



Board of Regents

Regular Meeting

Finance & Infrastructure Committee

Board of Regents for Higher Education

Wednesday, October 7, 2020 @10:00 a.m.

Conducted Via Remote Participation

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

Agenda

1. Call to Order and Declaration of Quorum
2. Approval of Previous Meeting Minutes – July 21, 2020
3. Action Items
 - CSCU Revised FY2021 Spending Plan
 - Gateway Community College – Acceptance of Gifts (General Motors Corporation)

BOARD OF REGENTS FOR HIGHER EDUCATION FINANCE & INFRASTRUCTURE COMMITTEE

**Special Meeting
Tuesday, July 21, 2020 @10:00 a.m.
Via WebEx Remote Participation**

COMMITTEE MEMBERS PARTICIPATING

Richard J. Balducci, Chair (via WebEx remote participation)
David Blitz (via WebEx remote participation)
Felice Gray-Kemp (via WebEx remote participation)
David R. Jimenez (via WebEx remote participation)
JoAnn Ryan (via WebEx remote participation)

CSCU STAFF PARTICIPATING

Ben Barnes, Chief Financial Officer (via WebEx remote participation)

CALL TO ORDER

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

APPROVAL OF JUNE 10, 2020 MINUTES

On motion of Regent Ryan, seconded by Regent Jimenez, the minutes of the June 10, 2020 Finance and Infrastructure Committee meeting were unanimously approved as submitted.

Action Item

- One-time Deadline Extension for the Refund of Housing Deposits

CFO Barnes commented on the existing Board policy (approved 6/16/2016 BR 16-069) requiring a June 30 deadline for canceling housing contracts without penalty. Southern Connecticut State University (SCSU) has requested that the deadline be moved to July 31 this year to accommodate the coursework between the various instructional modalities that will be offered this year due to the COVID-19 pandemic.

The resolution as drafted, will provide the four universities the option to extend the housing deposit deadline date to July 31, 2020, a one-time only, temporary change to the current Board-approved deadline or remain with their appeals process.

On motion of Regent Gray-Kemp, seconded by Regent Jimenez, the CSCU Tuition and Fee Refund Policy - One-time Deadline Extension for the Refund of Housing Deposits was voted unanimously.

Adjournment

There being no further business, on motion of Regent Gray-Kemp, seconded by Regent Ryan, the meeting adjourned at 10:13 a.m.

FY 2021 Budget Revisions

Finance and Infrastructure Committee

October 7, 2020

Ben Barnes, CFO

CSCU





***Connecticut State
Colleges & Universities***

FY 2021 Budget Revisions: Context

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

FY 2021 Budget Revisions: Context

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

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

FY 2021 Budget Revisions

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

FY 2021 Budget Revisions: Reserves

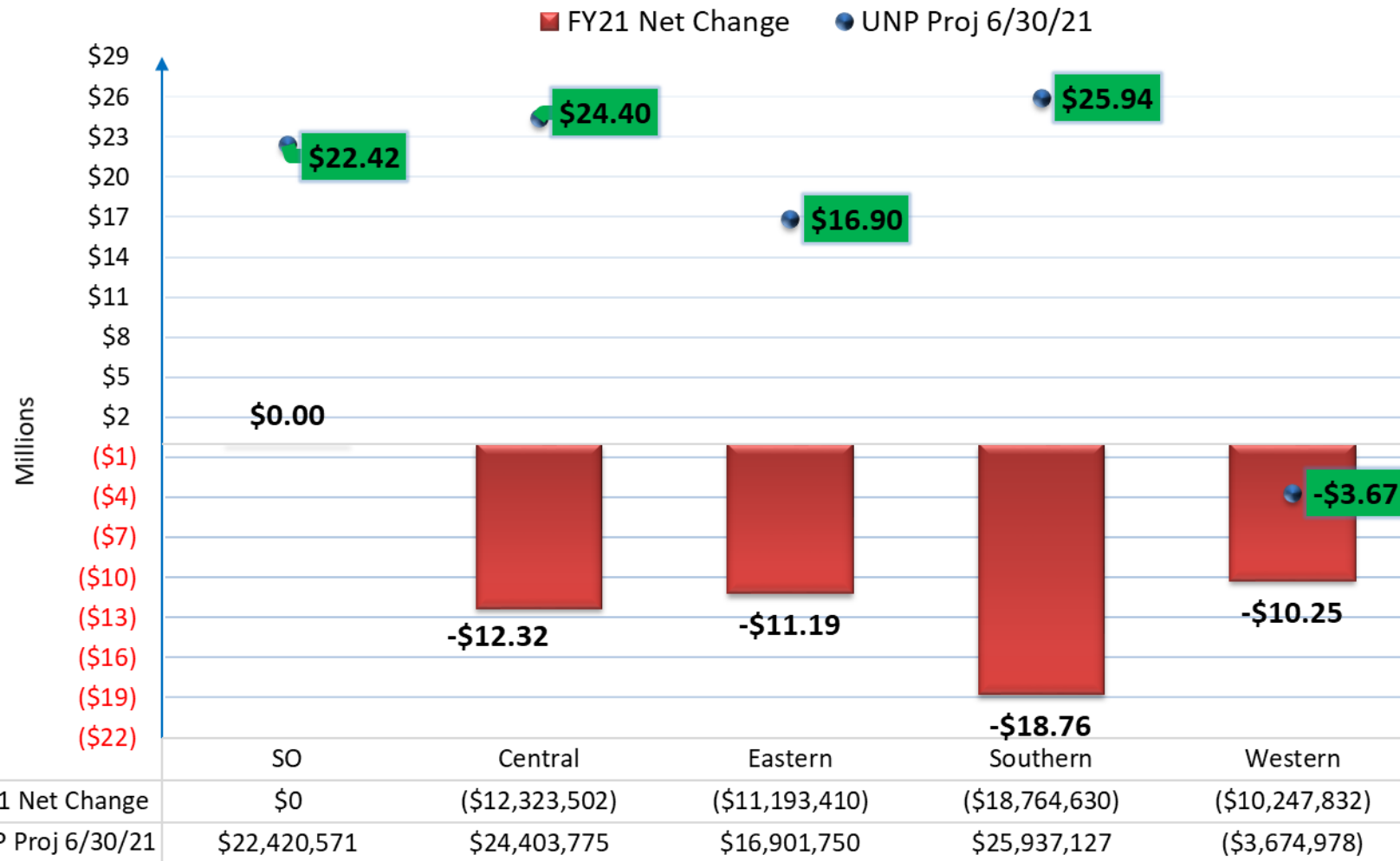
- Operating deficits will reduce reserves in both colleges and universities by a combined 40%.
- University reserves are projected to drop to 11.5% of annual operating expenditures.
- College reserves will end the year at only 3.0% of annual spending. This is extremely low, and is the reason for the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

FY 2021 Budget Revisions

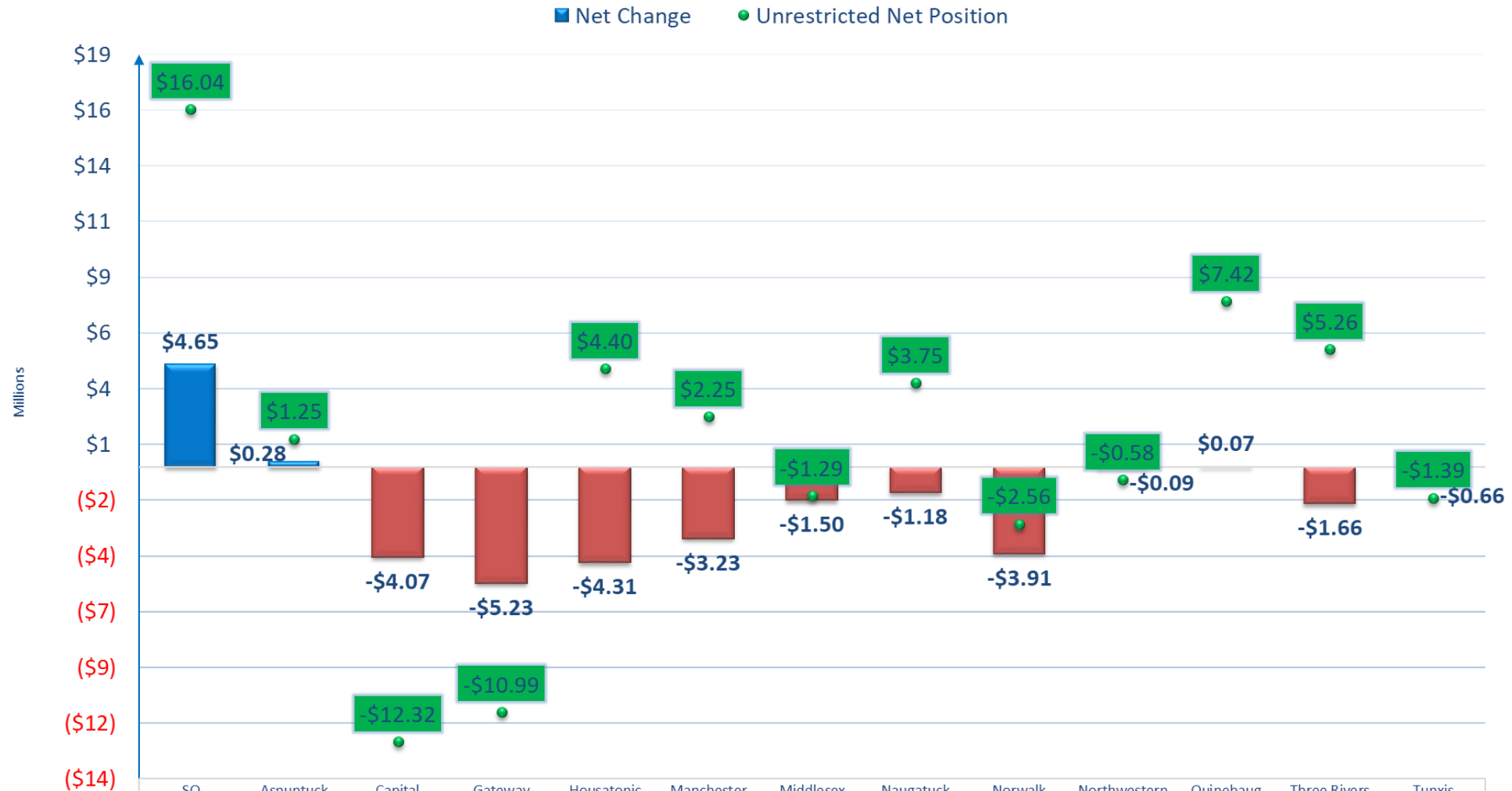
% Change in Reserves (UNP)

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

CSU Budget Deficit and Projected Reserves

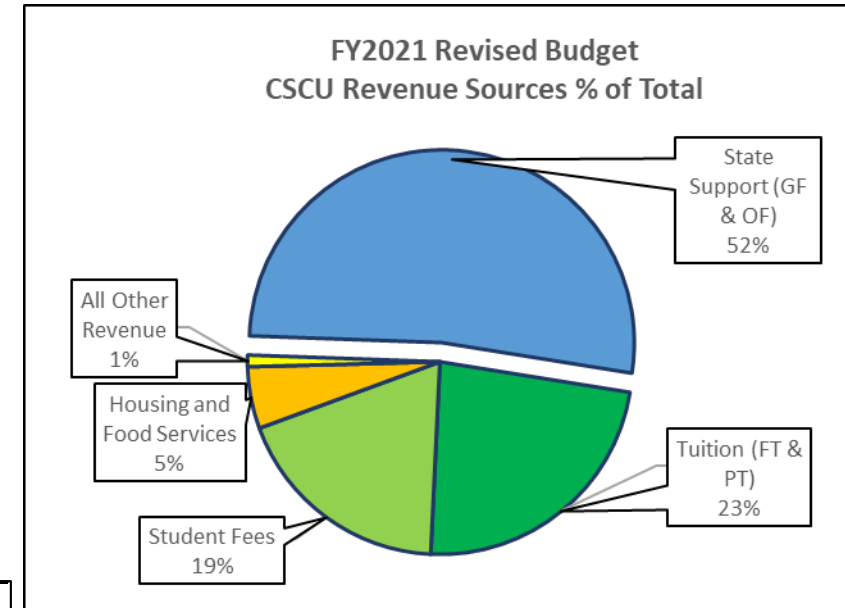


CCC Budget Deficit and Projected Reserves

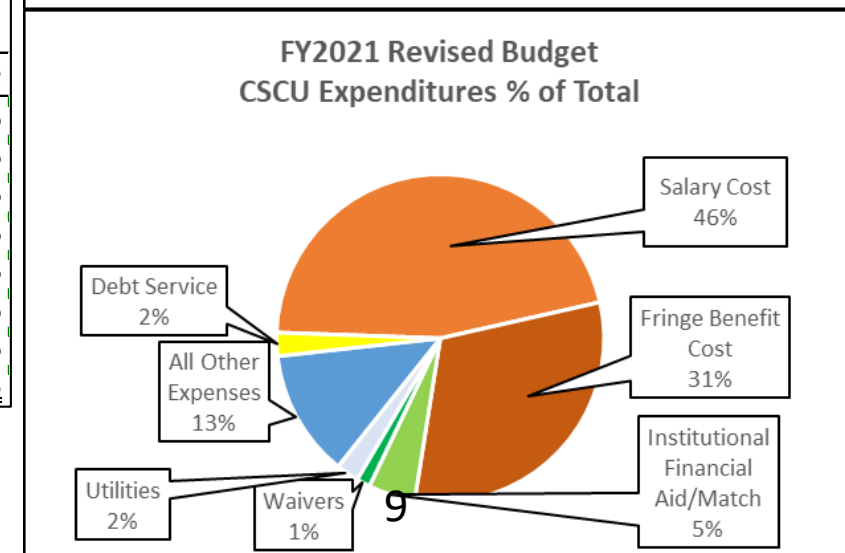


CSCU FY21 Revenue and Expenditures Overview

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



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



CSU FY21 Revised vs. Original Budget

\$ Millions

FY2021

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

CCC FY21 Revised vs. Original Budget

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

CARES Act Issues

HEERF funding (direct to CSU institutions):

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

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

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

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

The background of the slide is a blue-tinted photograph of a large group of graduates wearing black academic caps and gowns. They are standing in rows, and the image is slightly out of focus, creating a sense of a large gathering.

Students First and CSCC

CSCU

***Connecticut State
Colleges & Universities***

Students First & CT State Community College

In 2017 the Board of Regents adopted Students First to:

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

The goals of Students First are more important than ever.

Students First & CT State Community College

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

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

Budget Revisions to CSCC

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

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

CSCC Staffing

FY 21 CSCC Hiring Plan:

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

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

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

Fulfilling the Promise of Students First: Guided Pathways

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

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

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

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

Everything on the Table

CSCU

***Connecticut State
Colleges & Universities***

Budget Revision Process

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

Reductions Identified by Universities and CC Regions

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

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

Recommended System-wide cuts at Colleges

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

Other Budget Actions

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

Potential for Current Year Concessions

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

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

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

Long-term Budget Initiatives

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

Long-term Budget Initiatives: Colleges

Comprehensive effort at colleges will include:

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

Long-term Budget Initiatives: Universities

Comprehensive effort at the universities will include:

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

ITEM

FY 2021 CSCU Revised Spending Plan

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OVERVIEW

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

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

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

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

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

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

HIRING FREEZE

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

ADDITIONAL LONG-TERM BUDGET INITIATIVES

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

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

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

The comprehensive effort by the universities will include:

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

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

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

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

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

Personal Services and Other Expenses:

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

Revised Operating Deficit:

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

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

Implications of Revisions:

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

Changes to Accommodate 2% Reduction in Adopted Budget:

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

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

Additional Cuts to Reduce Deficit:

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

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

Budget Risks:

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

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

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

SHORELINE WEST***Revenue:***

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

Personal Services and fringe:

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

The following positions were cut or deferred:

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

Other Expenses:

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

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

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

Budget Risks:

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

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

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

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

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

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

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

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

CAPITAL EAST

Revenue:

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

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

Personal Services & Fringe:

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

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

Other Expenses and Other Changes:

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

Budget Risks & Revision Impacts:

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

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

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

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

CONNECTICUT STATE COMMUNITY COLLEGE

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

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

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

Staffing

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

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

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

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

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

Other Expenses

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

Summary

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

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

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

Narrative on Revised Line Items:

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

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

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

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

HCA Graduate Coordinator

Assistant to the Provost

Academic Advisor

Undergrad Program Assistant

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

Risks & Future Variables:

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

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

CENTRAL CONNECTICUT STATE UNIVERSITY

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

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

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

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

Revenue

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

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

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

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

Expenses

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

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

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

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

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

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

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

Budget Risk

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

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

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

EASTERN CONNECTICUT STATE UNIVERSITY

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

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

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

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

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

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

Staffing Impact

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

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

Budget Risk

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

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

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

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

SOUTHERN CONNECTICUT STATE UNIVERSITY

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

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

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

A summary of the changes follows:

Revenue

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

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

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

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

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

PS and OE Changes:

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

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

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

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

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

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

Budget Risk

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

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

WESTERN CONNECTICUT STATE UNIVERSITY

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

Revenue

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

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

Expenses

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

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

Budget Risk

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

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

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

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

CONNECTICUT STATE COLLEGES & UNIVERSITIES

ATTACHMENT B

Expenditure Plan General & Operating Funds

FY21 Revised Budget vs. Original

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

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

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

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

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

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

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

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

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

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

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

FY21 Revised Budget vs. Original

Attachement C

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

CONNECTICUT STATE UNIVERSITIES

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

FY21 Revised Budget

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

CONNECTICUT STATE UNIVERSITIES

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

FY21 Original Budget

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

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

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

EASTERN CONNECTICUT STATE UNIVERSITY

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

FY21 Revised Budget vs. Original

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

SOUTHERN CONNECTICUT STATE UNIVERSITY

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

FY21 Revised Budget vs. Original

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

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

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

SYSTEM OFFICE/SYSTEMWIDE/MANDATES

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

FY21 Revised Budget vs. Original

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

Colleges: Consolidated

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

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

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

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

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

All Colleges Consolidated _____

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

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

ATTACHMENT F

College: One College

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

College: Shared Services

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

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

College: System Office

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

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

College: Asnuntuck

FY21 Rev Budget vs. Original

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

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

College: Capital

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

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

College: Gateway

FY21 Rev Budget vs. Original

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

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

College: Housatonic

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

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

College: **Manchester**

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

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

College: Middlesex

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

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

College: Naugatuck Valley

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

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

College: Norwalk

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

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

College: Northwestern

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

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

College: Quinebaug

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

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

College: Three Rivers

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

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

College: Tunxis

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

CONNECTICUT STATE COLLEGES and UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

ATTACHMENT E

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

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

CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

HEADCOUNT Enrollment

Undergraduate

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

Graduate

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

Total

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

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

FTE Enrollment

Undergraduate

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

Graduate

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

Total

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

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

CONNECTICUT COMMUNITY COLLEGES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

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

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

CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

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

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

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

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

NOTE: 2020 and 2021 includes projected Net Changes

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

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

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

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

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

NOTE: 2020 and 2021 includes projected Net Changes

FY 21 CSCC Hiring Plan Roster

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

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

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

FY 21 CSCC Hiring Plan Roster

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

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

System Office roster

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

Shared Services Roster

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

52

209

| | |
|---|---|
| - | - |
| - | - |
| - | - |
| - | - |
| - | - |
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| - | - |
| - | - |

\$ 95,632

\$ 88,257

\$ 15,273,649

\$ 10,654,520



September 23, 2020

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

Dear Union Leaders:

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

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

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

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

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

Thank for your help.

Kind regards,

/Ben/

Ben Barnes



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

September 30, 2020

Dear Mr. Barnes,

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

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

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

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

STAFF REPORT **FINANCE AND INFRASTRUCTURE COMMITTEE**

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

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

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

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

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

Respectfully,

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

RESOLUTION

concerning

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

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets..."; and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds; and
- WHEREAS, Each college, university and the System Office submitted a budget for FY 2021 to the Board of Regents, which adopted an FY 2021 spending plan for CSCU on June 18, 2020; and
- WHEREAS, The COVID19 pandemic created considerable uncertainty regarding enrollment levels, class modality and campus operations, prompting the Board of Regents to require the institutions that comprise CSCU to submit spending plan revisions to the Finance and Infrastructure Committee at its October 2020 meeting; and
- WHEREAS, The colleges have experienced 15% reductions in enrollment during the fall of 2020 and the Universities have had a 30% reduction in residence hall occupancy compared to the adopted spending plan; and
- WHEREAS, The resulting revenue shortfalls will result in significant operating deficits for Community Colleges and the four universities; and
- WHEREAS, The Revised FY 2021 Spending Plan was developed by CSCU in order to mitigate the financial losses of the system in FY 2021 while ensuring that the system can still serve students and sustain efforts to improve student success and secure financial sustainability; and

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

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

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

A True Copy:

Alice Pritchard, Secretary
Board of Regents for Higher Education

RESOLUTION

concerning

ACCEPTANCE OF GIFTS

GATEWAY COMMUNITY COLLEGE - AUTOMOTIVE TECHNOLOGY PROGRAM

October 15, 2020

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

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

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

Description:

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

Total Current Market Value: \$112,106.76

A True Copy:

Alice Pritchard, Secretary
Board of Regents for Higher Education