

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

Thursday, October 8, 2015, at 10:00 am
Regents Board Room
61 Woodland Street, Hartford, CT

Agenda

1. APPROVAL OF MINUTES FROM THE JUNE 23, 2015 MEETING

2. INFORMATION ITEMS

- A. CSCU 2020 and Other Facilities Projects – Update
- B. Enrollment Census Data Update
- C. Correction of Student Activity Fee at Capitol Community College (*no attachment*)

3. ACTION ITEMS

- A. Review of Finance & Infrastructure Committee Charter
- B. The Use of Designated Fund Balances to Purchase Constituent Relationship Management Software at Southern Connecticut State University
- C. UTC Pilot Program Extension

**MEETING OF THE
FINANCE & INFRASTRUCTURE
COMMITTEE**

Board of Regents for Higher Education
Thursday, September 3, 2015, at 10:00 a.m.
61 Woodland Street, Hartford CT

Minutes

REGENTS PRESENT

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

REGENTS ABSENT

Sarah Greco

CSCU REPRESENTATIVES

Ed Klonoski, President, COSC; Paul Broadie, President, HCC; Gena Glickman, President, MCC; Mark Rozewski, Executive Vice President, SCSU; Charlene Casamento, Chief Financial Officer, CCSU; Cliff Williams, Chief Financial Officer, COSC; James Howarth, Vice President for Finance & Administration, ECSU; Ralph Tyler, Dean of Administration, HCC; Paul Martland, Dean of Administration, QVCC; Sean Loughran, Interim Chief Financial Officer, WCSU; Katie Craig, Business Manager, QVCC

CSCU STAFF

Erika Steiner Chief Financial Officer; Keith Epstein, Vice President for Facilities & Infrastructure Planning; Michael Kozlowski, Director, Public Affairs & Marketing; Melentina Pusztay, Director, Budgets and Planning; Pamela Mikaelian, Associate Director for Budgets and Planning; Rosalie Butler, Administrative Assistant for Finance

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

1. APPROVAL OF MINUTES FROM THE JUNE 23, 2015 MEETING

The minutes of the June 23, 2015 meeting were unanimously approved, as written.

2. INFORMATION ITEMS

A. CSCU 2020 and Other Projects Update

VP Epstein provided an update on CSCU 2020 and other capital projects to date. He characterized projects as being largely on schedule and within budget. Epstein responded to Regent questions regarding the allocation/funding methodology.

B. Proposed New Building at Housatonic Community College

CFO Steiner explained that included in the FY 11/12 and FY 13/14 biennium capital plans totaling \$44.7 million, which had previously been approved by the Finance Committee and the Board of Regents, was a project for construction of a 47,000 square foot addition and 32,000 square feet of renovations at Housatonic Community College (“HCC”). In advance of actually requesting the bond funding, prior to beginning such construction, the requirements were reviewed and a financial justification was prepared.

HCC has offered very few allied health or other specialty programs, which are generally more expensive to deliver than general education classes. This is expected to result in a surplus exceeding \$2 million in FY15. The College believes these savings are sustainable, although they will be offset by the operating cost of the new building.

President Broadie indicated that dwindling enrollment figures suggest HCC has not been offering the courses the community needs and desires. He further explained the College will emphasize STEAM (Science, Technology, Engineering, *Arts*, and Math) programs.

CFO Steiner added that the space has been deemed reasonable for the anticipated enrollment requirements. Buildings at HCC have generally not been updated for 17 years. The new building will accommodate the new programs and provide adequate space to facilitate the “one-stop shopping” experience for existing and prospective students.

C. Proposed New Advanced Manufacturing Center at Quinebaug Valley Community College

CFO Steiner characterized the proposed new 10,000 sqft. Advanced Manufacturing Center at QVCC as critical to the CSCU System and aligned with State strategy. Pro forma results indicate the revenue generated will be sufficient to cover operational expenses. Dean Martland commented that this will be the 4th Center in the State. Groundbreaking is to take place next month. The program is a replication of the Advanced Machining Program at Asnuntuck Community College and will support the making of component parts used in aerotech, submarine and medical industries.

D. FY15 Financial Update

CFO Steiner provided a preliminary, unaudited FY15 financial update, citing an anticipated 1% over revenue surplus. This was due, in part, to an additional \$5 more than was budgeted in Developmental Education funding (CCC only), offset by a reduction in tuition and fee revenues. Personal services and fringe benefit costs are down, due to holding positions vacant and a better-than-expected fringe benefit rate. Other Expenses have been tightly managed. IT spending and utility costs are also down.

E. FY16 Enrollment Update

CFO Steiner provided some preliminary fall enrollment statistics and cited this was the first year of a common calendar, whereby all institutions began classes on the same day. She reminded that the CCCs are still enrolling students as of this date, so the numbers may go up. In the aggregate, the Universities are 1% below budget target. The mix of undergraduate and graduate students is different than what was anticipated, and could possibly result in a reduction to revenue of \$1.3 million, compared to budget.

Reiterating that CCC students traditionally enroll later than do university students, CFO Steiner stated that final census data will not be available for another three weeks. As of September 2, 2015, CCC estimated enrollment is down 4.4%, or \$5.5 million lower than budget, for the year.

The Super Saturday Enrollment event was discussed, with recommendations it be repeated in the spring. Steiner spoke to the decline in the Governor's Scholarship Program, which is having a negative effect at colleges like Capitol and Asnuntuck. Director of Public Affairs and Marketing Michael Kozlowski spoke about retention-based programs, concluding the System Office could be helpful in creating branding and awareness around the institutions.

3. ACTION ITEMS

A. Resolution concerning the Naming of the Library and Learning Resource Center Building for Raymond F. "Sonny" Damato at Manchester Community College

Chairman Fleury turned to President Glickman for further explanation. President Glickman cited Mr. Damato's devotion to the Manchester community and his extensive involvement with MCC. She advised that, although the exact amount of the bequest was uncertain, MCC is anticipating an amount from Mr. Damato's estate between 7 and 9 million dollars. The MCC Foundation will double its holdings as a result of Mr. Damato's generous gift. It will allow the college to support various programs, scholarships and library purchases.

The Resolution was unanimously approved on a motion by Regent Fleury, seconded by Regent McGurk.

B. Resolution concerning Establishment of Tuition and Fees for the Master of Science in Organizational Effectiveness & Leadership at Charter Oak State College

CFO Steiner explained that the Board of Regents had approved the Master of Science in Organizational Effectiveness and Leadership at COSC in May of 2015. The program wasn't ready for approval at the time Tuition and Fees were considered, therefore, the request is being brought off-cycle.

COSC expects to receive program approval from the accrediting body shortly and would begin recruitment immediately after receiving accreditation.

Discussion followed on market studies and expected enrollment. Tuition and Fees for this

program would be in effect for the Academic Year 2016-17 and may be adjusted as the Board considers cost of attendance for all CSU institutions in 2017.

Tuition and fees for this program are proposed, as follows:

	In-State	Out-of-State
Tuition	\$450/credit	\$470/credit
Student Services Fee	\$320/per semester	\$340/per semester
Technology Fee	\$52/per semester	\$52/per semester
A non-refundable deposit fee of \$150 for all students, after acceptance into the program.		

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

With no other business to discuss, the meeting was adjourned at 11:15 a.m.

CSCU 2020
Monthly Project Status Report
Reporting Period Through September 2015

PROJECT NAME	FUND SOURCE	PROJECTED SUBSTANTIAL COMPLETION DATE	PROJECT BUDGET			PERCENTAGE OF COMPLETION	PROJECT ON SCHEDULE	REASON FOR DELAY	ACTIVITY SINCE PREVIOUS REPORT
			BUDGET	EXPENDITURES TO DATE	PROJECTED EXPENDITURES				
CCSU									
Burritt Library HVAC Code Compliance Improvement	2020	4/1/2013	2,182,000	240,257	2,182,000	11%	N	Project to commence Summer 2015	
General Fund Minor Capital Improvements Program (FY 2011)	2020	Ongoing	462,500	447,600	462,500	97%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	2,235,000	1,590,324	2,235,000	71%	Y		
Auxiliary Services Fund Facilities (FY 2013)	2020	Ongoing	3,200,000	1,962,647	3,200,000	61%	Y		
ITBD Renovations	2020	TBD	200,000		200,000	0%	Y		
HVAC Improvements - Campus-Wide	2020	Ongoing	5,970,000	4,464,615	5,970,000	75%	Y		
Copernicus Hall Lower Roof Replacement	2020		722,000		722,000	0%	Y		
Maloney Hall HVAC Improvements	2020	4/28/2016	1,220,000	229,274	1,220,000	19%	Y		
Willard & DiLoreto Hall Renovate/Expand (Design)	2020		8,360,137	17,424	8,360,137	0%	Y		
Kaiser Hall/Bubble Renovations	2020		24,264,456		24,264,456	0%	Y		
Engineering Classroom Building (Design)	2020		9,900,000		9,900,000	0%	Y		
Barnard Hall Additions & Renovations (Design)	2020		3,680,000		3,680,000	0%	Y		
Burritt Library Renovations & Expansions (Design)	2020		5,161,000	240,257	5,161,000	5%	Y		
New Northeast Food Service Facility	CHEFA	4/18/2016	10,304,000	1,479,968	10,304,000	14%	Y		X
Minor Capital Improvement Projects	CHEFA	Ongoing	800,000	647,927	800,000	81%	Y		X
New Residence Hall	CHEFA	9/30/2015	82,000,000	66,818,229	82,000,000	81%	Y		X
ECSU									
General Fund Minor Capital Improvements Program (FY 2009)	2020	Ongoing	872,686	855,666	872,686	98%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	3,325,000	2,510,671	3,325,000	76%	Y		
General Fund Minor Capital Improvements Program (FY 2014)	2020	Ongoing	1,000,000	831,906	1,000,000	83%	Y		
Fine Arts Instructional Center	2020	5/1/2016	83,556,000	55,985,846	83,556,000	67%	Y		
Auxiliary Services Fund Facilities (FY 2012)	2020	Ongoing	2,200,000	1,862,504	2,200,000	85%	Y		
Auxiliary Services Fund Facilities (FY 2014)	2020	Ongoing	1,000,000	464,598	1,000,000	46%	Y		
Goddard / Communication Building Renovations (Design)	2020	1/2/2018	2,551,000	71,855	2,551,000	3%	Y		
Minor Capital Improvement Projects	CHEFA	Ongoing	515,000	416,128	515,000	81%	Y		
Shafer Hall Renovations (Design)	CHEFA	1/2/2018	4,100,000	181,500	4,100,000	4%	Y		
SCSU									
Academic Laboratory Building (New)	2020	7/1/2015	67,587,000	0	67,587,000	0%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	1,299,000	1,299,000	1,299,000	100%	Completed		X
General Fund Minor Capital Improvements Program (FY 2014)	2020	Ongoing	1,000,000	976,306	1,000,000	98%	Y		
General Fund Minor Capital Improvements Programs (FY 2015)	2020	Ongoing	1,000,000	740,268	1,000,000	74%	Y		X
Moore Field House Locker Room Renovation, Phase III	2020		1,119,592	1,059,888	1,119,592	95%	Y		X
Moore Field House Roof Replacement, Phase II	2020	9/30/2015	1,119,592	691,953	1,119,592	62%	Y		
Wintergreen Renovations	2020	12/1/2015	1,975,000	979,521	1,975,000	50%	Y		X
Auxiliary Services Fund Facilities (FY 2011)	2020	Ongoing	1,126,265	1,052,346	1,126,265	93%	Y		
Auxiliary Services Fund Facilities (FY 2012)	2020	Ongoing	2,800,000	1,563,814	2,800,000	56%	Y		X
Auxiliary Services Fund Facilities (FY 2013)	2020	Ongoing	400,000	220,800	400,000	55%	Y		X
Auxiliary Services Fund Facilities (FY 2014)	2020	Ongoing	2,000,000	54,090	2,000,000	3%	Y		X
Auxiliary Services Fund Facilities (FY 2015)	2020	Ongoing	1,000,000	225,388	1,000,000	23%	Y		X
Brownell Hall Mechanical & Electrical Improvements	CHEFA	10/15/2015	2,684,000	2,601,371	2,684,000	97%	Y		X
North Campus Residence Hall Upgrades	CHEFA	2/28/2016	3,305,000	1,950,433	3,305,000	59%	Y		X
Minor Capital Improvement Project	CHEFA	Ongoing	1,100,000	894,516	1,100,000	81%	Y		X
WCSU									
General Fund Minor Capital Improvements Program (FY 2009)	2020	Ongoing	1,485,000	1,221,906	1,485,000	82%	Y		
General Fund Minor Capital Improvements Program (FY 2011)	2020	Ongoing	1,165,000	995,906	1,165,000	85%	Y		
General Fund Minor Capital Improvement Program (FY 2012)	2020	Ongoing	950,000	592,528	950,000	62%	Y		X
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	545,000	418,498	545,000	77%	Y		X
General Fund Minor Capital Improvements Program (FY 2014)	2020	Ongoing	1,000,000	365,814	1,000,000	37%	Y		X
General Fund Minor Capital Improvements Program (FY 2015)	2020	Ongoing	1,000,000	9,873	1,000,000	1%	Y		X
Higgins Hall Annex - Learning Emporium	2020	10/1/2015	807,025	583,387	807,025	72%	Y		
Steam and Hot Water Utilities' Infrastructure Central Heat Plant Improvements	2020	Ongoing	1,975,000	1,656,227	1,975,000	84%	Y		X
Auxiliary Services Fund Facilities (FY 09)	2020	Ongoing	985,000	685,459	985,000	70%	Y		
Auxiliary Srvices Fund Facilities (FY 11)	2020	Ongoing	1,081,000	41,910	1,081,000	4%	Y		X
New Police Station (Design Only)	2020	12/1/2016	500,000	131,974	500,000	26%	N	Legislation did not reallocate funding	
Litchfield Hall Renovations (Design)	2020		1,139,213	203,005	1,139,213	18%	Y		
Telecom Room - HVAC Improvements, Phase II	2020		472,000	338,495	472,000	72%	Y		X
Westside Campus Parking Garage (Design)	CHEFA	3/10/2016	1,233,000	0	1,233,000	0%	Y		
Litchfield Hall Renovations (Design)	CHEFA	1/17/2016	1,064,000	413,826	1,064,000	39%	Y		X
Litchfield Hall Renovations (Construction)	CHEFA	5/12/2017	9,130,000	0	9,130,000	0%	Y		
Minor Capital Improvement Projects	CHEFA	Ongoing	1,397,000	1,260,372	1,397,000	90%	Y		X

**CSCU 2020
Monthly Project Status Report
Reporting Period Through September 2015**

PROJECT NAME	FUND SOURCE	PROJECTED SUBSTANTIAL COMPLETION DATE	PROJECT BUDGET			PERCENTAGE OF COMPLETION	PROJECT ON SCHEDULE	REASON FOR DELAY	ACTIVITY SINCE PREVIOUS REPORT
			BUDGET	EXPENDITURES TO DATE	PROJECTED EXPENDITURES				
Asnuntuck									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,152,497	710,923	1,152,497	62%	Y		X
Advanced Manufacturing (Design)	2020	10/1/2014	2,000,000	1,300,000	2,000,000	65%	Y		
Campus-Wide Infrast. Improvement (Design/Bid)	2020		1,255,000		1,255,000	0%	N	Currently in Bid-Phase	
Alterations, Renovations & Improvements to Existing Building	Bond		12,697,755	1,254,500	12,697,755	10%	Y		
Capital									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	809,036	36,070	809,036	4%	Y		
Gateway									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	726,041	442,428	726,041	61%	Y		X
Housatonic									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	830,436	482,769	830,436	58%	Y		X
General Fund Parking Structure	2020		110,000		110,000		Y		
Addition & Renovations (Design)	Bond		45,136,817	4,215,922	45,136,817	9%	Y		
Parking Garage Repairs, Phase II	Bond		3,907,258	498,000	3,907,258	13%	Y		
Manchester									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,156,451	351,058	1,156,451	30%	Y		X
Compl/Infrast. Improvement - Campus-Wide Structure - Concrete Repairs	2020		450,000		450,000	0%	N	Project On Hold	
Middlesex									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,195,803	177,356	1,195,803	15%	Y		X
Roof/Re-Roofing Investigation	2020		500,000		500,000	0%	N		
Wheaton Hall - Chem Lab Renovations	2020		800,000	47,000	800,000	6%	Y		
Advanced Manufacturing (Pre-Design)	2020		299,418	44,400	299,418	15%	Y		
Naugatuck									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	2,063,574	261,922	2,063,574	13%	Y		X
Compl/Infrast. Improvement -Campus-Wide Remediation	2020		980,000		980,000	0%	Y		
Code Compl/Infrast. Improvement -Sprinkler Lab Relocation Project	2020		400,000	319,371	400,000	80%	Y		
General Fund Parking Structure	2020	Ongoing	54,650		54,650	0%	Y		
Founders Hall - Alteration & Renovations	Bond		32,417,627	3,241,379	32,417,627	10%	Y		
Northwestern									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	831,767	270,792	831,767	33%	Y		X
Joyner Building - Veterinarian Technologies & Allied Health Services	2020		24,650,786		24,650,786	0%	Y		
Norwalk									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,460,002	438,510	1,460,002	30%	Y		X
Library HVAC Repairs/Adj.	2020		430,000	327,458	327,458	100%	Completed		
East Campu Chiller Replacement	2020		1,385,000		1,385,000	0%	Y		
Phase III Additions & Renovations (Design)	Bond		28,800,000		28,800,000		Y		
Quinebaug									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	707,215	89,710	707,215	13%	Y		X
Parking & Site Improvements	Bond		2,189,622		2,189,622	0%	Y		
HVAC Improvements	Bond		1,612,500		1,612,500	0%	Y		
Advanced Manufacturing	Bond	12/30/2016	8,898,724	564,000	8,898,724	6%	Y		
Three Rivers									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	679,601	271,999	679,601	40%	Y		X
Boiler Replacement	2020		950,000		950,000	0%	Y		
Indoor Air Quality Adjustments	2020		450,000		450,000	0%	Y		
Campus-Wide Site Remediation	2020		450,000		450,000	0%	Y		
Tunxis									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	824,172	160,651	824,172	19%	Y		
Third Floor Classroom	Bond		4,993,817		4,993,817	0%	Y		
Charter Oak									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	60,570	22,269	60,570	37%	Y		
SYSTEM									
Master Plan Upgrades	2020	Ongoing	3,390,000	679,650	3,390,000	20%	Y		X
Consolidation & Upgrades of Student Financial IT Systems	2020		20,000,000	19,463,568	20,000,000	97%	Y		
Smart Classroom Technology (SMART)	2020		20,000,000	2,128,154	20,000,000	11%	Y		
New & Replacement Equipment (FY 2015)	2020	Ongoing	15,000,000	4,123,846	15,000,000	27%	Y		
New & Replacement Equipment (FY 2016)	2020	Ongoing	10,415,000		10,415,000	0%	Y		

PROJECT SCHEDULE COLOR CODE	
	PROJECT IS WITHIN SCHEDULE ISSUE
	MINOR PROJECT SCHEDULE ISSUE
	SIGNIFICANT PROJECT SCHEDULE ISSUE

ITEM – INFORMATION ONLY

Enrollment Census Data Update

BACKGROUND

At the last Committee meeting members were presented with early indicators and projections of FY16 enrollment. Since that time, the official Census Date has passed, and the official enrollment reports are available.

ANALYSIS

The attached schedules are updated with the final (census) data for Fall 2015 enrollments. The Community Colleges are 4% lower than budgeted FTEs in aggregate, ranging from 15.5% lower FTE at Capital Community College to 1.8% better than budget at Three Rivers Community College. Action plans for shortfall in revenues will be addressed in the next few weeks.

The Universities are in aggregate close to flat against budget. Individual institution ups and downs are not significant in terms of requiring any action plans.

Charter Oak State College has a significant enrollment in this current week and therefor is not yet comparable to budget at this writing.

Connecticut Community Colleges - Enrollment Fall 2015 (FY16)

Fall 2015 Census Data versus Fall 2015 Budget

Connecticut Community Colleges													
Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck Valley	Northwestern	Norwalk	Quinebaug Valley	Three Rivers	Tunxis	Total	

Fall 2015 Census Data

Headcount	FT	609	830	2,297	1,664	2,442	1,093	2,379	433	2,150	591	1,422	1,602	17,512
	PT	927	2,690	5,327	3,683	4,550	1,810	4,640	1,079	3,917	1,097	2,851	2,460	35,031
	Total	1,536	3,520	7,624	5,347	6,992	2,903	7,019	1,512	6,067	1,688	4,273	4,062	52,543
FTE	FT	579	704	1,984	1,449	2,093	966	2,106	393	1,925	513	1,262	1,376	15,349
	PT	365	1,177	2,429	1,556	1,924	758	2,049	407	1,729	445	1,227	1,015	15,081
	Total	944	1,882	4,413	3,005	4,017	1,724	4,156	799	3,654	958	2,488	2,391	30,430

Fall 2015 Budget

Headcount	FT	622	825	2,286	1,654	2,383	1,087	2,362	434	2,134	587	1,407	1,594	17,375
	PT	949	2,678	5,694	3,715	4,508	1,815	4,614	1,087	3,920	1,093	2,852	2,461	35,386
	Total	1,571	3,503	7,980	5,369	6,891	2,902	6,976	1,521	6,054	1,680	4,259	4,055	52,761
FTE	FT	644	841	2,252	1,482	2,195	1,036	2,115	379	2,010	571	1,231	1,364	16,120
	PT	345	1,387	2,456	1,513	2,064	765	2,079	438	1,785	476	1,213	1,055	15,576
	Total	989	2,228	4,708	2,995	4,259	1,801	4,194	817	3,795	1,047	2,444	2,419	31,696

Fall 2015 Census Data versus Fall 2015 Budget

Headcount	FT	-2.1%	0.6%	0.5%	0.6%	2.5%	0.6%	0.7%	-0.2%	0.7%	0.7%	1.1%	0.5%	0.8%
	PT	-2.3%	0.4%	-6.4%	-0.9%	0.9%	-0.3%	0.6%	-0.7%	-0.1%	0.4%	0.0%	0.0%	-1.0%
	Total	-2.2%	0.5%	-4.5%	-0.4%	1.5%	0.0%	0.6%	-0.6%	0.2%	0.5%	0.3%	0.2%	-0.4%
FTE	FT	-10.1%	-16.3%	-11.9%	-2.2%	-4.7%	-6.7%	-0.4%	3.6%	-4.3%	-10.2%	2.5%	0.9%	-4.8%
	PT	5.7%	-15.1%	-1.1%	2.9%	-6.8%	-0.9%	-1.4%	-7.2%	-3.1%	-6.5%	1.1%	-3.8%	-3.2%
	Total	-4.6%	-15.5%	-6.3%	0.3%	-5.7%	-4.3%	-0.9%	-2.2%	-3.7%	-8.5%	1.8%	-1.1%	-4.0%

Connecticut State Universities Fall 2015 (FY16) Enrollment

Fall 2015 Census Data versus Fall 2015 Budget

		State Universities														
		Central			Eastern			Southern			Western			Total		
		UG	GR	Total	UG	GR	Total	UG	GR	Total	UG	GR	Total	UG	GR	Total

Fall 2015 Census

Headcount	FT	7,702	565	8,267	4,267	44	4,311	6,869	818	7,687	4,250	78	4,328	23,088	1,505	24,593
	PT	2,097	1,722	3,819	830	120	950	1,237	1,549	2,786	1,048	450	1,498	5,212	3,841	9,053
	Total	9,799	2,287	12,086	5,097	164	5,261	8,106	2,367	10,473	5,298	528	5,826	28,300	5,346	33,646
FTE	FT	7,398	504	7,902	4,246	38	4,284	6,630	761	7,391	4,081	79	4,160	22,355	1,382	23,737
	PT	939	685	1,624	326	44	370	552	573	1,125	453	180	633	2,270	1,481	3,751
	Total	8,337	1,189	9,525	4,572	82	4,654	7,182	1,334	8,516	4,534	259	4,793	24,625	2,863	27,488

Fall 2015 Budget

Headcount	FT	7,702	566	8,268	4,349	50	4,399	6,666	876	7,542	4,278	56	4,334	22,995	1,548	24,543
	PT	2,169	1,600	3,769	834	108	942	1,304	1,762	3,066	1,056	444	1,500	5,363	3,914	9,277
	Total	9,871	2,166	12,037	5,183	158	5,341	7,970	2,638	10,608	5,334	500	5,834	28,358	5,462	33,820
FTE	FT	7,392	511	7,903	4,328	44	4,372	6,464	807	7,271	4,105	57	4,162	22,289	1,419	23,708
	PT	961	619	1,580	322	38	360	591	673	1,264	450	171	621	2,324	1,501	3,825
	Total	8,353	1,130	9,483	4,650	82	4,732	7,055	1,480	8,535	4,555	228	4,783	24,613	2,920	27,533

Fall 2015 Census Data versus Budget

Headcount	FT	0.0%	-0.2%	0.0%	-1.9%	-12.0%	-2.0%	3.0%	-6.6%	1.9%	-0.7%	39.3%	-0.1%	0.4%	-2.8%	0.2%
	PT	-3.3%	7.6%	1.3%	-0.5%	11.1%	0.8%	-5.1%	-12.1%	-9.1%	-0.8%	1.4%	-0.1%	-2.8%	-1.9%	-2.4%
	Total	-0.7%	5.6%	0.4%	-1.7%	3.8%	-1.5%	1.7%	-10.3%	-1.3%	-0.7%	5.6%	-0.1%	-0.2%	-2.1%	-0.5%
FTE	FT	0.1%	-1.4%	0.0%	-1.9%	-14.0%	-2.0%	2.6%	-5.7%	1.7%	-0.6%	38.7%	0.0%	0.3%	-2.6%	0.1%
	PT	-2.3%	10.6%	2.8%	1.2%	15.1%	2.7%	-6.6%	-14.9%	-11.0%	0.6%	5.3%	1.9%	-2.3%	-1.3%	-1.9%
	Total	-0.2%	5.2%	0.4%	-1.7%	-0.5%	-1.7%	1.8%	-9.9%	-0.2%	-0.5%	13.6%	0.2%	0.0%	-1.9%	-0.2%

**Board of Regents for Higher Education
Connecticut State Colleges & Universities
Finance and Infrastructure Committee Charter**

Introduction

There is established a committee to be called the Finance and Infrastructure Committee of the Board of Regents for Higher Education (BOR). This charter broadly defines the Committee's roles with respect to financial oversight planning, reporting and monitoring.

Membership

The Finance and Infrastructure Committee shall be appointed by the Chair of the Board of Regents. One board member shall serve as chair of the Committee. Committee members shall have expertise in financial matters, including familiarity with financial management, accounting, forecasting and reporting.

General Purpose and Scope

The Finance and Infrastructure Committee shall be a standing committee of the Board of Regents. The Committee is charged with oversight of the institutional facilities, financing strategy, financial policies and financial condition of the Connecticut State College & University System. The Committee shall conduct reviews, receive reports and provide direction to management and counsel to the Board of Regents concerning matters within its scope of responsibility.

Committee Responsibilities

The responsibilities of the Committee are as follows:

- a. Review and recommend the Biennial Operating and Capital Budget Request to the Governor and General Assembly.
- b. Review and recommend annual institutional spending plans (expenditure authority) and allocation of state appropriations.
- c. Review and recommend modifications to system resource allocation strategies as needed to achieve strategic goals and priorities.
- d. Review as required the implementation of institutional spending plans to evaluate financial performance against plans.
- e. Review and recommend tuition and fee adjustments, taking into consideration any number of

factors including, but certainly not limited to, the level of State support, financial aid, present fee levels, purposes of adjustments and other pertinent factors.

- f. Review and recommend new, or changes to existing, financial policies and procedures to ensure compliance with state law and regulation and promote greater efficiency and effectiveness.
- g. Review and recommend broad-based financial strategies to improve the performance of institutions and the system in meeting the Board's strategic goals and priorities
- h. Review and recommend to the Board college and institutional long-range facilities and infrastructure development (master) plans that project capital resource requirements.
- i. Review and recommend to the Board the authorization of the system to borrow funds from the Connecticut Health and Educational Facilities Authority (CHEFA) through bonding to finance construction projects for auxiliary service facilities and related expenses and financing costs; authorization to pledge revenues to finance debt service associated with the financing; and authorization to enter into various agreements with CHEFA in order to secure the financing.
- j. Review and recommend to the board amendment, as required, of the system-wide CSUS 2020 capital program consistent with the long-range development plans of the state universities.
- k. Review and recommend to the Board proposals for property acquisition and leases, or lease renewals.
- l. Review and recommend for the Board's acceptance and disposition any major gifts or donations
- m. Make recommendations as appropriate to the Board on other finance and facilities matters in addition to those identified above which may arise from time to time.

Meetings

The Finance and Infrastructure Committee shall meet as often as deemed necessary by the Committee Chair.

Annual Review of Activities and Committee Charter

Each year, the committee will assess its activities with respect to the responsibilities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter shall require approval by the board.

Staff to Finance and Infrastructure Committee

BOR Chief Financial Officer

ITEM

Use of Designated Fund Balances to Purchase Constituent Relationship Management Software at Southern Connecticut State University (SCSU).

BACKGROUND

Southern Connecticut State University is in the process of restructuring, reorganizing, re-equipping, and otherwise reinforcing its Enrollment Management functions. Key changes to date include; changing the reporting relationship of Enrollment Management so that it directly reports to the University President; bringing new leadership to the Enrollment Management organization, making substantial facilities investments in the area, and beginning a campaign of major operational changes to all aspects of the function, including the development of the University's first-ever Enrollment Management Plan.

These efforts have met with some important successes. While enrollment overall declined at Southern this Fall, enrollment of full-time undergraduates, the core of any enrollment effort at a University like Southern, was, in fact, level this year. Finally, freshman applications increased 54% over last year, and the size of the freshman class increased by over 9%.

However, much remains to be done; including strengthening retention efforts, and the highest priority at this time is to acquire, install, and fully utilize Constituent Relationship Management (CRM) software. The CRM will provide student lifecycle management and analytics for Admissions, Financial Aid, other Enrollment Management units, and academic departments. Each will have the ability to engage in more strategic, systematic, customized, cost effective, and track-able communications and outcomes management for students from prospect phase through graduation.

The first-year cost of acquiring, installing, and training staff to use Target X, the CRM proposed for Southern, is estimated not to exceed \$400,000. Southern proposes to use designated fund balances for this purchase. Future annual operating expenses for the system will be funded by the university's operating budget.

ANALYSIS

Target X, the software chosen for use at Southern, is already in use at two other units of the CCSU system, and is therefore the de facto system standard. Similar CRM systems are in broad use throughout higher education.

The designation of unrestricted fund balances for specific projects and purchases at a university, such as Target X, is authorized by Board policy. Expenditure of these funds requires Board approval.

RECOMMENDATION

Approve the utilization of up to \$400,000 in designated fund balances to fund the purchase of Target X CRM software at Southern Connecticut State University, as proposed above.

RESOLUTION
concerning
THE USE OF DESIGNATED FUND BALANCES
FOR THE PURCHASE OF ENROLLMENT MANAGEMENT SOFTWARE
AT
SOUTHERN CONNECTICUT STATE UNIVERSITY
October 15, 2015

- WHEREAS Southern Connecticut State University (SCSU) is currently modernizing its enrollment management organization, systems and processes, and
- WHEREAS Constituent Relationship Management (CRM) software is widely viewed as critical to the development of efficient, effective, and successful enrollment management operations in both public and private higher education, and
- WHEREAS SCSU has identified a particular software provider; Target X, which will meet the needs of the university, and
- WHEREAS Target X is currently in use at two other units of the CCSU system, and is therefore the de facto system standard for such software, and,
- WHEREAS SCSU proposes to purchase the software with designated fund balances of the university, and,
- WHEREAS The cost of the software will not exceed \$400,000, in the first year, and
- WHEREAS Board policy allows the use of such fund balances for the proposed purchase, subject to Board approval, therefore be it
- RESOLVED That Southern Connecticut State University is authorized to use up to \$400,000 in designated fund balances to purchase the above noted software.

A true copy:

Erin A. Fitzgerald
Secretary

ITEM

Extension of United Technologies Corporation Program

BACKGROUND

The Board, pursuant to its statutory authority - Section 10a-99 of the Connecticut General Statutes (CGS), "...shall fix fees for tuition and shall fix fees for such other purposes as the board deems necessary at the university...". Tuition and fee waivers are provided to qualified students under certain conditions. Certain tuition waivers are reflected in Section 10a-99 of the CGS. Other tuition and fee waivers are authorized by Board action.

ANALYSIS

CSU requests approval from the Board of Regents to extend the pilot Partnership Agreement with the United Technologies Corporation (UTC). Under the terms of this agreement, the Connecticut State Universities and Charter Oak College are part of 25 partner higher education institutions for UTC employees, for whom the corporation pays 100 percent of tuition and course fees. The field has included other Connecticut Higher Education Institutions such as UCONN, Albertus Magnus, Fairfield University, University of New Haven, Sacred Heart and University of Hartford.

Tuition benefits at UTC are coordinated through their Employee Scholar Program, which encourages employees to enroll in partner institutions. As a partner institution, CSU/Charter Oak offers UTC employees a 5% discount on tuition, which equates to a total discount of between 2% to 3% off of tuition and fees. In FY 2016, there is a discount of approximately \$31 per undergraduate and \$51 per graduate three-credit course. It is important to note that while UTC would receive a discount, CSU/Charter Oak would have zero risk of student no-shows, non-payment of tuition and fees, collection activities or bad debt expense. In addition, each of our institutions is showcased on a UTC website as a preferred partner for UTC employees seeking to utilize their education benefit. There is also a favorable impact on the 15% set aside for financial aid that each CSU budgets, as this population would contribute to, but not utilize, the 15% set-aside, as their employer funds 100% of their tuition and fees.

The total revenue of the UTC Pilot Program has increased by 24% or \$92,507 when comparing FY 2013 revenues versus FY 2015. The cost of offering the discount during this time period was approximately \$14,654. The increased revenue is a result of the extraordinary marketing opportunity that preferred providers are afforded, coupled with tuition benefit ranging from \$25,000 to \$65,000 per employee enrolled in the program. Enhanced access over the past two years has included the posting of announcements on their employee portal related to announcements, open houses, new programs and other updates, as well as allowing CSU to hold open houses at UTC operation centers. We further expect that there will continue to be increased enrollment, as UTC recently increased the annual funding, as well the more recent change which permits employees to seek more than one degree.

This agreement represents a sound business decision and a unique opportunity to help bolster student enrollments at CSU, particularly graduate enrollment, at a time when the pool of prospective traditional-age students is projected to continue decreasing. In addition to receiving a significant tuition benefit, the employees are also provided up to three hours off a week for their studies, which greatly increases their chances of successfully graduating.

CSUs have cultivated strong relationships throughout UTC, where many of our alumni are currently employed. Approximately two years ago, CCSU entered into a Quality Engineering Leadership partnership with Pratt & Whitney to increase the pipeline of qualified students into higher education and build awareness of careers in the aerospace quality engineering field. The Leadership Program has resulted in 8 CCSU students being hired full-time, an additional 20 students receiving scholarships, and Co-Op opportunities which are invaluable for students. The Leadership Program has recently been expended to include Environmental Health and Safety, which resulted in 2 new scholarships and additional Co-Ops for students. We believe that there will be many more opportunities in the future to leverage our relationship with UTC to benefit our students and our university. The continuation of this Partnership Agreement will continue to be an important step in strengthening those ties. We also believe that continuation of Partnership Agreement will continue to help CSU become more competitive in attracting non-traditional students in Connecticut.

RECOMMENDATION

Extend the initial two-year term for the UTC Partnership Agreement for another 5 years through classes which commence prior to December 31, 2020.

RESOLUTION

concerning

Extension of United Technologies Corporation Program

October 15, 2015

- WHEREAS, The Board pursuant to its statutory authority - Section 10a-99 of the Connecticut General Statutes (CGS) and Public Act 11-48 - "...shall fix fees for tuition and shall fix fees for such other purposes as the board deems necessary at the university...", and
- WHEREAS, The Board approved a two-year United Technologies Pilot Program at its September 19, 2013 meeting, which offers the United Technologies Corporation (UTC) a 5% discount on tuition, or a total discount of between 2% to 3% of tuition and fees in return for the Connecticut State Universities and Charter Oak State College to be partner institutions, and
- WHEREAS, As partner institutions, the Connecticut State Universities and Charter Oak State College are afforded enhanced access to their employees through a web-site and marketing activities, and
- WHEREAS, These tuition benefits are funded and coordinated through UTC's Employee Scholar Program, which eliminates the costs associated with billing and collection, as well as financial risk associated with these students, and
- WHEREAS, The participants have experienced increased revenue as a result of the Pilot Program and that a continuation of the program is in the interest of the system, now therefore be it
- RESOLVED, That the Connecticut State Universities and Charter Oak State College extend the United Technology Corporation Pilot Program for another 5 years through classes which commence prior to December 31, 2020.

A True Certified Copy:

Erin A. Fitzgerald
Secretary