294,014	210,426	504,440
	Logistical Services	1	57,246	65,830	123,076
	Physical Plant Administration	1	49,467	45,042	94,509
	Preparatory/Remedial Instruction	1	61,227	67,660	128,887
	Public Relations/Development	3	241,887	232,846	474,733
	Safety & Security	10	628,318	1,210,931	1,839,249
	Social & Cultural Development	2	189,378	135,135	324,513
	Student Admissions	1	72,542	68,768	141,310
	Student Records	1	54,283	59,355	113,638
	Student Services Administration	2	198,409	174,052	372,461
	Vocational/Technical Instruction	6	515,686	391,863	907,549
	Academic Instruction (FT faculty)	90	8,741,660	7,536,039	16,277,699
Naugatuck Valley CC Total		215	17,424,454	15,980,160	33,404,614

Connecticut Community Colleges
FY22 Spending Plan Full-time filled positions by Program

		FY2022 Spending Plan			
College	Program Description	Count	Salary	Fringe	Total
Northwestern CT CC	Academic Administration	6	460,762	497,722	960,987
	Academic Personnel Development	1	77,391	69,652	147,042
	Academic Support Info Technology	3	236,514	177,784	416,001
	Building Maintenance	3	163,353	189,813	353,757
	Counseling & Career Guidance	1	65,859	60,590	126,449
	Custodial Services	5	225,607	261,970	488,804
	Executive Management	3	304,914	182,315	490,950
	Fiscal Operations	2	217,676	130,058	353,350
	General Academic Instruction	6	555,490	512,540	1,080,905
	Libraries	5	368,362	328,955	700,898
	Public Relations/Development	2	204,804	187,153	397,547
	Student Services Administration	2	151,891	135,968	291,894
	Vocational/Technical Instruction	1	75,409	33,934	111,928
	Academic Instruction (FT faculty)	23	1,984,660	1,436,242	3,420,902
Northwestern CT CC Total		63	5,092,692	4,204,694	9,341,413
Quinebaug Valley CC	Academic Administration	6	494,399	369,816	864,215
	Academic Support Info Technology	4	317,236	244,817	562,053
	Auxiliary Enterprises - Other	1	57,026	61,115	118,141
	Building Maintenance	3	205,230	201,203	406,433
	Community Education	2	152,121	160,684	312,804
	Counseling & Career Guidance	1	78,201	65,837	144,039
	Custodial Services	5	210,953	268,010	478,963
	Executive Management	1	25,245	3,610	28,855
	Fiscal Operations	1	81,260	82,682	163,942
	General Academic Instruction	4	328,968	259,041	588,008
	Libraries	3	207,377	144,221	351,599
	Public Relations/Development	1	52,332	47,732	100,064
	Student Records	1	41,467	51,108	92,575
	Student Services Administration	1	56,602	22,845	79,447
	Vocational/Technical Instruction	7	604,862	451,835	1,056,697
	Academic Instruction (FT faculty)	27	2,228,794	1,775,652	4,004,446
Quinebaug Valley CC Total		68	5,142,073	4,210,208	9,352,280
Three Rivers CC	Academic Administration	10	711,175	603,978	1,315,153
	Academic Support Info Technology	7	647,751	622,757	1,270,508
	Building Maintenance	2	128,530	122,456	250,985
	Community Education	3	202,613	82,794	285,407
	Counseling & Career Guidance	3	221,703	210,100	431,803
	Custodial Services	6	256,752	286,926	543,678
	Educational Media Services	1	125,677	91,025	216,702
	Executive Management	4	394,290	204,186	598,476
	Fiscal Operations	4	247,508	237,270	484,778
	General Academic Instruction	6	419,615	373,992	793,607
	Libraries	2	156,720	136,879	293,600
	Logistical Services	1	49,316	61,151	110,467
	Physical Plant Administration	1	98,466	94,724	193,191
	Public Relations/Development	3	221,650	171,071	392,721
	Student Admissions	2	65,148	61,376	126,525
	Student Records	1	69,500	58,915	128,415
	Student Services Administration	3	223,836	173,820	397,656
	Vocational/Technical Instruction	1	136,135	40,634	176,769
	Academic Instruction (FT faculty)	60	5,149,427	4,103,374	9,252,801
Three Rivers CC Total		120	9,525,814	7,737,429	17,263,242

Connecticut Community Colleges
FY22 Spending Plan Full-time filled positions by Program

College	Program Description	Count	FY2022 Spending Plan		Total
			Salary	Fringe	
Tunxis CC	Academic Administration	16	1,177,697	985,330	2,163,027
	Academic Personnel Development	1	117,904	116,844	234,748
	Academic Support Info Technology	10	869,919	766,182	1,636,101
	Ancillary Support	4	223,423	256,892	480,315
	Auxiliary Enterprises - Other	1	91,343	82,161	173,504
	Building Maintenance	1	53,162	53,578	106,740
	Community Education	3	285,754	234,464	520,218
	Counseling & Career Guidance	3	259,258	221,591	480,849
	Custodial Services	5	212,360	258,289	470,649
	Educational Media Services	1	67,138	61,690	128,828
	Executive Management	3	366,007	247,656	613,663
	Fiscal Operations	3	286,592	258,895	545,487
	General Academic Instruction	6	472,164	491,138	963,302
	General Administration	2	128,889	118,222	247,111
	Libraries	4	320,005	209,452	529,457
	Physical Plant Administration	2	182,059	174,744	356,803
	Preparatory/Remedial Instruction	2	114,764	98,546	213,310
	Public Relations/Development	3	235,076	236,180	471,256
	Social & Cultural Development	1	90,569	81,820	172,389
	Student Services Administration	6	472,977	444,396	917,373
	Vocational/Technical Instruction	1	105,063	104,267	209,330
	Academic Instruction (FT faculty)	55	4,782,817	3,967,465	8,750,282
Tunxis CC Total		133	10,914,940	9,469,802	20,384,742
Grand Total Community Colleges		1664	133,908,504	109,792,233	243,831,581

ITEM

Naming of Building for Dr. David G. Carter, Sr. on the campus of Eastern Connecticut State University

BACKGROUND

Discussion and Review of University Resolution on Building Naming for Dr. David G. Carter, Sr.

Recommendation: Based on the level action and review of the University Resolution, this report recommends support of the actions of the Diversity and Social Justice Committee and University Senate regarding their support of the building naming resolution.

Narrative on Dr. David G. Carter, Sr.:

Dr. David G. Carter, Sr., was the first African American President of a four-year college/university in the state of Connecticut serving as University President at Eastern Connecticut State University from 1988-2006, and as Chancellor of the Connecticut State University System from 2006 -2011. Dr. Carter was a tireless leader whose advocacy, scholarship and vision positively impacted the lives of countless faculty, professionals, and students.

Born in Dayton, Ohio, Dr. David G. Carter, Sr., learned early how to overcome adversity, the empowering nature of having someone believe in you, and the liberating value of education. As a child in Dayton, he lived with his family, who operated a small store in the city. As a result of a horrible fire at the family store, the life of the five-year old and that of his family changed. The family lost vital income because of the fire. Shortly thereafter, his father passed away leaving his mother with four sons to raise. Fortunately, a conduit to success opened personally for the youngster. Ruth and Katherine Everett, who were sisters and teachers, recognized that he possessed academic talent. With their tutelage and mentoring, he moved on first to Central State University in Xenia, Ohio to pursue his bachelor's degree. He went on to complete his bachelor's degree in elementary education from Central State University in Ohio, an M.Ed. degree in curriculum and supervision from Miami (Ohio) University, and a Ph.D. in educational development and educational administration from Ohio State University.

For Dr. Carter those early character-building lessons served as guiding principles in forming his approach to education throughout his professional career. His career included years as a classroom teacher, vice principal, principal, and unit facilitator, which was "(synonymous with area school superintendent) responsible for overseeing more than 20,000 elementary, middle and high school students in 24 Ohio schools." He left primary and secondary education for the academy. His talents as an educator and scholar, having produced an array of referred publications, book chapters, and reviews three books, earned him tenure and promotion at two Research I institutions, Penn State University and the University of

Connecticut. At all levels of education, Dr. Carter demonstrated his passion and commitment to education.

When Dr. Carter received and accepted the call to be the president of Eastern Connecticut State University in 1988, he had a vision and the courage and tenacity to implement it. He cultivated the small college campus with limited degree offerings into an advanced and diverse educational haven. Under his leadership, Eastern Connecticut State University transformed academically and physically into an accessible institution of higher learning offering a quality education for a diverse body of students, enrollment increased to 4,500 students. Always concerned about accessibility, he was especially proud of the consistently high percentages of first-generation students. Eastern became the state's Public Liberal Arts University, which helped to serve its current positioning. In 2006, the annual report noted Eastern Connecticut State University's membership in COPLAC. Earlier in 1990, the renovation of Noble Hall on the south end of campus provided an impressive living environment for campus residents. For teaching faculty, in 1992, the completion of Webb Hall, then the New Classroom Building, allowed for the increased centering of faculty on North Campus and additional classroom space. Majors in business, economics, accounting, English, modern languages, history, political science, education, and psychology all found space in Webb Hall. From 1998-2004, under the leadership of Dr. Carter, Eastern added the Foster Clock Tower, J. Eugene Smith Library, Baseball Complex, Admissions Building, Niejadlik Hall (residence), Mead Hall (residence) and Cervantes Garage. In 2005, the Child Development Center and two additional resident halls were added, Nutmeg and Laurel Hall.

Active within the state and academic community, Dr. Carter served as a member of the Board of Trustees of the Eastern States Exposition and a past chair of its Connecticut Trustees. He was also a member of the Executive Committee for the Connecticut Center for Science and Exploration. In addition, he was among the founding members of the Millennium Leadership Initiative, a national leadership development institute, having served as its co-chair, and was a member of its Steering Committee. He also later served as President of the American Association of State Colleges and Universities (AASCU) and President of NCAA, DIII Presidents Council. When noted alumnus Collin Bennett began work on a facility in Hartford for a Certified Nurses Assistance Program in the North End of Hartford, Dr. Carter joined with members of the campus MALES (Men Achieving Leadership and Excellence) Club to provide drywalling for the building. He was also part of a program in 2000 that brought the Alpha Project, a mentoring program for young people sponsored with Alpha Phi Alpha fraternity, an organization in which he held membership, and students on campus. When it came to the well-known Sheff v. O'Neill case, Dr. Carter served as expert for the defendants in the case that sought equality in education for African American, Hispanic, and White Hartford children and families.

Among the many awards for his contributions to higher education and to his community are the NAACP Roy Wilkins Civil Rights Award, the Outstanding Service and Leadership in Enhancing International Education Award, and the Americanism Award from the Connecticut American Legion. He also received the Tapestry Award from the *Hartford Courant* in 2002, and the Good Citizen Award from the Connecticut Grand Lodge, Order of the Sons of Italy in America in 2001. He was selected “Man of the Year” in 2000 by the African American Affairs Commission. In 2004, the Connecticut State Supreme Court held Supreme Court Law Day Ceremony, which focused on “To Win Equality by Law: Brown v. Board of Education at 50.” Dr. David G. Carter, Sr. was among those honored by the Connecticut Supreme Court at the event. The Connecticut Supreme Court noted that Dr. Carter was the first African American to lead a four- year college or university in the state of Connecticut.

In 2006, Dr. David G. Carter, Sr., was named Chancellor of the Connecticut State University System. Dr. Carter continued successes in his role as Chancellor of the CSU System. He worked with state officials to secure funds of \$950 million for the four state universities’ upgrade and enhancement. In his final year as chancellor in 2011, CSUS reached an all- time high of 36,629 students at its universities.

Dr. David G. Carter was an African American man from humble beginnings who grew up to become one of the most consequential University Presidents in Eastern Connecticut State University history, whose life of service is an inspiration to us all.

On Campus Analysis at Committee Level on Building Naming: In March 2021, members of the Diversity and Social Justice Committee (DSJC) met under the leadership of the chairperson of the DSJC to discuss the possible naming of a building for Dr. David G. Carter, Sr., President of Eastern Connecticut State University from 1988-2006. The DSJC discussed Dr. Carter’s time as the President of Eastern and included the information in the narrative and Dr. Carter’s time as Chancellor. The committee composed of students, faculty, and staff also discussed the issue of an ethic’s violation lodged against Dr. Carter for full transparency. After deliberations, the DSJC voted unanimously in support of naming for Dr. David G. Carter, Sr.

On Campus Analysis and Outreach at University Level: The chairperson of the Diversity Social Justice Committee and Vice President for Equity and Diversity, ex officio of the Diversity and Social Justice Committee, scheduled a meeting with the executive committee of the University Senate regarding the vote and a presentation to the University Senate. After the discussion with the executive committee of the University Senate, members of the executive committee agreed to place on the next University Senate Agenda a resolution on building naming for Dr. David G. Carter, Sr. The Senate President indicated that the resolution would be a one-line resolution. On April 6, 2021, the University Senate placed the resolution discussed with the Diversity and Social Justice Committee leadership on the agenda. The chairperson of the

Diversity and Social Justice Committee and Vice President for Equity and Diversity made the presentation to the University Senate. As with the presentation and discussion with the DSJC, the issue of the ethic's violation was brought forward in the presentation. The University Senate allowed for two weeks of campus discussions on the resolution, which Senators could bring to departments and students. The presentation developed by the chairperson of the Diversity and Social Justice Committee was also made available to the campus community for their review.

On April 20, 2021, the Senate Resolution came up for a vote by the University Senate. Support for the resolution passed. The signed University Resolution was sent to the central office by the University Senate President.

Importance: From a historical perspective, this building naming would mark the third time that Eastern Connecticut State University has named a building for an African American, but the first time that a building has been named for an African American President at a four-year institution. The first came in the 1990s when the Unity Center on High Street was named for Dr. Arthur Lyman Johnson. The renovated former library, which became the Support Services Building, was named for Alvin B. Wood. Arthur Lyman Johnson was a former professor in Eastern Connecticut State University's sociology program, first director of Hartford Human Relations Department, and World War II veteran and physical trainer for the Tuskegee Airmen. Alvin B. Wood was a former member of the Connecticut State University System Board of Trustees and first African American male teacher and principal in Hartford. In addition, the campus has buildings named for Women, Native Americans, and prominent international figures.

Fiscal Impact: There is no major fiscal impact. No donor has come forward.

Community Outreach/Correspondence: The Dr. David Carter Commemorative Committee, an outside community group, has also offered support with letters and correspondence from Eastern alumni and members of both the Connecticut and national community.

RESOLUTION

NAMING OF

THE DAVID G. CARTER SCIENCE BUILDING AT EASTERN CONNECTICUT STATE UNIVERSITY

June 24, 2021

WHEREAS, Dr. David G. Carter, Sr., former chancellor of the Connecticut State University System from 2006 - 2011 and former president of Eastern Connecticut State University (ECSU) from 1988 - 2006, passed away on March 17, 2018, and

WHEREAS, Dr. Carter was an African American man from humble beginnings who grew up to become one of the most consequential University Presidents in Eastern Connecticut State University history, whose life of service is an inspiration, and

WHEREAS, under Dr. Carter's leadership Eastern Connecticut State University transformed academically and physically into an accessible institution of higher learning offering a quality education for a diverse body of students, enrollment increased to 4,500 students, and

WHEREAS, in Dr. Carter's final year as chancellor in 2011, the Connecticut State University System reached an all- time high enrollment of 36,629 students at its universities, and

WHEREAS, in March, 2021, members of the ECSU Diversity and Social Justice Committee (DSJC) voted unanimously in support of naming the ECSU Science Building in honor of Dr. David G. Carter, Sr., and

WHEREAS, in April 2021, the ECSU Senate voted to support the resolution naming the building in honor of Dr. Carter, and

WHEREAS, the Dr. David Carter Commemorative Committee, an outside community group, has offered support with letters and correspondence from Eastern alumni and members of both the Connecticut and national community, and

WHEREAS, there is no financial gift associated with this recognition and no other donor opportunities are imminent, and

WHEREAS, University President Elsa Núñez endorses the recommendation to name the ECSU Science Building in honor of Dr. David G. Carter, Sr., therefore be it

RESOLVED, that the Board of Regents for the Connecticut State Colleges and Universities hereby approves the naming of the Science Building at Eastern Connecticut State University as the "Dr. David G. Carter Science Building."