



Board of Regents

AGENDA - JOINT MEETING

Finance & Infrastructure Committee and HR Committee

Tuesday, February 16, 2021 @10:00 a.m.

Conducted Via Remote Participation

Meeting will stream live at: <https://youtu.be/8uocSjT-eHQ>

1. Call to Order and Declaration of Quorum
2. Approval of Previous Finance Meeting Minutes – December 2, 2020 – (Finance)
3. Approval of Previous HR/Admin Meeting Minutes – September 10, 2020 - (HR/Admin)
4. **Informational Items**
 - a. Regional President Update – (HR/Admin)
 - b. CSUS 2020 Program Report – (Finance)
 - c. Hiring for CT State Community College in Current Fiscal Year – (Finance)
 - d. Review of 2018 Budget Projections – (Finance)
5. **Action Items** (All Finance Items)
 - a. Acceptance of Gift Northwestern CT Community College
 - b. Payment Plan Policy Exception COVID Extension
 - c. Acceptance of FY21 Mid-Year Projections

HR & Administration Committee members

Naomi K. Cohen, Chair
Richard J. Balducci
David R. Jimenez
Elease E. Wright

Finance & Infrastructure Committee members

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

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

**Wednesday, December 2, 2020 @10:00 a.m.
Via WebEx Remote Participation**

Minutes

COMMITTEE MEMBERS and REGENTS PARTICIPATING

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

CSCU STAFF PARTICIPATING

Mark E. Ojakian, Ben Barnes, Alice Pritchard, Keith Epstein, Melentina Pusztay, Kerry Kelley, Pam Heleen, Charlene Casamento (CCSU); Jim Howarth, William Salka, Jr., (ECSU); Ed Klonoski, Michael Moriarty (COSC)

CALL TO ORDER

Chair Balducci called the meeting to order at 10:06 a.m. and following roll call, declared a quorum present.

APPROVAL OF October 7, 2020 MINUTES

On motion of Regent Jimenez, seconded by Regent Ryan, the minutes of the October 7, 2020 Finance and Infrastructure Committee meeting were unanimously approved as submitted.

Discussion Items

- **FY21 CSCU Budget Update**

CFO Barnes reported that the Office of Policy and Management (OPM) has awarded an additional \$20 million in Coronavirus Relief Funds (CRF) to the CSCU system. This new revenue will allow the system to potentially limit its losses in the current year to \$30 million. The budget actions, CRF allocations and impact on the CSCU deficit for FY21 were reviewed.

Despite the new federal assistance, there remains a significant deficit for both the community colleges and the universities. This in turn will reduce the combined reserves to \$140 million, down from \$180 million which are lower than anticipated. It is critical that CSCU maintain robust reserves to provide budget support during downturns impacting enrollment and state support, to ensure adequate cash in the operating fund, and provide a source of funds for Board-approved one-time activities. CFO Barnes noted that the final projected reserves total listed on the Staff Report of the Finance Committee packet (\$128.57) is incorrect. The correct amount is \$140.33 million.

Recent increases in COVID19 transmission in Connecticut are adding to uncertainty around CSCU revenues. The revised budget for FY2021 assumes that enrollment and occupancy of residence halls will shrink slightly from the low levels in the fall, with the likelihood that the pandemic will change students' enrollment and residing on campus.

There was a general discussion regarding the issue of reduction cuts to adjunct or part-time faculty budgets. Both the Colleges and Universities have been given flexibility to identify savings outside the originally identified budget lines in order to avoid harming students, including graduate assistants. Professor Blitz commented on an email that he forwarded to members of the Finance Committee in October regarding his objections to the amendment to the Budget Report for targeted cuts approved by the Board of Regents at their meeting. His objections are directed at cuts to part-time lecturers, university assistants and graduate assistants.

The campuses will provide mid-year reports on January 29 in order to provide accurate information regarding enrollment and residence hall occupancy at the universities. This will allow the System Office to prepare the reports and analysis for the February Finance Committee meeting. It was recommended that the February Finance Committee meeting be held a day or two in advance of the full Board of Regents meeting in February.

Action Items

- **CSCU FY22/FY23 Biennium Operating Fund Baseline and Capital Requests**

CFO Barnes provided a summary of the FY22/FY23 biennium budget based on FY21 revised spending plan with approved reductions and identified assumptions for projecting the next two years operating budget. The Biennium Capital Budget request is seeking support from the State to support requirements totaling \$166.2 million and \$219.6 million for FY22 and FY23 respectively for a total of \$385.9 million fund request. The request is similar to the request approved by the Board last year that have gone unanswered in the last fiscal year.

On motion of Regent Jimenez, seconded by Regent Ryan, the CSCU FY22/FY23 Biennium Operating Fund and Capital Budget Request was voted unanimously.

- **Increase Authority to Use Community College System Reserves for PACT through Spring 2021**

At the June 2020 meeting of the Board of Regents, the Board approved the use of \$3 million of Community College System Office reserves to support PACT students in the fall 2020 due to the legislature being unable to act on the appropriation for the program due to the pandemic. Over \$3.1 million was actually awarded to over 3,000 students. The legislature has been notified of the unavailability of funds in the CSCU budget to continue the PACT program and requested the state appropriate funds necessary to reimburse for the Fall scholarships awarded and to continue funding the program thereafter. In response, a letter was received on October 23, 2020 from the Democratic leadership of both chambers of a commitment to fund \$12 million to support the program. These funds will be sufficient to fund the students who enrolled in the Fall 2020 through their eligibility, including reimbursement to CSCU for reserves used for the Fall for the PACT program.

On motion of Regent Jimenez, seconded by Regent Gray-Kemp, the resolution to Increase Authority to use Community College System Reserves for PACT through Spring 2021 was voted unanimously.

- **Tuition Benefit Renewal – Bright Horizons / CCSU**

The Connecticut State Universities (CSU) is seeking to extend the Bright Horizons Family Solutions pilot program for 5 percent tuition reduction for another six years. The original pilot agreement was initiated with United Technology Corporation (UTC). UTC merged with Raytheon Technologies and the merger required the spinoff of Carrier and Otis as separate entities. All three corporations have entered into client agreements with Bright Horizons Family Solutions LLC (Bright Horizons) to manage the EdAssist Solutions tuition benefit program for their employees.

The CSU terms and conditions of the agreement with Bright Horizons would be similar to the terms and conditions which are in place in the current UTC agreement and due to expire on December 31, 2020.

On motion of Regent Jimenez, seconded by Regent Ryan, the Tuition Benefit Renewal – Bright Horizons / CCSU resolution was voted unanimously.

- **DC-CAP Scholarship Program – ECSU**

Eastern Connecticut State University (ECSU) has been offered a unique opportunity to participate in a scholarship program sponsored by the District of Columbia College Access Program (DC-CAP). DC-CAP is a privately funded nonprofit organization dedicated to encouraging DC public high school students to enroll in and graduate from college. The program will provide Eastern, CSCU, and the state of Connecticut students from the District of Columbia to Connecticut, where some will stay after graduation and join the workforce. The scholarship

program will increase enrollment at Eastern, providing additional revenue and increase the diversity of Eastern's residential campus.

On motion of Regent Jimenez, seconded by Regent Ryan, the resolution for the DC-CAP Scholarship Program – ECSU was voted unanimously.

- **NEBHE Rate Expansion to NY, NJ**

The Connecticut State Colleges and Universities (CSCU) institutions are authorized as part of the New England Board of Higher Education's Tuition Break Program to offer reduced tuition and fees to students from other New England states. Eastern Connecticut State University proposes to charge residents of New York and New Jersey discounted tuition and fees equal to what students from New England states currently pay under the New England Regional Student Program through the New England Board of Higher Education.

The program will attract students from the neighboring states of New York and New Jersey to Connecticut and increase enrollment at Eastern, which has been declining over the last four years. The program will not reduce the opportunity for Connecticut residents to attend Eastern. The proposal to extend the NEBHE rate to all of the CSCU universities is at the discretion of the individual university.

On motion of Regent Jimenez, seconded by Regent Ryan, the NEBHE Rate Expansion to NY and NJ resolution was voted unanimously.

- **Reallocation of Charter Oak State College to Care and Custody of 185 Main Street – floors 1 and 2 CCSU to COSC**

VP Keith Epstein provided background information and logistics of Charter Oak State College (COSC) long-term plans to consolidate its operations to one location. Central's (CCSU) Institute of Technology and Business Development building (ITBD) located at 185 Main Street in New Britain was identified as a location due to Central's low space utilization at the building and limited revenue gain for the entire building. It is proposed to renovate the first and second floor for COSC use with current available bond funds budgeted for this project.

On motion of Regent Jimenez, seconded by Regent Ryan, the resolution for the Reallocation of Charter Oak State College to Care and Custody of 185 Main Street – Floors 1 and 2 CCSU to COSC was voted unanimously.

- **Reallocation of the College Office to Care and Custody of 185 Main Street – floors 3 and 4 to CSCC**

College Office operations for the BOR Students First operations are currently co-located with the CSCU System Office at 61 Woodland Street. An opportunity of establishing the College Office at 185 Main Street, New Britain has been identified. The fourth floor configuration is functional for initial College Office operations. \$3M of funding for fourth floor improvements, furnishings, equipment and minor modifications is included in the FY2022-FY2023 biennial budget request. Third floor building improvements will occur as staffing levels increase and as funding allows. A memo of Understanding between Charter Oak and the College Office will also be executed for their co-location in this facility.

On motion of Regent Jimenez, seconded by Regent Ryan, the resolution for the Reallocation of the College Office to Care and Custody of 185 Main Street – floors 3 and 4 to CSCC was voted unanimously.

- **Change in Care and Custody of 55 Manafort Drive, COSC to CCSU**

Charter Oak State College seeks approval to relocate from the Paul J. Manafort Drive location to the ITBD building located at 185 Main Street, New Britain. The projected relocation for late 2021 will leave 55 Paul J. Manafort Drive vacant on Central's campus. The vacant facility offers an opportunity for the location of Central's new Admissions and Welcoming Center in a prominent campus location. This long-term vision for Central will become more focused as the facility becomes available. Building improvements and equipment will be funded through Central's existing Facility Bond Funds.

On motion of Regent Jimenez, seconded by Regent Ryan, the resolution for the Change in Care and Custody of 55 Manafort Drive, COSC to CCSU was voted unanimously.

President Ojakian recognized and thanked CFO Barnes and staff for their continued services in providing Board guidance and sustainability to the CSCU institutions as they provide the State of Connecticut the tools needed to recover.

Adjournment

There being no further business, on motion of Regent Ryan, seconded by Regent Gray-Kemp, the meeting adjourned at 11:20 a.m.



Board of Regents

SPECIAL MEETING

Human Resources and Administration Committee

Thursday, September 10, 2020 1:00 p.m.

Conducted Via Remote Participation

<https://youtu.be/5gSdIR9KavU>

Meeting Minutes

HR/ADMIN COMMITTEE MEMBERS	PARTICIPATING
Naomi K. Cohen, Chair	Yes
Richard J. Balducci	Yes
David Jimenez	No
Elease E. Wright	Yes

CSCU STAFF PRESENT:

Alice Pritchard, Chief of Staff
Andrew Kripp, Vice President, Human Resources
Ernestine Weaver, Counsel
Angelo Simoni, System Title IX Coordinator
Pam Heleen, Assistant Secretary of the Board (recorder)

REGENTS PRESENT:

Merle Harris, Vice-Chair
Colena Sesanker, FAC Vice-Chair

1. CALL TO ORDER

With a quorum present, Chair Cohen called the meeting to order at 1:11 p.m. and welcomed the YouTube audience and the Regents who joined the meeting.

2. ACTION ITEM

- a. Chair Cohen stated that the Board has a statutory responsibility to appoint not only our campus presidents, but a System President. She provided a summary of the proposed resolution, highlighting the fact that this will be a national search using the same protocols used in past searches. There will be a BOR Search Committee and a Search Advisory Committee. The Staff Report and Policy for the Appointment of a System President that includes the responsibilities of each committee are attached to the minutes. Regent Wright asked if and Chair Cohen reinforced that the process is consistent with what we have used in the past. Regent Balducci asked if and Chair Cohen reinforced that the Advisory Committee recommends finalists only and the Board makes the final decision. Chair Cohen continued by stating that the relationship between the Board and the Advisory Committee is structured to be a strong one. Regent Harris stated that she is confident of a successful process and search.

Upon conclusion of discussion, on a motion by Elease Wright, seconded by Richard Balducci, the resolution below was unanimously adopted to recommend to the full Board.

CT BOARD OF REGENTS FOR HIGHER EDUCATION
RESOLUTION

concerning

Policy for the Appointment of a CSCU System President

September 17, 2020

WHEREAS, the University and College Presidential Search Policy (“Policy”) sets forth a policy governing the search process and procedures for the selection and appointment of university and college presidents based on open, competitive and inclusive search processes; and

WHEREAS, the process delineated in said Policy does not include a process to govern the search process and procedures for the selection and appointment of the CSCU System President; and

WHEREAS, consistent with the inclusiveness of said Policy and responsive to input received from the Board’s Human Resources & Administration Committee in support of that Policy, the attached policy sets forth the general procedures for the search process for a CSCU System President; and now therefore be it

RESOLVED, that the Board of Regents for Higher Education hereby approves the attached policy for the Appointment of a CSCU System President; and now therefore be it also

RESOLVED, that there be established a Board of Regents Search Committee and a Search Advisory Committee to be composed of a diversity of CSCU constituent units and external stakeholder groups as presented in the staff report.

The Staff Report and Policy for the Appointment of a CSCU System President are included at the end of the meeting notes at Attachment I.

- b. The second Action Item presented by Chair Cohen for an HR Committee vote was concerning the CSCU President’s Employment Agreement. She thanked Andrew Kripp and Ernestine Weaver for their efforts and presented a summary of the resolution and Employment Agreement. The proposed Employment Agreement is attached. All terms and conditions of the current employment Agreement (Exhibit B) remain in place. Mark Ojakian’s August 21, 2015 Employment Contract (Exhibit A) and subsequent Amendment dated December 8, 2016 (Exhibit B) are also attached.

Chair Cohen requested a motion to amend the resolution to include language that clearly indicates that the August 21, 2015 Employment Contract and its subsequent Amendment are a part of the September 17, 2020 Employment Contract. Language to that affect appears in the following resolution in italics. **On a motion by Elease Wright, seconded by Richard Balducci, the amendment to the September 17, 2020 Employment Contract Resolution was carried unanimously.**

Discussion continued concerning Pres. Ojakian's availability to consult after the December 31, 2020 expiration of his employment contract. Chair Cohen indicated that future discussions will take place about availability and scope. Upon conclusion of discussion, Chair Cohen requested a motion to adopt the resolution. **On a motion by Eleese Wright, seconded by Richard Balducci, the resolution below was unanimously adopted to recommend to the full Board.**

RESOLUTION
concerning

AN EMPLOYMENT AGREEMENT

at the

CONNECTICUT STATE COLLEGES & UNIVERSITIES SYSTEM

September 17, 2020

WHEREAS, Mark E. Ojakian has served as the President of the Connecticut State Colleges and Universities ("CSCU") since September 28, 2015 under contract with the BOR, said contract expired on August 31, 2020; and

WHEREAS, despite the BOR's continued desire to employ Mr. Ojakian as President of the CSCU, Mr. Ojakian announced that he will be retiring from employment effective December 31, 2020, now therefore be it

RESOLVED, the BOR Chairman Matt Fleury is authorized to execute an Employment Agreement *attached hereto and made a part hereof* between the Board of Regents for Higher Education and Mark Ojakian, for a term ending December 31, 2020.

**President of the Connecticut State Colleges and Universities
Employment Agreement**

This agreement is made by and between the Board of Regents for Higher Education for the State of Connecticut ("BOR") and Mr. Mark E. Ojakian.

1. Term. This Agreement shall be effective September 1, 2020 and expire December 31, 2020.
2. Appointment of Duties, Salary and Benefits. The parties agree that for the term of this Agreement Mr. Ojakian will continue to serve as President of the CSCU under the terms and conditions as described in President of the Connecticut Board of Regents for Higher Education Employment Agreement dated 8/21/2015 attached hereto and incorporated herein as Exhibit A and Amendment No. 1 to the Employment Agreement Between the Board of Regents for Higher Education and Mark Ojakian dated 12/8/2016 attached hereto and incorporated herein as Exhibit B.
3. Entire Agreement/Modification. This Agreement constitutes the entire understanding of the parties hereto and supersedes any and all prior or contemporaneous oral or written agreements or representations between the parties. This Agreement cannot be amended, modified or changed except in writing and signed by both parties.
4. Governing Law. This Agreement shall be interpreted and construed in accordance with the laws of the State of Connecticut.

5. Severability. If any parts of this Agreement shall be held to be void or unenforceable, such part or parts shall be treated as severable, leaving valid the remainder of this Agreement notwithstanding the part or parts found to be void or unenforceable.
6. Waiver. Delay in the enforcement or failure to enforce any provision of this Agreement shall not constitute a waiver or limitation of any right enforceable pursuant to this Agreement.
7. Agreement Not Assignable. This Agreement is not assignable, but shall be binding upon the heirs, administrators, personal representatives, successors and assigns of both parties.
8. Notices. All notices under this Agreement shall be in writing and shall be sent via first class and certified mail to the address provided by the President and for the Board of Regents to the Chair at the Offices of the Board and such other address as provided by the Chair.
IN WITNESS WHEREOF, and in confirmation their agreement to the terms and conditions contained in this Employment Agreement and intending to be legally bound hereby, Mr. Ojakian and the BOR execute this Agreement.

Mark E. Ojakian

Date

Matt Fleury

Date

Chair, Board of Regents for Higher Education

3. DISCUSSION ITEMS

Chair Cohen introduced Angelo Simoni, System Title IX Coordinator who provided an update on the new Title IX regulations, policies, and procedures put in place in compliance with new Federal regulations that became effective August 14, 2020. His presentation is attached.



FINALCSCU- Title
IX.pdf

Regent Wright and Chair Cohen congratulated Angelo and the team, especially Counsel Ernestine Weaver and HR VP Andy Kripp, on their hard work and thanked them for their response in short order to the 100-day implementation deadline. Chair Cohen stated that the Board is speaking with one voice for the entire CSCU to say that sexual misconduct will not be tolerated. Regent Harris will share the presentation with the Academic and Student Affairs Committee. There were no questions from the Regents.

4. ADJOURNMENT

On a motion by Elease Wright, seconded by Richard Balducci, the meeting adjourned at 1:42 p.m.

ATTACHMENT I

STAFF REPORT

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

ITEM

Search Policy for appointment of CSCU System President.

BACKGROUND

In November 2013, the Board approved a policy (4.2 University and College Presidential Search Policy) governing the search process for the selection and appointment of university and college presidents. The Board's intent was to create procedures providing for open, competitive and inclusive search processes. In 2015, the Board approved a minor amendment allowing the Board Chair to select a member of the Board to serve as the Board's Search Committee chair.

This item establishes a policy setting forth the process that will be utilized to select and appoint the CSCU System President and is modeled on key elements of the existing 4.2 policy and processes under that policy.

The Board of Regents (BOR) is responsible for the governance of the CSCU system and the selection of a President to be the chief executive officer who leads the constituent units of colleges and universities. The search process to select the System President will be implemented by a BOR Search Committee and a Search Advisory Committee. The search process will represent system wide constituencies as well as external stakeholders that depend on CSCU institutions for educated citizens and an innovative and knowledgeable workforce.

The BOR Search Committee

The BOR Chair shall determine the size and membership of the BOR Search Committee. The Search Committee shall be chaired by the BOR Chair or the Chair's designee. The BOR Chair may also appoint a Co-Chair. The BOR Search Committee shall establish the criteria and processes for the selection of the CSCU System President. The processes shall include developing the position profile with input from the Search Advisory Committee and conducting interviews of semi-finalists and finalists with representatives of the Search Advisory Committee. The BOR Search Committee may engage an independent consultant to assist in the search, may convene stakeholder sessions and also may conduct such other due diligence review as the BOR Chair deems appropriate. The BOR Search Committee will solicit feedback from the Search Advisory Committee Chairperson(s) following semi-finalist and finalist interviews. The BOR Search Committee shall make its recommendation to the full Board of Regents for the appointment of the CSCU System President.

Search Advisory Committee Membership

The BOR Chair shall determine the size and membership of the Search Advisory Committee. The Search Advisory Committee provides valuable input into the search process. Members participate in providing input on the position profile, reviewing resumes of applicants and recommending candidates to the BOR Search Committee for consideration, designating representatives to participate in interviews with semi-finalists and finalists, and providing input to the BOR Search Committee regarding candidates to be considered for the appointment. Each constituent group, in accordance with the representation outlined below, shall select its own members to serve on this committee and the members should represent the diversity of the CSCU community. The chair and co-chair of the Search Advisory Committee shall be elected by its members. The recommended list of members shall be submitted to the BOR Chair for formal appointment to the Search Advisory Committee. In the case of the external stakeholders, the BOR Chair will appoint leaders from business, workforce, community organizations, secondary education, state agencies and government to serve as representatives on the Search Advisory Committee.

Search Advisory Committee Membership:

For the specific matter at hand, the proposed Search Advisory Committee will be comprised of 37 members. These members shall represent the diversity of campus and community populations as well as the variety of institutions in CSCU including community colleges, universities, Charter Oak State College and the stakeholders that interact with the system including faculty, staff, administration, students, bargaining unit leadership, foundations, and business, government, and community leaders.

Search Advisory Committee Representation by Constituent Unit/Stakeholder Group

Constituency	Number	Representing				
		System Office	Universities	Community Colleges	Charter Oak	External stakeholders
President/CEOs/Regional Presidents	4		2	2		
Faculty	7		3	3	1	
Management/Confidential Staff	3		1	1	1	
Professional/support staff	7		3	3	1	
Bargaining Unit Representatives	4		2	2		
Student Leaders	3		1	1	1	
System office	2	2				
Foundations	2		1	1		
Business leaders/workforce agencies	2					2
Government/state agencies/secondary education	1					1
Community organizations	2					2

Community College Representatives—13 total

- 1—President/CEO
- 1—Regional President
- 3—Faculty (1 from each region)
- 3—Professional/support staff (1 from each region)
- 1—Management/Confidential staff
- 2—Representative from the college bargaining units
- 1—Community college student leader
- 1—Foundation representative

University Representatives—13 total

- 2—Presidents
- 3—Faculty
- 3—Professional/support staff
- 1—Management/Confidential staff
- 2—Representatives from the university bargaining units
- 1—University student leader
- 1—Foundation representative

Charter Oak State College Representatives—4 total

- 1—Faculty
- 1—Professional/support staff
- 1—Management/Confidential staff
- 1—Student

External stakeholders—5 total

- 1—Government/state/secondary education officials
- 2—Community organization representatives
- 2—Business/workforce leaders

System Office Representative—2 total

- 1—Interim President CT State Community College
- 1—Executive staff member

RECOMMENDATION

Adopt the attached policy for appointing a CSCU System President.

ATTACHMENT I (continued)

Policy for the Appointment of a CSCU System President

The Board of Regents (BOR) is responsible for the governance of the CSCU system and the selection of a CSCU System President to be the chief executive officer who leads the constituent units of colleges and universities. The search process to select the CSCU System President shall be implemented by a BOR Search Committee and a Search Advisory Committee. The search process will represent system wide constituencies as well as external stakeholders that depend on CSCU institutions for educated citizens and an innovative and knowledgeable workforce.

The BOR Search Committee

The BOR Chair shall determine the size and membership of the BOR Search Committee. The Search Committee shall be chaired by the BOR Chair or the Chair's designee. The BOR Chair may also appoint a Co-Chair. The BOR Search Committee shall establish the criteria and processes for the selection of the CSCU System President. The processes shall include developing the position profile with input from the Search Advisory Committee and conducting interviews of semi-finalists and finalists with representatives of the Search Advisory Committee. The BOR Search Committee may engage an independent consultant to assist in the search, may convene stakeholder sessions and also may conduct such other due diligence review as the BOR Chair deems appropriate. The BOR Search Committee will solicit feedback from the Search Advisory Committee following semi-finalist and finalist interviews. The BOR Search Committee shall make its recommendation to the full Board of Regents for the appointment of the CSCU System President.

Search Advisory Committee Membership

The BOR Chair shall determine the size and membership of the Search Advisory Committee. The Search Advisory Committee provides valuable input into the search process. Members participate in providing input on the position profile, reviewing resumes of applicants and recommending candidates to the BOR Search Committee for consideration, designating representatives to participate in interviews with semi-finalists and finalists, and providing input to the BOR Search Committee regarding candidates to be considered for the appointment. Each constituent group, in accordance with the representation outlined below, shall select its own members to serve on this committee and the members should represent the diversity of the CSCU community. The chair and co-chair of the Search Advisory Committee shall be elected by its members. The recommended list of members shall be submitted to the BOR Chair for formal appointment to the Search Advisory Committee. In the case of the external stakeholders, the BOR Chair will appoint leaders from business, workforce, community organizations, secondary education, state agencies and government to serve as representatives on the Search Advisory Committee.

Administration of the Search

1. The BOR Search Committee shall establish and provide criteria and processes for the search. The search shall proceed according to the Affirmative Action Policy of the Board of Regents.
2. Complete confidentiality of all proceedings shall be maintained throughout the search. The disclosure of candidates prior to the development of the list of finalist nominees can result in the loss of the best

candidates as well as grave injustices to candidates. Names of all candidates under consideration and any other information and/or material related to the search process shall be held in strict confidence by all persons having access to such information. All members of the Search Committee and the Search Advisory Committee shall sign a confidentiality agreement before its first committee meetings.

3. The BOR Chair or the Chair's designee shall be responsible for the administration of the search, including the keeping of official records of the BOR Search Committee. The BOR Chair or Chair's designee shall meet with the finalists and have the sole and exclusive responsibility for contacting candidates under consideration as recommended by the BOR Search Committee.
4. Members of the BOR Search Committee and the Search Advisory Committee shall have access to the resumes and such other information as is available for those candidates.
5. Semi-finalists will be interviewed by representatives of the BOR Search and Search Advisory Committees, in-person or virtually, as determined the BOR Chair, and in accordance with the BOR Search Committee processes.
6. Finalists shall meet with administrators, students, faculty, staff, community leaders, and other stakeholders. The BOR Search Committee shall seek comments following the meetings from the Search Advisory Committee Chairperson(s).
7. The process shall include an opportunity for all members of the BOR, all institutional Presidents/CEOs/Regional Presidents and system office executive staff to meet with the finalists and share input with the BOR Search Committee.
8. The Board will meet to receive the BOR Search Committee's recommendation and indicate its consensus to the Board Chair to act on its behalf. The Chair or the Chair's designee may contact finalists and conduct negotiations as appropriate.
9. The BOR shall, by majority vote, appoint the CSCU System President at a regular or special meeting called for that purpose.

SEMI-ANNUAL REPORT ON THE STATUS AND PROGRESS OF CSUS 2020
AS OF November 30, 2020

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2021	Phase III Available as of Fiscal Year 2021	Total Available as of Fiscal Year 2021	Amount Committed as of 11/30/2020	Amount Expended as of 11/30/2020	Projected Fiscal Year 2021	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
Central	Code Compliance/Infrastructure Improvements	\$24,238,366	\$16,418,636	\$5,763,579	\$2,056,151	\$2,056,151	\$24,238,366	\$22,843,592	\$22,644,898	\$1,394,774			Multi-phased program.
	<u>Project Listing</u>												
	- Replace Maloney Hall Elevator		\$51,953	\$0	\$0	\$0	\$51,953	\$47,612	\$47,612	\$0	Jun-10	May-12	Complete
	- Window Replacements in Four Buildings		\$569,690	\$0	\$0	\$0	\$569,690	\$569,690	\$569,690	\$0	Apr-09	Apr-11	Complete
	- Burritt Library HVAC Code Compliance Improvements		\$1,989,000	\$0	\$0	\$0	\$1,989,000	\$1,808,007	\$1,808,007	\$0	Jan-15	Feb-16	Complete
	- Founder's Hall HVAC Installation		\$697,492	\$0	\$0	\$0	\$697,492	\$696,521	\$696,521	\$0	Mar-09	Aug-13	Complete
	- Davidson Hall Window & Door Replacements (phase 1 & 2)		\$1,961,987	\$0	\$0	\$0	\$1,961,987	\$1,961,987	\$1,961,987	\$0	Dec-09	Aug-13	Complete
	- Security Improvements to General Fund Buildings		\$805,542	\$0	\$0	\$0	\$805,542	\$805,542	\$805,542	\$0	Jun-11	Nov-13	Complete
	- Burritt Library Exterior Repairs		\$86,921	\$0	\$0	\$0	\$86,921	\$86,921	\$86,921	\$0	Jun-09	Jul-10	Complete
	~ Burritt Library Renovation (Construction)			\$216,000		\$0	\$216,000	\$216,000	\$216,000	\$0	Oct-16	Mar-17	Complete
	- Kaiser Hall Gym and Lobby HVAC Improvements		\$82,500	\$0	\$0	\$0	\$82,500	\$82,016	\$82,016	\$0	Jul-09	Mar-12	Complete
	- Campus Wide Signage Program (phase 1)		\$534,370	\$0	\$0	\$0	\$534,370	\$533,631	\$533,631	\$0	May-10	Sep-13	Complete
	- Marcus White Fire Code Improvements		\$1,086,000	\$0	\$0	\$0	\$1,086,000	\$890,018	\$890,018	\$0	Sep-09	Dec-12	Complete
	- Replace Barnard Hall Roof/Entry Improvements		\$1,943,949	\$0	\$0	\$0	\$1,943,949	\$1,943,949	\$1,943,949	\$0	Feb-11	Jan-13	Complete
	- HVAC Improvements in General Fund Buildings (Phase 1, 2 & 3)		\$5,227,000	\$0	\$0	\$0	\$5,227,000	\$5,227,000	\$5,227,000	\$0	Sep-09	Oct-11	Complete
	- Remove Old Telecom Equipment from Buildings		\$0	\$327,000	\$0	\$0	\$327,000	\$326,024	\$326,024	\$0	Mar-14	Dec-16	Complete
	- Maloney Hall HVAC Improvements		\$0	\$1,004,000	\$0	\$0	\$1,004,000	\$532,162	\$532,162	\$0	Jun-13	Mar-15	Complete
	- Arute Field Stadium Turf Replacement		\$0	\$912,000	\$0	\$0	\$912,000	\$768,283	\$768,283	\$0	May-14	Aug-14	Complete
	~ Improvements to ITBD Building			\$0		\$0	\$0	\$0	\$0	\$0	T.B.D.	T.B.D.	Funds Reallocated to Copericus Hall Low Roof Replacement
	~ Copernicus Hall Low Roof Replacement			\$200,000	\$0	\$0	\$200,000	\$200,000	\$200,000	\$0	Aug-17	Mar-18	Complete
	- Minor Capital Improvements Program		\$987,500	\$3,104,579	\$0	\$0	\$4,092,079	\$4,092,079	\$4,092,079	\$0	May-17	May-17	Complete
	- Future Projects to be Determined		\$394,732	\$0	\$2,056,151	\$2,056,151	\$2,056,151	\$2,056,151	\$1,857,458	\$198,694	Jul-09	Aug-20	Multi-phased program.
	Renovate/Expand Willard and DiLoreto Halls	\$61,085,000	\$0	\$5,892,000	\$55,193,000	\$55,193,000	\$61,085,000	\$61,085,151	\$59,618,302	\$1,466,849	Jun-15	Jan-19	In Close-out
	New Classroom Office Building	\$29,042,113	\$29,042,113	\$0	\$0	\$0	\$29,042,113	\$29,042,113	\$29,042,113	\$0	Mar-11	Aug-13	Complete
	East Campus Infrastructure Development (construction only)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Funds Reallocated
	Burritt Library Design & Expansion/Renovations	\$16,500,000	\$0	\$0	\$16,500,000	\$16,500,000	\$16,500,000	\$2,158,333	\$137,262	\$2,021,071	Sep-19	Jul-21	In Design

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Eastern	Kaiser Hall/Bubble Renovations	\$25,385,809	\$6,491,809	\$210,000	\$18,684,000	\$18,684,000	\$25,385,809	\$25,385,646	\$24,885,646	\$500,000	Apr-17	Dec-20	In Close-out
	Engineering Classroom Building	\$62,700,000	\$9,900,000	\$0	\$52,800,000	\$52,800,000	\$62,700,000	\$48,405,633	\$22,785,764	\$23,619,838	Dec-16	May-21	In Construction
	Barnard Hall Renovations	\$23,099,000	\$4,359,730	\$130,421	\$18,608,849	\$18,608,849	\$23,099,000	\$23,099,000	\$22,849,000	\$250,000	Dec-18	Jan-21	In-Close-out
	New Maintenance/Salt Shed Facility	\$2,259,157	\$2,259,157	\$0	\$0	\$0	\$2,259,157	\$2,259,157	\$2,259,157	\$0	Oct-10	May-12	Complete
	Code Compliance/Infrastructure Improvements	\$14,907,318	\$8,441,961	\$4,825,000	\$1,640,357	\$1,640,357	\$14,907,318	\$14,368,329	\$14,168,277	\$499,849		Dec-20	Multi-phased program.
	<u>Project Listing</u>												
	- Campus Wide Brick Repointing Program		\$1,654,773	\$500,000	\$0	\$0	\$2,154,773	\$1,654,924	\$1,454,924	\$499,849	Jan-10	Ongoing	Phased project.
	- Planetarium Window Replacement		\$115,766	\$0	\$0	\$0	\$115,766	\$115,766	\$115,766	\$0	Mar-09	Dec-09	Complete
	- Develop Major Campus Entrances		\$480,582	\$0	\$0	\$0	\$480,582	\$480,582	\$480,529	\$0	Dec-09	Apr-12	Complete
	- South Electrical Loop		\$221,291	\$0	\$0	\$0	\$221,291	\$221,189	\$221,189	\$0	Mar-09	Aug-09	Complete
	- High Temperature Hot Water Line Repairs		\$1,217,268	\$0	\$0	\$0	\$1,217,268	\$1,217,256	\$1,217,256	\$0	Aug-09	Dec-11	Complete
	- South Campus Heat Plant Foundation Repairs		\$399,513	\$0	\$0	\$0	\$399,513	\$399,508	\$399,508	\$0	Mar-11	Mar-11	Complete
	- Damper and Air Handler Controls in Webb Hall		\$37,250	\$0	\$0	\$0	\$37,250	\$37,250	\$37,250	\$0	Mar-09	Aug-09	Complete
	- Soccer Field Drainage Upgrade		\$338,282	\$0	\$0	\$0	\$338,282	\$299,437	\$299,437	\$0	Oct-10	Dec-10	Complete
	- Renovate 333 Prospect Street (Phase 1 & 2)		\$1,264,555	\$0	\$0	\$0	\$1,264,555	\$1,264,380	\$1,264,380	\$0	Jul-11	Jul-13	Complete
	- Arboretum Sewer Main Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Project Postponed
	- Minor Capital Projects Program		\$2,528,813	\$4,325,000	\$0	\$0	\$6,853,813	\$6,853,813	\$6,853,813	\$0	Jul-09	Jan-19	Complete
	- Sports Center Lobby Upgrades		\$183,868		\$0	\$0	\$183,868	\$183,868	\$183,868	\$0	Jan-14	Aug-14	Complete
	- Future Projects to Be Determined		\$0	\$0	\$1,640,357	\$1,640,357	\$1,640,357	\$1,640,357	\$1,640,357	\$0	Jul-15	Oct-20	Complete
	Fine Arts Instructional Center	\$85,461,643	\$12,000,000	\$71,234,213	\$2,227,430	\$2,227,430	\$85,461,643	\$85,461,643	\$85,461,643	\$0	Mar-13	Jan-16	Complete
	Goddard Hall /Communications Building Renovation	\$32,951,000	\$0	\$2,872,787	\$30,078,213	\$30,078,213	\$32,951,000	\$32,363,001	\$25,480,395	\$2,655,725	Apr-15	Sep-19	In Close-out
	Sports Center Addition and Renovation (design only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funds Reallocated to Communications Building
	Outdoor Track – Phase II	\$1,629,152	\$1,629,152	\$0	\$0	\$0	\$1,629,152	\$1,629,152	\$1,629,152	\$0	Mar-10	Dec-10	Complete
	Athletic Support Building	\$1,921,000	\$1,921,000	\$0	\$0	\$0	\$1,921,000	\$1,777,153	\$1,777,153	\$0	Dec-11	Dec-13	Complete
	New Warehouse	\$2,269,000	\$2,269,000	\$0	\$0	\$0	\$2,269,000	\$1,886,660	\$1,886,660	\$0	Jan-12	Sep-13	Complete

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Southern	Code Compliance/Infrastructure Improvements	\$25,899,406	\$16,335,683	\$2,329,000	\$7,234,723	\$7,234,723	\$25,899,406	\$24,427,478	\$23,620,757	\$806,442			Multi-phased program.
	<u>Project Listing</u>												
	- Install Elevator/Entrance to Former Student Center		\$1,777,645	\$0	\$0	\$0	\$1,777,645	\$1,777,645	\$1,777,645	\$0	Aug-09	Jun-12	Complete
	- Shuttle System infrastructure		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funding Reallocated to Buley Library
	- Repairs to Pool in Moore Field House (Phases 1 & 2)		\$839,415	\$0	\$0	\$0	\$839,415	\$821,800	\$821,800	\$0	Mar-10	Sep-12	Complete
	- Moore Field House Mechanical and Electrical Improv. (Phase 1)		\$233,000	\$0	\$0	\$0	\$233,000	\$233,000	\$233,000	\$0	Sep-11	Aug-12	Complete
	- Earl Hall Mechanical/Electrical Upgrade		\$4,184,111	\$0	\$0	\$0	\$4,184,111	\$4,184,112	\$4,184,112	\$0	Sep-10	Aug-15	Complete
	- Jennings Hall Mechanical/Electrical Upgrade		\$4,495,163	\$0	\$0	\$0	\$4,495,163	\$4,495,198	\$4,495,198	\$0	Sep-10	Aug-15	Complete
	- Lyman Auditorium Mechanical/Electrical Upgrade		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funding Reallocated to Buley Library
	- Admissions House Roof and Exterior Repairs		\$221,000	\$0	\$0	\$0	\$221,000	\$217,957	\$217,678	\$0	Aug-10	Mar-12	Complete
	- Jess Dow Field Turf Replacement		\$743,262	\$0	\$0	\$0	\$743,262	\$725,071	\$725,071	\$0	Mar-11	Feb-12	Complete
	- Wintergreen Building Water Infiltration		\$370,760	\$0	\$0	\$0	\$370,760	\$366,468	\$366,468	\$0	Oct-11	Oct-13	Complete
	- Moore Field House Locker Room Renovations: Phase II & III		\$929,500	\$0	\$1,057,682	\$1,057,682	\$1,987,182	\$1,057,682	\$1,057,682	\$0	Jan-11	Jun-15	Complete
	- Moore Field House Roof Replacment - Phase II		\$0	\$0	\$772,264	\$772,264	\$772,264	\$772,264	\$772,264	\$0	Sep-14	Sep-15	Complete
	- Old Student Center North Wing Concept Design		\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	-	-	Project Cancelled
	- Earl Hall Communications Dept. Entrance/Security Corridor		\$47,687	\$0	\$0	\$0	\$47,687	\$0	\$0	\$0		-	Project on Cancelled
	- Improvements to the Academic Mall		\$0	\$30,000	\$0	\$0	\$30,000	\$28,879	\$28,879	\$0	Jun-14	Mar-15	Complete
	- Wintergreen Building Renovations		\$0	\$0	\$1,972,815	\$1,972,815	\$1,972,815	\$1,965,301	\$1,965,301	\$0	Aug-15	Aug-16	Complete
	- Minor Capital Projects Program		\$2,432,845	\$2,299,000	\$0	\$0	\$4,731,845	\$4,731,845	\$4,731,845	\$0	Jul-09	Jan-18	Complete
	- Future Projects to Be Determined		\$41,295	\$0	\$3,431,962	\$3,431,962	\$3,473,257	\$3,050,256	\$2,243,815	\$806,441	Jul-15	Ongoing	Multi-phased program.
	New Academic Laboratory Building	\$72,115,000	\$8,944,000	\$57,698,000	\$5,473,000	\$5,473,000	\$72,115,000	\$72,115,000.00	\$72,115,000	\$0	Jan-13	Feb-18	Complete
	Health and Human Services Building	\$76,507,344	\$0	\$0	\$76,507,344	\$76,507,344	\$76,507,344	\$65,971,068	\$18,358,283	\$20,000,000	Mar-19	Sep-21	In Construction
	Fine Arts Instructional Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Funds reallocated to Phase 2 of Health & Human Services Building
	Buley Library - Phase 2	\$17,436,817	\$17,006,817	\$430,000	\$0	\$0	\$17,436,817	\$16,435,195	\$16,435,195	\$0	Jan-13	Apr-15	Complete
	School of Business	\$52,476,933			\$52,476,933	\$52,476,933	\$52,476,933	\$3,736,507	\$1,915,824	\$12,000,000	Jul-20	Jun-22	In Design
Western	Code Compliance/Infrastructure Improvements	\$17,734,734	\$7,658,330	\$2,825,404	\$7,251,000	\$7,251,000	\$17,734,734	\$12,860,782	\$12,860,783	\$0			Multi-phased program.

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	<u>Project Listing</u>				\$0	\$0	\$0						
	- Feldman Arena Improvements		\$819,636	\$0	\$0	\$0	\$819,636	\$819,636	\$819,636	\$0	Sep-09	Jun-11	Complete
	- Midtown Perimeter Site Improvements		\$463,019	\$0	\$0	\$0	\$463,019	\$463,020	\$463,020	\$0	Apr-10	Jul-11	Complete
	- Campus Wide Utilities/Site Improvements		\$1,682,694	\$0	\$0	\$0	\$1,682,694	\$1,682,694	\$1,682,694	\$0	Jul-09	Mar-14	Complete
	- Higgins Annex HVAC Improvements		\$136,541	\$0	\$0	\$0	\$136,541	\$136,541	\$136,541	\$0	Sep-10	Jul-12	Complete
	- Higgins Hall and Annex: Roof Repairs/Replacements (Phase 1 & 2)		\$510,500	\$0	\$0	\$0	\$510,500	\$510,500	\$510,500	\$0	Jul-10	Oct-11	Complete
	- Higgins Annex Learning Emporium		\$173,216	\$0	\$0	\$0	\$173,216	\$173,216	\$173,216	\$0	May-13	Sep-13	Complete
	- Renovate Restrooms in Founders Hall: Waterbury Campus		\$186,213	\$0	\$0	\$0	\$186,213	\$186,213	\$186,213	\$0	Jun-09	Dec-10	Complete
	- Elevator Upgrades in Berkshire Hall		\$40,571	\$0	\$0	\$0	\$40,571	\$40,571	\$40,571	\$0	Oct-09	Feb-10	Complete
	- Install HVAC for MDF/IDF and Server Rooms		\$349,990	\$0	\$0	\$0	\$349,990	\$349,990	\$349,990	\$0	Mar-10	Oct-11	Complete
	- Replace Portions of University Boulevard		\$297,723	\$0	\$0	\$0	\$297,723	\$297,723	\$297,723	\$0	Sep-09	Dec-10	Complete
	- Minor Capital Projects Program		\$2,499,542	\$2,748,452	\$0	\$0	\$5,247,994	\$5,247,994	\$5,247,994	\$0	Jul-12	May-18	Complete
	- Renovate Former Holy Trinity Church		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Project funding reallocated
	- Higgins Annex Classroom Renovations for Lecture Halls		\$498,686	\$0	\$0	\$0	\$498,686	\$498,686	\$498,686	\$0	Mar-11	Jan-12	Complete
	- Future Projects to Be Determined		\$0	\$0	\$2,454,000	\$2,454,000	\$2,454,000	\$2,454,000	\$2,454,000	\$0	Jul-15	Jul-19	Complete
	White Hall Renovation - Second & Third Floors	\$0		\$76,952	\$4,797,000	\$4,797,000	\$4,873,952	\$4,873,952	\$4,873,952	\$0	Aug-19	Aug-20	In Close-out
	Fine Arts Instructional Center	\$84,226,596	\$0	\$84,226,596	\$0	\$0	\$84,226,596	\$84,226,596	\$84,226,596	\$0	May-11	Aug-14	Complete
	Higgins Hall Renovations	\$34,576,000	\$0	\$2,982,000	\$31,594,000	\$31,594,000	\$34,576,000	\$33,602,523	\$32,660,640	\$941,883	Sep-17	Aug-19	In Close-out
	Berkshire Hall Renovations (design-only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	T.B.D.	T.B.D.	
	University Police Department Building	\$6,445,000	\$0	\$4,745,000	\$1,700,000	\$1,700,000	\$6,445,000	\$6,445,000	\$6,445,000	\$0	Aug-15	Feb-18	Complete
	Midtown Campus Mini-Chiller Plant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N.A.	N.A.	Project Cancelled
System Wide													
	New and Replacement Equipment	\$103,239,000	\$18,000,000	\$18,395,000	\$66,844,000	\$66,844,000	\$103,239,000	\$97,189,680	\$91,140,360	\$6,049,320	Ongoing	Dec-21	Multi-phased program.
	Alterations/Improvements: Auxiliary Service Facilities	\$53,672,422	\$13,672,422	\$15,000,000	\$25,000,000	\$25,000,000	\$53,672,422	\$47,877,142	\$46,326,797	\$1,550,345	Ongoing	Dec-21	Multi-Phased Program
	CCSU: Barrows Hall Basement Renovations		\$0	\$236,663	\$0	\$0	\$236,663	\$236,663	\$236,663	\$0	Jun-13	Aug-13	Complete
	CCSU: HVAC Improvements In Res. Halls (Phase I, II & III)		\$1,717,398	\$0	\$0	\$0	\$1,717,398	\$1,717,398	\$1,717,398	\$0	Sep-09	Jul-14	Complete
	CCSU: Campus-Wide Residence Halls Side Improvements		\$219,602	\$0	\$0	\$0	\$219,602	\$219,602	\$219,602	\$0	Sep-16	May-17	Complete

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	CCSU: Vance Hall Basement Renovations		\$0	\$134,800	\$0	\$0	\$134,800	\$134,800	\$134,800	\$0	Jun-13	Dec-13	Complete
	CCSU: Vance Hall Floors 1-6 Bathroom Renovations		\$0	\$106,023	\$0	\$0	\$106,023	\$106,023	\$106,023	\$0	Jun-13	Aug-13	Complete
	CCSU: Vance Hall Renovations- Ground, 1, 2, 5 & 6 Floor			\$770,176	\$0	\$0	\$770,176	\$770,176	\$770,176	\$0	Jun-15	Aug-15	Complete
	CCSU: Student Center & Memorial Hall Sidewalk Imp.		\$0	\$184,514	\$0	\$0	\$184,514	\$184,514	\$184,514	\$0	Jun-15	Aug-15	Complete
	CCSU: Vance Hall Door Lock Upgrades			\$379,904	\$0	\$0	\$379,904	\$379,904	\$379,904	\$0	Jun-15	Aug-15	Complete
	CCSU: Aux. Service Minor Capital Program		\$0	\$2,387,920	\$8,000,000	\$8,000,000	\$10,387,920	\$7,653,723	\$6,396,739	\$1,256,985	Ongoing	Dec-21	Multiple Phased Program
	ECSU: Fire Alarm - Burnap,Crandall and Noble Halls		\$655,465	\$0	\$0	\$0	\$655,465	\$655,465	\$655,465	\$0	Mar-12	Sep-12	Complete
	ECSU: High Rise Elevator Upgrades		\$625,441	\$0	\$0	\$0	\$625,441	\$625,441	\$625,441	\$0	Jan-12	Sep-13	Complete
	ECSU: Academic Quad Landscape		\$0	\$316,900	\$0	\$0	\$316,900	\$316,900	\$316,900	\$0			Complete
	ECSU: Aux. Service Minor Capital Program		\$0	\$1,341,286	\$5,000,000	\$5,000,000	\$6,341,286	\$3,772,212	\$4,067,811	\$1,636,505	Ongoing	Dec-21	Multiple Phased Program
	ECSU: HTHW Lines Repairs Five Residential Halls			\$276,726	\$0	\$0	\$276,726	\$276,726	\$276,726	\$0	Dec-16	Dec-16	Complete
	ECSU: Hurley Hall Addition & Renovation Study		\$0	\$70,000	\$0	\$0	\$70,000	\$70,000	\$70,000	\$0	Apr-15	N.A.	Feasibility Study
	ECSU: Landscape at Mead, Neidjalik & Hurley		\$0	\$9,500	\$0	\$0	\$9,500	\$9,500	\$9,500	\$0	Jun-14	Sep-14	Complete
	ECSU: Low Rise Apartments Roof Replacements		\$456,759	\$0	\$0	\$0	\$456,759	\$456,760	\$456,760	\$0	Apr-11	Jul-12	Complete
	ECSU: Low Rise Apartments Structural Study (phase 1)		\$17,500	\$0	\$0	\$0	\$17,500	\$17,500	\$17,500	\$0	Oct-10	Jan-11	Study Complete
	ECSU: Low Rise Apartments Walkway and Stair Replacement (Phase 1)		\$258,611	\$0	\$0	\$0	\$258,611	\$258,570	\$258,570	\$0	Apr-11	Dec-11	Complete
	ECSU: Low Rise Apartments Walkway and Stair Replacement (Phase2)		\$170,949	\$0	\$0	\$0	\$170,949	\$170,949	\$170,949	\$0	Apr-11	Sep-12	Complete
	ECSU: Masonry Repointing Study & Repairs		\$0	\$46,680	\$0	\$0	\$46,680	\$46,680	\$46,680	\$0	Nov-13	Aug-15	Complete
	ECSU: Nobel Hall Cooling Tower		\$0	\$154,900	\$0	\$0	\$154,900	\$154,900	\$154,900	\$0	Jun-13	Dec-13	Complete
	ECSU: Occum Hall Building Automation		\$0	\$265,561	\$0	\$0	\$265,561	\$265,561	\$265,561	\$0	May-15	Aug-15	Complete
	ECSU: Student Center Lighting Control System		\$0	\$388,713	\$0	\$0	\$388,713	\$388,713	\$388,713	\$0	Jan-13	Aug-13	Complete
	ECSU: Windham St. Sidewalk Expansion		\$0	\$270,414	\$0	\$0	\$270,414	\$270,414	\$270,414	\$0	Jan-14	Aug-14	Complete
	SCSU: Repair/Resurface North Campus Parking Lot		\$1,055,895	\$0	\$0	\$0	\$1,055,895	\$1,055,895	\$1,055,895	\$0	Mar-12	Aug-12	Complete
	SCSU: Underground HTHW Pipe & Temporary Boiler Installation		\$69,667	\$0	\$0	\$0	\$69,667	\$69,667	\$69,667	\$0	Aug-15	Oct-15	Complete
	SCSU: Connecticut Hall - Flooring Replacement & Painting		\$703	\$0	\$0	\$0	\$703	\$703	\$703	\$0	Apr-19	May-19	Complete
	SCSU: Brownell Hall Mechanical & Electrical Improvements (Design)			\$308,738	\$0	\$0	\$308,738	\$308,738	\$308,738	\$0	Jul-15	Aug-15	Complete
	SCSU: Aux. Service Minor Capital Program		\$0	\$2,320,010	\$6,970,000	\$6,970,000	\$9,290,010	\$9,216,890	\$8,965,628	\$251,262	Ongoing	Jun-21	Multiple Phased Program

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University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2021	Phase III Available as of Fiscal Year 2021	Total Available as of Fiscal Year 2021	Amount Committed as of 11/30/2020	Amount Expended as of 11/30/2020	Projected Fiscal Year 2021	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
	SCSU: CT Hall Renovations		\$0	\$1,468,254	\$0	\$0	\$1,468,254	\$1,464,232	\$1,464,232	\$0	Mar-13	Aug-13	Complete
	SCSU: Farnham Hall Renovations		\$4,977,238	\$0	\$0	\$0	\$4,977,238	\$4,977,238	\$4,977,238	\$0	Jun-09	Feb-12	Complete
	SCSU: North Campus Water Infiltration Study		\$0	\$30,000	\$0	\$0	\$30,000	\$30,000	\$30,000	\$0	Jul-14	Sep-14	Complete
	SCSU: 190 Pine Rock Existing Conditions Review			\$35,600	\$0	\$0	\$35,600	\$35,600	\$35,600	\$0	Jan-14	Mar-14	Complete
	SCSU: Recreation Center Study		\$0	\$29,960	\$0	\$0	\$29,960	\$29,960	\$29,960	\$0	Jan-14	Mar-14	Complete
	SCSU: Schwartz Hall Chiller/Cooling Tower		\$0	\$977,753	\$0	\$0	\$977,753	\$977,752.52	\$977,753	\$0	Apr-15	Aug-15	Complete
	SCSU: West Camps Residence Hall Masonry Evaluation				\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	Sep-16	Nov-16	Complete
	WCSU Residence Hall Repairs		\$1,081,000	\$0	\$0	\$0	\$1,081,000	\$1,003,870	\$1,003,870	\$0	Jul-10	Aug-19	Complete
	WCSU: Midtown Student Center Roof		\$985,000		\$0	\$0	\$985,000	\$985,000	\$985,000	\$0	Jul-15	Feb-17	Complete
	WCSU: Aux. Service Minor Capital Program			\$2,215,000	\$5,000,000	\$5,000,000	\$7,215,000	\$6,877,302	\$6,539,604	\$337,698	Ongoing	Dec-21	Multiple Project
	- Future Projects to Be Determined		\$1,381,194	\$274,005	\$0	\$0	\$1,655,199	\$1,655,199	\$1,655,199	\$0	Jul-18	Jul-18	Complete
	Telecommunications Infrastructure Upgrade	\$18,415,000	\$10,000,000	\$2,841,000	\$5,574,000	\$5,574,000	\$18,415,000	\$18,415,000	\$18,413,287	\$1,713	Ongoing	Ongoing	Multi-phased program. Per Public Act 10-44, effective July 1, 2010 phase I
	<u>Project Listing</u>												
	- CCSU: Upgrade Telecom Infrastructure in ITBD Building		\$832,297	\$0	\$0	\$0	\$0	\$832,297	\$832,297	\$0	May-10	Jan-13	Complete
	- ECSU: Complete Network Backbone Loop: Admin. to Facilities		\$480,439	\$0	\$0	\$0	\$0	\$480,439	\$480,439	\$0	Oct-09	Mar-11	Complete
	- SCSU: Addit. Fiber and Conduit on North Side of Campus		\$85,000	\$0	\$0	\$0	\$0	\$85,000	\$85,000	\$0	Jan-10	Oct-11	Complete
	- WCSU: Redundant Dark Fiber to Westside Campus		\$298,000	\$0	\$0	\$0	\$0	\$298,000	\$298,000	\$0	Mar-10	Jul-11	Complete
	- System-Wide Infrastructure Upgrades		\$8,304,264	\$2,841,000	\$5,574,000	\$2,574,000	\$13,719,264	\$13,719,264	\$13,572,719	\$0	Jul-09	Aug-18	Complete
	Land and Property Acquisition	\$10,250,190	\$3,650,190	\$2,600,000	\$4,000,000	\$4,000,000	\$10,250,190	\$6,823,626	\$4,065,908	\$780,000	Jul-09	Ongoing	Multi-phased program. Per Public Act 10-44, effective July 1, 2010 phase I
	Deferred Maintenance/Code Compliance Infrastructure Improvement	\$48,557,000			\$48,557,000	\$48,557,000	\$48,557,000	\$46,557,000	\$46,455,380	\$101,620	Jul-15	Ongoing	Multi-phased program.
	Stategic Master Plans of Academic Programs	\$3,000,000			\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$2,992,898	\$7,102	Jan-15	Ongoing	Multi-phased program.
	Consolidation & Upgrade of System Student Financial Information Technology System	\$20,000,000			\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$0	Oct-15	Dec-16	Complete
	Advanced Manufacturing at Asnuntuck Community College	\$25,500,000			\$25,500,000	\$25,500,000	\$25,500,000	\$25,500,000	\$24,771,850	\$728,150	Feb-16	Sep-21	In Construction
	Supplemental Project Funding	\$16,000,000			\$16,000,000	\$16,000,000	\$16,000,000						
	Totals	\$1,069,500,000	\$190,000,000	\$285,000,000	\$594,500,000	\$594,500,000	\$1,069,500,000	\$936,697,160	\$837,429,980	\$75,374,683			

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 colleges into the Connecticut State Community College, 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, including implementation of Guided Pathways.

Staffing

Under the revised spending plan, funding for personnel and fringe benefits is \$4.3 million, or 30%, lower than the original board adopted budget. Through prudent fiscal management, and by deferring or delaying staff hiring, the midyear projections for personnel and fringe achieves an additional \$1.9 million in savings, an 18% reduction from the FY 21 revised spending plan.

Connecticut State Community College FY 21 Staffing					
	FY 21 Original Budget	FY 21 Revised Budget	FY 21 Midterm Spending Projection	Reduction of FY 21 Midyear Spending Projection from FY 21 Revised Budget	% Reduction
Personal Services	8,968,881	6,311,887	5,160,847	(1,151,040)	
Fringe Benefits	5,865,696	4,134,286	3,380,355	(753,931)	
	14,834,577	10,446,173	8,541,202	(1,904,971)	-18%

Hiring Plan

It is anticipated 85 staff members will be hired or transferred to the CT State Community College this fiscal year. As of January 31, 2021, 37 positions have been filled, and it is anticipated 48 additional positions will be filled by the end of the fiscal year. Of the 37 staff currently part of the CT State Community College, 30 are management or exempt and 7 are members of bargaining units. It is anticipated that all 48 staff that will be hired or transferred this fiscal year, will be members of a bargaining unit. The positions described here are separate from the positions in payroll, and other finance shared services that have been or will be transferred from campuses this year. Those positions are within the Shared Services Organization, which is budgeted separately from the CT State Community College.

Most of the CT State Community College Staff came from within the CSCU, only six are new to the system and include: the Interim CFO, 2 Regional Presidents, a Regional Workforce Development Officer, a Regional Administrative Assistant, and a Regional Advising Director.

This personnel funding is critical to building the infrastructure at the CT State Community College, aligning the curriculum, and investing in Guided Pathways.

- **Building the Infrastructure**— presently there are 37 staff in the CT State Community College.
 - *Executive staff*— installing the leadership team was an important step in separating the college 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* - 9 staff working on curriculum alignment; and enhancing teaching and learning.
 - *Enrollment Management and Student Affairs*- 9 staff working on student financial aid; enrollment, recruitment, and retention; student success; and student academic information systems.
 - *Guided Pathways* – 3 Regional Advising Directors working on implementing Holistic Case Management Advising.
- **Aligning the Curriculum** – this budget provides over \$400,000 in faculty stipends which is critical to developing a single curriculum for the CT State Community College. 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** – funding supports the implementation of a Holistic Case Management Advising model on three campuses. The CT State Community College has already hired three Regional Advising Directors and will hire or transfer 32 staff this year, 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; by implementing Guided Pathways we will achieve an advising ratio of 250:1. This investment will allow the CSCC to hire:
 - 3 Campus Advising Leads
 - 15 Advisors at Housatonic Community College
 - 9 Advisors at Middlesex Community College
 - 5 Advisors at Northwestern Community College

2/16/21 Finance & Infrastructure Committee

2/18/21 Board of Regents



February 8, 2021

To: Members of the CT Board of Regents' Finance and Infrastructure Committee
From: Ben Barnes
Re: Review of Students First Financial Projections

This memo compares the Community College's actual financial performance over the past three years with the system-wide financial projections that were made at the time of the original approval of the Students First plan by the Board of Regents.¹ These original projections were provided in our March 2018 submission to NECHE related to the merger. This review shows that our performance has stayed close to the original 2018 projections even though we were unable to foresee some major external events, like the pandemic.

First, I would like to note that projecting budgets in a large, complex organization is especially challenging because of the powerful external forces that impact our operations and budget. For instance, none of the projections I have seen (or made) foresaw the sudden drop off in enrollment during FY 2021 or the increases in state aid since FY 2019. Now, especially, CSCU must adapt its plans to prioritize reaching the students we have lost during the pandemic, and finding ways to meet the new challenges that they face. So far, as you can see below, we have been able to adapt while remaining within close range of our expected financial performance.

Below is a table showing a comparison of the top-line revenue and expense totals for the college system, as projected to NECHE and actual (figures are all in millions and FY 21 is projected based on our October 2020 budget revisions). As you can see, we are close overall this year, \$10 million below projection on revenue and the same amount over on expenses. Last year we were extremely close on revenue, and about \$10 million below projection on expenses. The variance is less than 2% in every case except revenue in FY 2019, where we outperformed the projection by 3.4%.

Top Line Summary								
	FY 2018		FY 2019		FY 2020		FY 2021	
March 2018 Projection (including implementation of Students First)								
Total Revenue	\$	452.8	\$	457.8	\$	474.5	\$	492.1
Total Expenses	\$	460.2	\$	472.2	\$	482.6	\$	502.6
Actual								
Total Revenue	\$	453.8	\$	473.6	\$	473.9	\$	483.4
Total Expenses	\$	455.0	\$	481.0	\$	477.4	\$	512.2
Variance (actual over or under projection)								
Total Revenue		0.2%		3.4%		-0.1%		-1.8%
Total Expenses		-1.1%		1.9%		-1.1%		1.9%

¹ There was an earlier projection provided to the Board in December 2017 which assumed the merger would be complete in 2019, but early discussions with NECHE led CSCU to extend the implementation to 2023. As such, these are the first detailed projections prepared in relation to the merger.

Note that these figures exclude \$14 million in CARES Act funds which we expect to use to offset losses in FY 21 and also the \$6 million in reserves used for PACT funding this year. The supplemental stimulus funds passed in December are also excluded from this analysis but it will remain available to provide additional financial assistance to our students and to help address any continued revenue pressure from depressed enrollment this spring and next year.

Leaving aside these caveats related to COVID stimulus, it is clear that our projections in 2018 have proved to be reasonable and accurate, in aggregate. Our savings so far – achieved through attrition mostly – have matched our expectations when we started.

Nevertheless, there are some interesting shifts that have occurred within our results in the last few years that are noteworthy.

On the revenue side, there were changes to the structure of state aid starting in FY 2019 that we did not project. Specifically, appropriations were held flat for two years, but a new supplemental fringe support was added to the state budget which today amounts to \$36 million. Combined, we are almost \$30 million higher between our appropriation and fringe benefit support than we had expected. So far in FY 2021 we are more than \$30 million under projection for tuition and fee revenue because of the pandemic. In FY 20, which had a much smaller revenue impact from COVID in the colleges, we were \$6 million below the projection. This is largely because the Regents froze tuition, whereas the projection assumed 2.5% annual increases.

With respect to expenses, we are over our projection overall by \$9.5 million, or 1.9% this year, even though we are under projection in the area of wages and salaries by \$9 million. We were over projection especially in fringes (much of which was offset by the increase state fringe benefit revenue) and OE. The OE is related to IT costs, including some COVID-related costs that will be offset by available federal funds later this

Revenue:

March 2018 Projections (from NECHE Submittal)

	FY 2018	FY 2019	FY 2020	FY 2021
State Appropriations	\$ 152.2	\$ 152.2	\$ 160.1	\$ 168.4
State Fringe Support	\$ 115.8	\$ 118.6	\$ 125.1	\$ 132.0
Tuition & Fees	\$ 179.1	\$ 181.3	\$ 183.6	\$ 185.9
Other Revenues	\$ 5.8	\$ 5.8	\$ 5.8	\$ 5.8
Total Revenue	\$ 452.8	\$ 457.8	\$ 474.5	\$ 492.1

Actual

State Appropriations	\$ 152.1	\$ 148.6	\$ 149.3	\$ 157.0
State Fringe Support	\$ 113.8	\$ 140.9	\$ 148.1	\$ 170.9
Tuition & Fees	\$ 182.9	\$ 183.8	\$ 177.6	\$ 155.2
Other Revenues	\$ 5.0	\$ 0.3	\$ (1.0)	\$ 0.3
Total Revenue	\$ 453.8	\$ 473.6	\$ 473.9	\$ 483.4

How far off were we?

State Appropriations	\$ (0.1)	\$ (3.6)	\$ (10.8)	\$ (11.4)
State Fringe Support	\$ (2.0)	\$ 22.3	\$ 23.0	\$ 38.8
Tuition & Fees	\$ 3.8	\$ 2.5	\$ (6.0)	\$ (30.6)
Other Revenues	\$ (0.8)	\$ (5.5)	\$ (6.8)	\$ (5.4)
Total Revenue	\$ 1.0	\$ 15.8	\$ (0.6)	\$ (8.6)
Percent Variance	0.2%	3.4%	-0.1%	-1.8%

Expenses

March 2018 Projections (includes Students First Implementation)

	FY 2018	FY 2019	FY 2020	FY 2021
Salaries/Wages	\$ 240.1	\$ 247.1	\$ 249.2	\$ 260.9
Fringe Benefits	\$ 146.6	\$ 150.3	\$ 158.5	\$ 167.3
Institutional Aid / waivers	\$ 23.6	\$ 23.9	\$ 24.2	\$ 24.5
Other Expenses	\$ 49.9	\$ 51.0	\$ 50.7	\$ 50.0
Total Expenses	\$ 460.2	\$ 472.2	\$ 482.6	\$ 502.6

Actual

Salaries/Wages	\$ 239.2	\$ 243.6	\$ 243.1	\$ 252.0
Fringe Benefits	\$ 145.3	\$ 164.8	\$ 164.2	\$ 176.5
Institutional Aid / waivers	\$ 22.5	\$ 20.5	\$ 19.8	\$ 18.7
Other Expenses	\$ 48.1	\$ 52.1	\$ 50.3	\$ 65.0
Total Expenses	\$ 455.03	\$ 481.02	\$ 477.37	\$ 512.17

How far off were we?

Salaries/Wages	\$ (0.9)	\$ (3.5)	\$ (6.1)	\$ (8.9)
Fringe Benefits	\$ (1.3)	\$ 14.5	\$ 5.7	\$ 9.3
Institutional Aid / waivers	\$ (1.1)	\$ (3.4)	\$ (4.4)	\$ (5.8)
Other Expenses	\$ (1.8)	\$ 1.2	\$ (0.4)	\$ 15.0
Total Expenses	\$ (5.1)	\$ 8.8	\$ (5.2)	\$ 9.5
Percent Variance	-1.1%	1.9%	-1.1%	1.9%

spring. We have spent less than projected on wages due to a combination of attrition and reduced numbers of adjunct faculty from the reduced enrollment this year. Our Institutional Aid expense has also fallen below projection following tuition and fee revenue.

The net effect of these results has been that the community colleges overall have enjoyed slightly higher reserve levels since March 2018 than were projected at the time. Even now, with the pandemic depleting our enrollment and revenue in FY 21, and \$6 million committed to the PACT program, we are \$6.4 million higher than expected, as shown below.

Connecticut Community Colleges					
Unrestricted Net Position (UNP) - projected and actual					
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 (projected)
Actual (\$millions)	45.7	44.9	40.2	32.6	11.8
3/18 Projection	45.7	38.4	24.0	16.1	5.4
Difference	0.0	6.5	16.2	16.5	6.4

Our results have been consistent with the representations we made to NECHE when our plan was first put in place, notwithstanding some shifts among categories this year that are attributable to the pandemic, our expenses to meet the change in operation it has demanded, and our struggling enrollment.

We have been able to stay on course with our projections for Students First by strategically using attrition and reassignment of existing staff to reduce wage and salary expenses while meeting accreditation standards.

Between October, 2017 and October of 2020, the Community College system has reduced its full-time employee headcount from 2,342 in FY18 to 2,177 in FY21 (down 165 or 7%.) In addition, we moved 46 positions from campus positions into shared services for the fall of 2020, a trend that will grow during this year and next as we transition more campus-based administrative functions to a merged-college or shared-service model.

Community College Full-Time Employees, October of each year				
FY18	FY19	FY20	FY21	18-21 change
2,342	2,266	2,182	2,177	-7%

While our aggregate employment levels are a direct measure of attrition, it can also be evaluated by a review of hiring activity compared to separations (including terminations, retirements and deaths). The table on the next page shows the hiring and termination by fiscal year among all CC employees except faculty,² showing that 153 of our overall drop of 165 full-time employees since 2018 has been among administrators. Most of this has occurred at the campus level.

² This attrition data is based on a database of personnel actions that occurred in each year, and includes hiring, retirements, terminations and deaths among full-time employees, excluding students and faculty. It is useful as a general barometer of attrition, but may not tie to annual expenses because of timing variation and other excluded personnel actions not related to attrition such as salary adjustments, payouts at retirement, and transfers. The data for faculty cannot be used for this purpose because of the manner in which adjunct assignments are recorded in Core-CT.

It is noteworthy that the net attrition reflects hiring of 134 positions, including 113 at campuses. Within the system office, these consist mostly of replacements for retired or otherwise departed employees. Given the retirement trends in state service generally, and in particular as we approach a perceived deadline to retire before the end of FY 2022, we should anticipate the need to continue outside hiring to replace key roles even as we reduce overall headcount as included in the Students First plan.

The hiring within the system office and one college administration has been dwarfed by the number of internal staff transfers with 21 new hires compared to 46 existing employees shifted since 2018. This combination has given the system the ability to fill positions that are critical to carrying out the current campus functions and that are aligned with the planned reorganization of the merged college while still meeting the spending reduction goals of the plan. Most of the transferred employees are now working in positions that provide shared services in areas of back office administration, with more movement expected in the coming year in enrollment management and student affairs

Administrative Attrition						
	HIRES		TERMINATIONS		NET ATTRITION	
	Total Pay (annualized)	#	Total Pay (annualized)	#	Total Pay (annualized)	#
FY 2018	2,204,077	31	6,180,479	75	(3,976,402)	(44)
FY 2019	2,848,696	40	5,784,024	70	(2,935,328)	(30)
FY 2020	2,892,918	37	6,449,429	76	(3,556,510)	(39)
FY 2021 (projected)	2,155,169	26	5,479,866	66	(3,324,697)	(40)
Total	10,100,860	134	23,893,798	287	(13,792,938)	(153)
Campuses only	7,712,289	113	20,577,630	255	(16,265,599)	(144)
System Office	2,388,572	21	3,316,169	32	(1,276,036)	(11)

Over the next two months, my staff and the staff of the new college will provide you with our best projections of the staffing and spending in coming years. We will be able to more accurately factor in the impact of stimulus funds, and will update our projections for next year and the years through the completion of the community college merger. It is unlikely that this effort will be as accurate as the projection we made in 2018, as our expectations about the speed of our enrollment recovery, our attrition rates, and the investments required to meet the student success goals of the Regents remain uncertain.

I continue to believe – based on the available evidence – that our planned approach is the right one. It will best enable us to achieve fiscal sustainability at the same time that we execute our reorganization, expand advisement to meet the Board’s objectives, and find new ways to help our students succeed.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

ACCEPTANCE OF GIFT

Northwestern Connecticut Community College

February 18, 2021

- WHEREAS, Northwestern Connecticut Community College (NCCC) is the recipient of a generous monetary gift (\$356,185.50) from the Wendy Begansky Estate; and
- WHEREAS, The gift was bequest by Wendy Begansky for the establishment of the Ronald Begansky Scholarship Fund at Northwestern Connecticut Community College; and
- WHEREAS, Northwestern Connecticut Community College will establish said scholarship at the college in the name of Ronald Begansky to be awarded to NCCC students who meet the scholarship criteria set by Northwestern Connecticut Community College in consultation with Northwest Community Bank, the originators of the initial scholarship and for whom Ronald Begansky was a former Board member, now, therefore, be it
- RESOLVED, That the Board of Regents accepts and acknowledges with appreciation the monetary gift from the Wendy Begansky Estate on behalf of Northwestern Connecticut Community College for the establishment of the Ronald Begansky Scholarship Fund at the College.

A True Copy:

Dr. Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ITEM

Extension of the temporary policy put in place in April 2020 that allows community college campuses to register students who owe up to \$1,200 or more than \$1,200 with approval of the campus CEO, provided that the students agree to payment plans to satisfy their outstanding balance within one calendar year. This item recommends extending this policy through the Spring 2021 semester.

BACKGROUND

As a result of the state of emergency issued in Connecticut since March 10, 2020 and now nationwide, day to day life has changed and with it employment and financial security. For no fault of their own, many students are unable to complete payments for the current semester. The Community College Board Manual section 6.5.4 prohibits students who have outstanding balances from registering for future courses until the balances are paid. This policy creates a financial barrier on student progress, especially in light of the current state of emergency.

In April 2020 the Regents adopted a temporary policy to allow students who carry a balance to continue with the education as long as they enter into payment plans that would satisfy their balances within one calendar year. This option would be available to students owing \$1,200 or less. Those students owing more than \$1,200 may enter into a payment plan subject to the approval of the campus CEO. That policy was effective only for the Summer 2020 and Fall 2020 semesters.

There is wide support at campuses to extend this policy to cover the spring 2021 semester as well, given that the underlying rationale for the change in 2020 continues. Campus officials are concerned that, without an extension, they will not be able to offer these longer payment plans to students who owe tuition and fees from this current semester. As a consequence, many current students may be disqualified from registration in the summer and fall, further exacerbating our enrollment shortfall.

RECOMMENDATION

It is the recommendation of the Chief Financial Officer that the Board of Regents approve extension of this temporary policy through Spring 2021 to address student registration holds as a result of the COVID-19 pandemic

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Extension of the Community College Policy regarding

Student Registration and Payment Plans to Address COVID -19 Impact

February 18, 2021

WHEREAS, on March 10, 2020 the Governor of the State of Connecticut proclaimed a state of emergency throughout the State of Connecticut and subsequently, each state of the Union has declared a state of emergency to address the coronavirus disease 2019 (COVID-19); and

WHEREAS, as a result of COVID-19, there has been dramatic upheaval in all areas of day to day life such that students may be unable to complete payment in a timely manner; and

WHEREAS, Community College Board Policy Manual section 6.5.4. ("Policy") does not allow students who have an outstanding balance on their accounts to register for future courses until that balance is paid in full; and

WHEREAS, In April, 2020, the Board of Regents approved a temporary change to this policy for Summer 2020 and Fall 2020 to community college students who owe up to \$1,200 to register for courses, provided that the students agree to payment plans to satisfy their outstanding balance within one calendar year; and

WHEREAS, Community college leaders and enrollment management staff recommend that this policy should be extended to include payment plans related to tuition and fees for the Spring 2021 semester; therefore be it

RESOLVED, That the Board of Regents for Higher Education formally extends this temporary policy change, allowing registration by students with payment plans up to \$1200 (or above with campus CEO permission) and terms up to one year, adopted in April 2020, through the Spring 2021 semester.

A True Copy:

Dr. Alice Pritchard, Secretary of the
CT Board of Regents for Higher Education

ACTION ITEM**FY 2021 Mid-Year Budget Review**

FY 2021 continues to be a challenging year for CSU. Financial and enrollment data for the spring semester show continued weakness in enrollment and residence hall occupancy driving further reductions in revenue. In addition, the latest projections show that some other areas are also adding to revenue weakness: growing student receivables driving bad debt expense in the colleges and reduced on-campus operations leading to stark drop-off in other revenue from activities like bookstore sales, food service and room rentals.

CSU institutions have responded with spending restraint, including reduced personal services expenses based on the hiring freeze and effective use of federal funds to defray COVID-related other expenses. For the universities, this spending restraint has exceeded revenue deterioration, leading to a \$16 million improvement in operating results. The colleges' spending

State Universities					
Expenditure Plan General & Operating Funds					
FY21 Projection, FY21 Revised Budget and FY20 Actual					
Account Name	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Total Revenue	725,183,718	719,900,733	703,999,168	(15,901,565)	-2.2%
Total Expenditures	702,454,420	750,607,249	727,307,686	(23,299,563)	-3.1%
Total Transfers, Additional Funds and Commitment	(33,410,553)	(21,967,863)	(13,043,452)	8,924,411	-40.6%
WCSU Foundation Reserves - Tuition Offset	1,086,458	245,004	245,004	-	0.0%
Net Change	(9,594,797)	(52,429,375)	(36,106,966)	16,322,409	-31.1%
<i>Note:</i>					
* HEERF II Institutional funds are not included in the FY21 Projection					

Community Colleges					
Expenditure Plan General & Operating Funds					
FY21 Projection, FY21 Revised Budget and FY20 Actual					
Account Name	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Total Revenue	473,948,927	483,446,776	470,463,506	(12,983,270)	-2.7%
Total Expenditures	477,362,385	512,167,762	499,851,814	(12,315,948)	-2.4%
Total Transfers, Additional Funds and Commitments	-	15,277,416	13,355,695	(1,921,720)	-12.6%
Use of Unrestricted Reserves for PACT Program	-	(3,000,000)	(6,000,000)	(3,000,000)	100.0%
CCC System-wide Additional Reductions	-	-	-	-	NA
Net Change	(3,413,457)	(16,443,570)	(22,032,612)	(5,589,042)	34.0%
<i>Notes:</i>					
(1) HEERF II Institutional funds are not included in the FY21 Projection					

Charter Oak State College					
Expenditure Plan General & Operating Funds					
FY21 Projection, FY21 Budget and FY20 Actual					
Account Name	FY20 Actual	FY21 Budget	FY21 Projection	FY21 Proj vs Budget Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Total Revenue	18,065,710	18,247,785	18,340,607	92,822	0.50%
Total Expenditures	16,834,848	18,260,993	18,458,242	197,249	1.10%
Net Change	1,230,862	(13,208)	(117,635)	(104,427)	790.60%

has also been reduced by actions at each campus, but revenue losses have continued to outpace austerity, and their deficit has grown from \$16 million to \$22 million. Charter Oak is projecting an increase in their deficit to \$118,000 reflecting mostly their increased marketing expense as they have worked to grow enrollment during this challenging year.

These results do not directly reflect the impact of additional funds provided by the federal government under the Higher Education Emergency Relief Fund, but do reflect the first round of relief under this program in 2020. In FY 2021, we received federal Coronavirus Relief Funds from the state to reimburse us for FY 20 expenses totaling \$5.1 million (\$4 million for the universities and \$1.1 million for the colleges) plus \$11.8 million for room and board refunds at the universities. Because they were reimbursed to CSCU after July 1, those reimbursements appear as transfers in in FY 21. In addition, the state has reimbursed us for \$19.6 million of FY 21 expenditures (\$12.5 m for the universities and \$7.1 m at the colleges). These one-time COVID-related and public safety expenses have been moved to out of our E&G operating funds, these have been coded directly to the established grant fund, and are not reflected in this report. The new round of funding, called HEERF II funds have not yet been expended and are shown in the table below:

<u>Institution Name</u>	New Allocation as of 1/14/21 per https://www2.ed.gov/about/officers/list/open/heerf/institutional.html	Minimum Amount for Student Grants	Maximum Amount for Institutional Aid
Asnuntuck	2,735,540	607,719	2,127,821
Capital	5,110,446	1,016,011	4,094,435
Gateway	9,850,045	2,148,362	7,701,683
Housatonic	7,936,666	1,725,435	6,211,231
Manchester	7,524,805	1,617,601	5,907,204
Middlesex	2,987,020	661,690	2,325,330
Norwalk	6,885,402	1,594,831	5,290,571
Naugatuck Valley	8,536,320	1,909,764	6,626,556
Northwestern	1,431,434	301,133	1,130,301
Quinebaug	2,015,443	444,524	1,570,919
Three Rivers	5,525,543	1,126,615	4,398,928
Tunxis	<u>5,023,592</u>	<u>1,092,753</u>	<u>3,930,839</u>
Total CCC	\$65,562,256	\$14,246,438	\$51,315,818
Charter Oak State College	<u>\$284,861</u>	<u>\$284,861</u>	<u>\$0</u>
Central	14,879,577	4,504,507	10,375,070
Eastern	7,060,353	2,216,863	4,843,490
Southern	13,594,612	4,195,084	9,399,528
Western	<u>7,148,969</u>	<u>2,128,197</u>	<u>5,020,772</u>
Total CSU	\$42,683,511	\$13,044,651	\$29,638,860
GRAND TOTAL CSCU	<u>\$108,530,628</u>	<u>\$27,575,950</u>	<u>\$80,954,678</u>

In general, all of the CSU institutions are planning to make student financial assistance payments in March 2021 based on the amount designated under the law to be used for that purpose. Charter Oak, which has received HEERF funding for the first time, is required to use all of its allocation for student financial assistance. Also this spring the colleges and universities will draw down funding from the Institutional Aid funds to replace lost revenue due to COVID. In the cases of the universities and Charter Oak, we expect these activities will fully utilize available funds. The colleges will still have approximately \$20 million in funding available after these activities on June 30, 2021. These funds will be used for a combination of student financial assistance and revenue replacement in the fall of this year.

The table below summarizes the impact of current year operations and anticipated use of new federal funding on system reserves. It is notable that even after utilizing all available HEERF II funds the universities will still see a decline in reserves. The colleges will have some funds remaining that can be used for supplemental student financial assistance or for institutional assistance in compliance with the rules of the federal program. All of Charter Oak's funds must be used for student financial assistance because they are an on-line institution.

Projected Reserves	CSUs	CCs	COSC
Audited Reserves as of 6/30/2020*	118,628,150	32,647,687	5,996,432
Mid-year projected results for FY 2021**	(36,106,966)	(22,032,612)	(117,635)
HEERF II funds for lost revenue replacement (preliminary)	29,638,860	27,995,881	-
Projected Reserves at 6/30/21	112,160,044	38,610,956	5,878,797
Additional HEERF II funds not included above			
HEERF I funds for student financial assistance, awarded during 2020	13,044,651	14,246,438	
HEERF II funds for student financial assistance, Spring 2021	13,044,651	14,246,438	284,861
Additional HEERF II funds available for supplemental student assistance or future lost revenue replacement in FY 22	-	23,319,937	-
* Reserves include designated and undesignated portions			
** Includes HEERF I, CRF contributions through 12/31/2020			

Connecticut State Universities

FY 2021 Mid-Year Spending Plans

The Connecticut State University system is projecting at 2021 Mid-Year Spending Plan review revenues of \$704 million a 2.2% decline from revised Spending Plan, supporting expenditures of \$560 million resulting in an anticipated drawdown of reserves totaling \$36.1million.

Central Connecticut State University

Assuming the University can fully utilize the \$10.4M in Higher Education Emergency Relief Fund (HEERF) II Institutional portion in FY21 and the unreimbursed COVID expenses do not exceed \$2.9M, the University is projecting a balanced budget. The University has implemented the following reductions to achieve a balanced budget:

	Reduction Plan 1	Reduction Plan 2	Reduction Plan 3	Total
Description	(6/2020)	(9/2020)	(10/2020 -after BOR approved spending plan)	
PS/PTL	\$4,590,243	\$85,316	\$647,039	\$5,322,598
Fringe	\$3,016,642	\$37,190	\$7,675	\$3,061,507
DPS/OE/OT	\$2,460,505	\$966,566	\$1,941,372	\$5,368,443
Total	\$10,067,390	\$1,089,072	\$2,596,086	\$13,752,548

Revenue

The University is projecting a revenue reduction of \$5M compared with the Revised Spending Plan approved by the BOR in October 2020. The spring revenue shortfall is primarily the result of the following:

- ❖ Projected FT enrollment of 6,269 compared with 6,646, resulting in an estimated shortfall of 377 or 5.67%.
- ❖ Projected PT credit hours 20,068 compared with 19,354, resulting in an estimated increase of 714 credit hours or 3.69%.

- ❖ Projected housing occupancy of 700 for this spring compared with our spending plan estimate of 905, resulting in an estimated revenue shortfall for housing and food service of 22.65%.

Expenses

The Mid Year update reflects the 3 reduction plans implemented which in total resulted in \$5.3M in Personal Services and Part-Time Lecturer savings and fringe benefits of \$3.1M. In reduction plan 1, the University had eliminated 46 positions prior to the September revision. The University continues to have a conservative approach to filling positions across each division. The University is only hiring positions which are critical to address the needs of students, accreditation, and contractual requirements. Additional personal services savings of \$2.7M is a result of delayed hiring and \$1.048M Public Safety funds received as COVID Relief.

Offsetting the personal services savings:

- ❖ Higher than projected medical costs. Guidance provided before the spending plan was submitted suggested a reduction of 5% in costs, however, the actual rates increased by 5% over last year, creating an unfavorable variance of \$1.34M.
- ❖ Increase in accrued vacation and sick expenses of \$300K due to higher than budgeted retirements.

The University has implemented reductions of \$5.3M in discretionary personal services and other expense as noted above. These reductions have had an impact across each department on campus including student facing and support departments such as the student center, recreation center and the library. Although we have tried to minimize the impact to students, unfortunately we have had to reduce hours and in some cases the availability of services like library subscriptions or academic materials.

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.

The mid-year update includes \$2.9M in unreimbursed COVID-related expenses, which are largely included in the other expense category.

Risks to the University

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 is working on a plan to attract students which will involve the evaluation of all aspects of residence life including the dining program.

The University continues to be concerned about the long-term implications of the \$13.8M 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 a reduction of funding that supports recruitment and student success endeavors.

Eastern Connecticut State University

2019-20 Actual vs. Budget

The net results for FY 2020 of \$1.9 million represents a deficit of less than 1.4% of the total revenue for the year. This compares to a \$1.8 million use of reserves in the original budget which was equal to 1.2% of budgeted revenue. The slightly less favorable variance of \$0.1 million reflects lower than budgeted personal services and fringe benefits of \$5.7 million, lower other expenses of \$4.6 million and lower transfers for debt service of \$0.4 million. The favorable expenditure variances were offset by the lower than budgeted revenues of \$10.8 million.

The revenue decrease of \$10.8 million reflects lower tuition and fees of \$1.8 million, lower state appropriations and fringe benefits paid by state of \$1.7 million, lower housing revenues of \$5.5 million, and lower food services of \$1.7 million.

The decrease in tuition and fees reflects the 5% experienced enrollment decrease. The lower fringe benefit paid by state reflects the net of lower recovery percentage experienced when compared to the budget. The lower housing and food service revenues are the result of a 4%

occupancy decrease and refunds issued in the amount of \$6.5 million when the residence halls were closed in March 2020 due to the Covid virus.

Personnel services reflects the combined impact of fewer full time staff for savings of \$0.8 million, lower total part time labor of \$0.8 million, and lower fringe benefit expenses of \$3.9 million. The savings in full time personnel services reflect several positions that were filled later than expected or remained open at the end of the year. Fringe benefit expenses are a combination of lower than budgeted actual rates combined with the impact of positions remaining unfilled when compared to budget.

Other expenses were favorable \$4.6 million primarily due to decreased utilities of \$1.4 million, receipt of \$1.7 million in HEERF funds to offset covid expenses, and a decrease of \$1.1 million in food service contract payments due to early closure of dining hall.

Transfers for debt service were lower than budget reflecting slightly lower enrollment and savings from SCRF interest earned on the cash held for south residential village and parking garage debt service. In the original budget we projected a use of \$1.8 million of reserves for the year and were not able to fund the required Auxiliary Renewal and Replacement.

FY 2021 Current vs. FY 2021 Budget

Utilizing our official third week fall enrollment and anticipated spring enrollment, we have revised our projection for FY 2021 to require a \$3.7 million use of reserves, this new projection is \$7.4 million lower than our revised budget submitted in September.

Overall enrollment is projected to decline 10% and as a result our projected revenue is now \$2.3 million below budget primarily in the area of tuition and fees of \$1.7 million, housing \$0.4 million, and food service \$0.3 million.

Total full time personnel services is \$0.7 million lower than budgeted to reflect the Corona Relief Funds (CRF) reimbursement for public safety costs related to Covid-19. We expect significant savings in part-time positions of \$1.3 million and overtime of \$0.5 million.

Other expenses are projected to be \$3.8 million lower than budget reflecting the savings identified in each division, the balance of the HEERF funds received in FY 2021 of \$0.5 million, anticipated savings of \$0.4 million in utilities, and savings of \$0.5 million in institutional financial aid. Approved FY 2021 covid expenses of \$0.8 have been reclassified from the operating funds to the recently received Corona Relief Funds (CRF).

The transfers include the approved CRF allocation for FY 2020 covid expenses of \$0.4 million and for the balance of the spring 2020 housing and food service refunds of \$4.4 million.

Overall, we project a decrease of \$7.4 million in use of reserves for a total \$3.7 million use of reserves representing 2.9% of total revenue. We believe this projection may improve with funds from the recently passed CRRSAA: Higher Education Emergency Relief Fund (HEERF II).

It is important to understand our University remains on strong financial footing and we will use reserves as necessary to maintain the level of support required to meet the needs of our students, faculty, and staff. 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.

Southern Connecticut State University

Southern's year-end FY21 deficit was projected to be \$18.7 million at the end of the first quarter, 2020. This was 8.4% of its total budget. Southern now anticipates a reduction in its projected year end deficit to \$12.4 million, or 5.7%. This reduction does not reflect the recent award of \$9.4 million in federal HEERF2 funds that, if applied, would reduce the deficit further, to \$2.9 million, or 1.4%.

A summary of key changes in revenue and expenses follows, as does a statement regarding further budgetary risks as we move to the end of the fiscal year.

Revenue Changes

Southern's revenue is projected to have an unfavorable variance of \$3.3 million, with significant contributors to the variance as follows:

In the aggregate, an 8% enrollment decline was projected in Spring 2021, and while that did appear to be the case, we do note that undergraduate full-time enrollment saw a greater decline; to over 10%.

Housing occupancy, which was also budgeted for an additional decline of 8% from Fall occupancy rates of 52%, is slightly better than target; at 46%. A typical Spring occupancy would be well over 80%, however. Dining revenue is down as well, due to diminished housing occupancy and the expectation that online classes will most certainly reduce campus overall commuter population. Food service revenues are down 46% from Spring 2020 and 18.2% from Fall 2020.

The largest reduction in revenue, was from the items that comprise "All Other Revenue", mostly due to a lack of in-person activity on campus, like theater ticket purchases, Bookstore commissions, the proceeds from pouring rights, etc.

Expense Changes

Expenses are projected to be \$5.5 million less than the October 2020 numbers mostly caused by the following:

Full time salary savings are largely the result of a one-time reimbursement of public safety costs related to the COVID virus. This was tempered by the fact that we did not achieve all of our aggressive turnover savings projection.

We also missed our projection on the teaching lecturer budget, in part due to very successful summer and winter sessions that were 100% on line. We are currently looking at how the miss on adjunct expenses can be remediated for the future.

Substantial savings, over \$1 million, in other part-time, particularly in Student Labor, is notable.

Over \$6 million in Other Expense savings, including substantial expense reductions in residence life and dining, and reimbursement of some COVID related expenses, are included in the number. The bulk of the savings are from having significantly fewer faculty staff and students on campus.

Budget Risks

While enrollment and housing occupancy are now known within material limits and the effect of certain budget reductions can be taken into effect, a substantial part of the remediation of this shortfall was due to one-time reimbursements of COVID expenses and federal grants. These infusions will likely not reoccur.

However, to the extent that our planned draw on reserves to balance the budget is reduced, we've achieved a positive development.

The October budget posited that there would be 18 faculty hires for the 21-22 fiscal year, but in an example of what must happen moving forward, to better match funding, revenue, and enrollment to expenses, only 10 positions moved to search. This will ultimately bring the total full-time faculty to a number more compatible with what appears to be ever decreasing enrollment.

Western Connecticut State University

On 9/21/20, Western projected an FY21 deficit of -\$10.25M, driven by Covid-19 related circumstances, such as the three-week delayed opening specific to our location in Danbury. As of 1/29/21, the Mid-Year projection is revised to reflect an expected deficit of -\$9.79M, driven by an additional loss of spring 2021 revenue in the amount of \$4.91M. Had it not been for the additional \$4.75M expense reduction implemented at the university, the deficit would have exceeded -\$13M. Under the CRRSAA, Western has been awarded an additional federal Covid-19 relief institutional grant of about \$5M that can be applied toward revenue loss. Once applied, ceteris paribus, we would expect our deficit to drop from the projected -\$9.79M to about -\$4.79M.

Budget Risks

Our operating reserve is \$251,933, well below recommended amounts. WCSU continues to implement measures to protect our campus community. We are monitoring any additional operating costs that might present itself due to the uncertainty associated with Covid-19, and the impact of the double digit positivity rate in Danbury. We will continue to address these issues via ongoing dialogues with the system CFO, and we remain hopeful that assistance will be provided to address the aforementioned concerns. Below are some key drivers that impacted our projected revenue and expenses.

Total Revenue

Revenue projection dropped from \$127.37M to \$122.45M, a deficit of -3.86% (-\$4.91). Some key factors impacting revenue increases/-decreases are as follows:

- Tuition & Fees: at \$57.18M, tuition & fees are projected to yield a decrease of -3.8% over prior FY21 projection of \$59.43M.
- Full-Time Enrollment: projected at 3,599 for spring, but expected at 3,446 (a decrease of 153 students leading to a -2.34% loss in revenue).
- Part-Time Undergrad Tuition: experienced a loss in revenue of about -4.79%, driven by a 445 decrease in credit hours.
- Room & Board: a combined loss of -7.41% is projected, driven by a decrease of about 84 students over previous projection.

Total Expenses

Total operating expenditures decreased by -3.59%, from \$132.3M to \$127.54M (-\$4.75M). Significant expense reductions that were made include some of the following areas: Full-time personal services (-\$372K), Utilities (-\$430K), Lecturers (-\$592K), Student Labor (-\$259K), Overtime (-\$424K), and decreases in other operating expense cost centers.

CONNECTICUT COMMUNITY COLLEGES

Northwest Region

Revenue

The COVID-19 pandemic continued to exert significant downward pressure on revenue for colleges in the North-West Region (NWR). In total, the NWR's mid-year revenue projection was reduced by 2.4%, or approximately \$3.2 million, from what was presented as a revised figure to the Board of Regents in October 2020.

The pandemic has reduced enrollment and associated tuition and fee revenues for the spring, continuing the sharp declines observed in the fall 2020. Despite the best efforts of personnel at the colleges to reverse the downward trend, the mid-year budget projects tuition and fee revenue will decline by a further 4.5%, or approximately \$2 million less than that which was projected in the October revision.

The "all other revenue" category also contributed significantly to the overall reduction in projected revenue. First, the pandemic put significant downward pressure on revenue items that depend on the colleges being open to the public (e.g. room rentals, cafeteria commissions, etc.) typical student enrollment levels (e.g. bookstore commissions), or on factors associated with the overall health of the broader economy (e.g. income earned as interest on short-term state investments).

A second significant factor was the colleges' allowances for doubtful accounts (ADA). Sufficiently budgeting for ADA mitigates risk associated with student accounts receivables (i.e. past-due balances) that mature to uncollectible debt after one calendar year and subsequently manifest as an expense in college operating budgets. Since the outset of the pandemic, the community colleges, including those in the NWR, have sought to lessen the financial burden of higher education on students, including allowing students to enter into longer payment plans, the suspension of intercepting past due balances via state tax returns and delaying/reducing the practice of dropping students from course rosters due to non-payment of their respective bill(s). Although these practices have been undertaken with the best interest of community college students in mind, one of their ancillary impacts has been a concerning increase in student accounts receivable. To guard against this budgetary risk, the colleges in the NWR all significantly increased their respective ADA's. A full regional accounting of changes made to individual items within the "all other revenue category" can be found below:

Description	FY20 Actual	FY21 Revised Budget	FY21 Mid Year
Room rentals	\$220,263.00	\$172,742.00	\$108,579.00
Interest Income	\$299,787.63	\$166,965.00	\$47,339.36
Bookstore Commissions	\$359,476.08	\$279,189.00	\$271,669.17
Allowance for doubtful Accts Adjustment	(\$1,128,448.21)	(\$100,000.00)	(\$1,634,571.00)
Other	\$7,638.50	\$73,256.00	(\$40,472.00)
TOTAL OTHER REVENUE	(\$241,283.00)	\$592,152.00	(\$1,247,455.47)

In addition to those revenue changes previously outlined, the NWR also benefitted from recalculation of operating fund fringe benefits. The NWR's allocation increased by 8.2%, or just under \$600K, although it should be noted that that increase was not distributed equally among the colleges.

Personnel/fringe benefit Expenditures

Colleges in the NWR were able to reduce overall projected personnel expenditures by 1.3%, or approximately \$1.5 million, in the interim between the revised October submission and the current mid-year projection. These savings were achieved via the implementation of a region-wide hiring freeze, reductions to part-time staff, downwardly driven enrollment and course-modality associated reductions to student labor costs, as well as overtime expenditures. There were also significant reductions to personnel costs associated with lower enrollment levels, such as those budgeted for part-time and non-credit lecturers.

Other Expenses

Operating expenditures incurred in other areas of the colleges were also projected to be reduced by 3.1% when compared to the revised budget figures. This included a downward revision of statutorily required financial aid resources (i.e. this amount is tied via flat percentage to tuition/enrollment and is typically revised accordingly given changes, upward or downward, in those projections/trends). Additionally, sparsely populated campuses resulted in downward projections relative to utility expenditures. Lastly, various operating costs associated with campuses accustomed to hosting the majority of both its employees and students on ground as opposed to online (e.g. office supplies, travel costs/reimbursements, departmental budgets, etc.) continued to trend downward compared to revised projections.

Budget Risk

The North-West Region's aggregated mid-year budget submission currently projects a deficit of approximately \$2.6 million. This represents an increase from the \$1.6 million budget deficit that was projected as part of the revised October submission. One of the most significant drivers of this increase in projected deficit was the aforementioned \$1.5 million revision to the allowance for doubtful accounts.

Several risk factors remain relative to maintaining the current position for both the balance of the fiscal year and beyond. They include, but are not necessarily limited to, the following items:

- The NWR currently projects approximately \$8 million in federal stimulus funding as a replacement for lost revenue in the current mid-year projection. Without this one-time cash infusion, the region's aggregated budget deficit would stand at approximately \$10.4 million rather than \$2.6 million. Alternate sources of revenue (e.g. increases to tuition/fees, additional legislative appropriation, etc.) will need to be identified to avoid significant structural and longer term risk factors
- Accelerating student account receivables in the current year pose significant risk to subsequent fiscal year operating budgets given their impending maturity into doubtful account expenses
- Operating expenses at the college are likely being artificially depressed by factors related to the temporary conditions brought about by the COVID-19 pandemic. As campuses re-open and increase on-ground course offerings in line with historical levels, it's expected that associated operating expenses (e.g. utility costs, office supplies, departmental costs, etc.) will rebound and increase accordingly
- COVID-19 remains an obvious risk factor in that until the pandemic fully abates, there will remain significant volatility regarding the projection/realization of various revenue streams. For FY21, significant revenue sources remain susceptible to downward pressure should conditions related to the pandemic worsen (e.g. contracted business & industry revenue, non-credit fee collection, etc.)

Capital-East Region

Revenue

The Capital-East Region was not immune to the continued enrollment decline seen across the system. The Region, consisting of Capital Community College, Manchester Community College, Middlesex Community College, Quinebaug Valley Community College, and Three Rivers Community College, is projecting an additional decrease in revenue of approximately \$4.5M.

Enrollment decline is the most prevalent factor with regard to the reduction of revenue. In the projection presented in the fall, each of the five colleges saw a sharp decline in tuition and fee revenue and responded accordingly by downwardly adjusting the spring enrollment assumptions using that same percentage of change. Despite the considerable efforts to improve enrollment, most colleges experienced another semester of accumulated loss. Manchester Community College had the sharpest enrollment decline in the fall but they were the only college in the region that was able to maintain their enrollment levels without further decline in the Spring semester. The other four colleges in the region are experiencing an additional 1-2% of FTE loss resulting a regional decrease of \$2.9M in tuition and fee revenue.

Another significant contributor to the reduction in revenue was in changes in “All Other Revenue”. The pandemic has drastically changed the ways colleges can operate in person and in turn, earn additional revenue. Colleges saw reductions in, and sometimes complete elimination of, rental income and commissions from bookstores and cafeterias. With huge drops in the State’s Short Term Investment Fund interest rates, interest income has also been reduced. While all of these factors contributed to the change in All Other Revenue the most substantial change came from the adjustment for the Allowance for Doubtful Accounts.

Changes in All Other Revenue			
Description	FY20 Actual	FY21 Revised Budget	FY21 Mid Year
Room rentals	13,844	9,500	-
Interest Income	751,683	470,500	243,616
Bookstore Commissions	469,218	395,213	333,688
Allow for Doubtful Accts Adjustment	(1,741,460)	(700,000)	(1,743,504)
Other	390,599	375,137	56,660
TOTAL OTHER REVENUE	(116,116)	550,350	(1,109,540)

Since the pandemic began last March, the colleges have implemented changes, such as extending payment plans, delaying collection measures, and suspending tax intercepts, to help ease the financial burden COVID has caused students. These changes have led to increases in accounts receivable balances in both FY20 and FY21. The Capital-East Region saw the annual adjustment for the Allowance for Doubtful Accounts grow from \$417K in FY19 to \$1.7M in FY20 and after careful calculation it was determined that the adjustment for FY21 would be approximately the same causing us to increase the projected adjustment by \$1M.

Other changes in revenue are attributed to minor fluctuations in Statutory Waivers and changes in the distribution of the OF Fringe Benefits Paid by State.

Personnel/fringe benefit Expenditures

The most recent analysis of salary and fringe expense in the Capital East Region projects a regional savings of \$2.9M. The implementation of the hiring freeze coupled with strategic planning on campuses for vacancies and delays in hiring, have proven effective in achieving savings at each college. Reduced enrollment has created savings in Temporary Part Time, Part Time Lecturer, and Non Credit Lecturer expenses and the hybrid campus environment has generated savings in Student Labor. Several colleges within the Region are experiencing savings from unanticipated retirements but those savings are reduced by the retirement payouts captured in the increase of “All Other Personnel Services”.

Fringe rates are consistent with previous estimates showing only minor increases with an average rate increase of 1.5%. The application of the adjusted fringe rates to the reduced personnel expenses nets to regional savings in fringe expense of \$574K.

Other Expenses

The colleges in the Capital-East Region are continuing to capture savings in operating expenses due to the current hybrid environment. All five colleges are projecting additional savings in “All Other Expenses” reducing expenditures by a total of \$978K. These savings are attributed to using COVID Relief Funding for eligible expenses including an additional supplement to offset public safety expenses, the elimination of travel, and by limiting on-campus activity as we continue to minimize in person interaction and maintain social distance protocols in line with the State’s guidance.

In reviewing other expenses, colleges captured additional savings in utility estimates and also ensured the projections for Institutional Aid and Waivers were in alignment with the enrollment reductions seen across both semesters, making adjustments as necessary. In total, the Region anticipates a reduction in Other Expenses of \$1.3M.

Budget risk

As a region, Capital-East was able to maintain its fiscal position using cost savings and strategic hiring decisions to compensate for the reductions in revenue. While colleges within the region saw fluctuations to their bottom line, the majority mirror the adjustments made to the distribution of the OF Fringe Benefits Paid by State.

While the region is fortunate to be able to maintain its fiscal position in FY21 and not further rely on reserves to compensate for the decreased revenues, it was only able to do so by utilizing short-term strategies that may not be available beyond this year.

- Colleges across the system used special funding such as COVID Relief Funds provided by OPM and the infusion of CARES Act Institutional Funds to reduce expense and offset lost revenue. This special funding is limited and colleges expect the additional savings in operating expense to deplete as we transition back on-campus learning.
- The changes in accounts receivables in FY20 and FY21 are presumed to be in response to the temporary changes made to help students with financial burden caused by the pandemic. While the impact on Doubtful Accounts and Revenue is likely temporary, colleges need to implement strategies to reduce the balances to prevent this from further impeding revenues.
- Vacancy management and delayed hiring strategies have created short-term savings but will need to be re-evaluated as the colleges return to their new normal to prevent any possible negative impact to campus operations or student success.

Shoreline West Region

Revenue

The Shoreline West region continues to face budgetary pressures related to the continuation of the pandemic. The region consists of three large urban campuses that have student populations

that have been disproportionately affected by COVID 19 economic challenges. Many students do not like the online modality and do not feel they can be successful. All three 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. However, enrollment continues to decline at all three colleges creating further revenue reductions. The midyear spending plan reflects further revenue reductions of \$2,482,111 for the region.

- Spring Enrollment as of the first day of spring term (January 22nd) was down by 24% at Norwalk, 25% at Housatonic and 18% at Gateway. Enrollment has improved during the spring add/drop period however the NP (non-participation) process has yet to be run. Both of these factors were considerations in revenue projections in the mid-year spending plan.
- Additional tuition and fee losses for the region totaled \$2,884,949 from adjusted budget to midyear spending plan.
 - Gateway \$1,085,364 additional tuition and fee loss from adjusted budget
 - Housatonic \$478,607 additional tuition and fee loss from adjusted budget
 - Norwalk \$1,320,978 additional tuition and fee loss from adjusted budget

During the midyear spending plan process a review of the allowance for doubtful accounts was done for all colleges. The allowance is adjusted each fiscal year in June to capture accounts receivable aged one year and prior. It was determined that a substantial adjustment to the other revenue category was needed by the colleges to properly record the additional allowance for doubtful accounts. All colleges have seen an uptick of student balance accounts receivable the last few years. The other revenue category was further adjusted for declining interest income and declining bookstore commissions. The student accounts receivable balances are expected to grow even further in FY22 as the economic impact of the pandemic results in even more students unable to pay FY21 tuition and fee balances. While we have relaxed our payment policy of dropping for non-payment for Fall 2020 and Spring 2021 this has left colleges with significant Accounts Receivable balances for the Fall term and spring terms that will need to be part of the allowance for doubtful accounts in FY22 if a solution is not identified.

- The adjustment for doubtful accounts on the midyear spending plan was \$500,000 for Gateway (who had already budgeted \$500,000), \$787,000 for Housatonic and \$250,000 for Norwalk Community College.
- Offsets to the allowance for doubtful accounts were adjusted for expected collections from the tax intercept program which yields collection of outstanding balances in the spring term as part of tax filing season.
- Bookstore commission losses from adjusted budget were \$63,000 for Housatonic, \$30,000 for Norwalk, and \$45,000 for Gateway. Bookstore commission are trending at 50% of FY20 actual for all schools.
- Interest income has declined significantly at all colleges in FY21. Housatonic interest income is flat to revised budgeted while Gateway and Norwalk are showing interest income losses of \$30,000 and \$50,000 respectively.

The pandemic has significantly impacted college child lab school operations. The lab schools must operate at reduced capacity due to COVID and many families have not enrolled this academic year due to COVID concerns. Loss of child lab school revenue in the region is \$177,000. Gateway is projecting additional revenue declines of \$50,000 from adjusted budget, Norwalk \$62,000 decline from adjusted budget and Housatonic \$65,000 from adjusted budget.

Personnel/fringe benefit Expenditures

The midyear spending plan for Shoreline West reflects substantial personnel savings that were a result of the hiring freeze implementation, many unanticipated retirements, lower part time lecturer and non-credit lecturer costs due to reduced sections as a result of lower enrollment, and much lower student worker expenses due to on campus work requirements for those positions. Total personnel savings for the region were \$2,813,774 in salaries and \$1,834,248 in corresponding fringe benefit cost.

- Gateway savings: \$1,388,450 salary and \$1,078,103 in fringe benefit savings
- Housatonic: \$40,864 increase in salary and \$6,314 increase in fringe benefit cost due to budgeted and approved replacement position costs.
- Norwalk savings: \$1,466,188 salary and \$762,459 in fringe benefit savings

Other Expenses

The mid-year spending plan captures substantial reductions to operating expenses planned for in the adjusted budget as well as additional savings in operational costs.

- Support from OPM CARES funds for public safety have helped support further operating expense reductions by a total of \$1,491,936 for the region.
- All colleges have eliminated travel expenditures and budgeted mileage reimbursements.
- 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.

Operating expenses were reduced by \$2,222,282 regionally inclusive of the public safety funds.

Budget risk

The Shoreline West is projecting a \$9,233,284 budget deficit. The mid-year spending plan projects an improvement of deficits by \$4,221,453 from the adjusted budget. The region has been fortunate to have had some positive developments that offset and minimized the impact of the budget cuts to date. However, many of these strategies are one-time tactics that will either not be available to us in the future or may go away once we return to on-ground operations. Moving forward without them will bring significant challenges and in most cases those costs will need to be returned to the FY22 budget. Critical to college and student success is our ability to schedule classes and support instruction on campuses. Leaving positions

vacant, deferring hiring and reducing student support services will impact our student success and our good standing with NECHE.

2/16/21 Finance & Infrastructure Committee

2/18/21 Board of Regents

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY21 Projection, FY21 Revised Budget and FY20 Actual

ATTACHMENT A

Account Name	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs Rev Budget Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	300,403,381	283,944,362	274,123,155	(9,821,206)	-3.50%
Student Fees	240,495,969	227,739,431	224,093,835	(3,645,596)	-1.60%
State Appropriations	288,817,943	304,389,443	304,389,443	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	10,424,155	10,424,154	10,424,154	-	0.00%
Fringe Benefits Paid By State	261,906,582	283,988,710	283,988,710	-	0.00%
CCC (OF) Fringe Benefits Paid by State	24,400,000	36,550,000	36,550,000	-	0.00%
Accident Insurance	876,388	676,552	640,233	(36,319)	-5.40%
Housing	52,081,037	42,969,715	41,146,655	(1,823,060)	-4.20%
Food	26,115,339	20,567,070	18,939,113	(1,627,957)	-7.90%
All Other Revenue	22,759,117	20,499,494	7,656,248	(12,843,246)	-62.70%
Less: Contra Revenue	(10,394,929)	(9,391,308)	(8,385,936)	1,005,372	-10.70%
Total Revenue	1,217,884,982	1,222,357,623	1,193,565,611	(28,792,012)	-2.40%
Expenditures:					
Personnel Services:					
Full-Time	414,884,694	441,463,069	432,676,361	(8,786,708)	-2.00%
Part-Time					
Lecturers (PTLs)	96,629,869	93,369,092	93,953,008	583,917	0.60%
Lecturer (NCLs)	6,972,944	7,048,474	6,537,398	(511,076)	-7.30%
Permanent Part-time	2,813,965	2,912,069	2,673,591	(238,478)	-8.20%
Temporary Part-time	22,734,054	22,179,189	20,908,499	(1,270,690)	-5.70%
University Assistants	4,073,425	4,206,543	3,734,714	(471,829)	-11.20%
Graduate Assistants	2,348,935	2,391,183	2,179,560	(211,623)	-8.90%
Student Labor	12,117,590	12,325,424	8,899,788	(3,425,636)	-27.80%
Overtime	4,202,105	4,869,804	3,500,281	(1,369,523)	-28.10%
All Other Personnel Services	13,822,550	14,124,380	15,706,516	1,582,136	11.20%
Subtotal Personnel Services	580,600,131	604,889,227	590,769,716	(14,119,511)	-2.30%
Fringe Benefits	379,570,657	408,914,621	406,330,209	(2,584,412)	-0.60%
Total P.S. & Fringe Benefits	960,170,789	1,013,803,849	997,099,925	(16,703,923)	-1.60%
Other Expenses:					
Inst. Financial Aid/Match	58,996,671	60,900,150	60,234,023	(666,127)	-1.10%
Waivers	19,057,521	17,827,508	16,920,914	(906,594)	-5.10%
Utilities	27,267,288	29,578,810	28,062,778	(1,516,032)	-5.10%
All Other Expenses	131,846,011	164,088,016	144,062,430	(20,025,586)	-12.20%
Total Other Expenses	237,167,492	272,394,484	249,280,146	(23,114,339)	-8.50%
Total Expenditures	1,197,338,280	1,286,198,333	1,246,380,071	(39,818,262)	-3.10%
Addition to (Use of) Funds Before Transfers	20,546,702	(63,840,710)	(52,814,460)	11,026,250	-17.30%
CSU Transfers					
Debt Service	(33,163,223)	(30,096,792)	(29,499,062)	597,730	-2.00%
HEERF I Institutional (2)	-	3,140,360	1,545,631	(1,594,729)	-50.80%
CRF Funding Approved for FY20	-	4,988,569	14,909,979	9,921,410	198.90%
CCSU Miscellaneous Year End transfers between funds	(247,330)	-	-	-	NA
Total CSU Transfers	(33,410,553)	(21,967,863)	(13,043,452)	8,924,411	-40.60%
CCC Transfers					
CCC Transfer in	19,343,757	23,782,298	25,060,250	1,277,952	5.40%
CCC Transfer out	(19,343,757)	(22,751,320)	(25,475,904)	(2,724,583)	12.00%
HEERF I Institutional (2)	-	14,246,438	13,386,176	(860,262)	-6.00%
CRF Funding Approved for FY20	-	-	385,173	385,173	NA
Total CCC Transfers	-	15,277,416	13,355,695	(1,921,720)	-12.60%
Net Change Subtotal	(12,863,851)	(70,531,157)	(52,502,216)	18,028,941	-25.60%
WCSU Foundation Reserves - Tuition Offset	1,086,458	245,004	245,004	-	0.00%
Use of Unrestricted Reserves for PACT Program	-	(3,000,000)	(6,000,000)	(3,000,000)	100.00%
CCC System-wide Additional Reductions (1)	-	4,400,000	-	(4,400,000)	-100.00%
Net Change	(11,777,393)	(68,886,153)	(58,257,212)	10,628,941	-15.40%

State Universities

Expenditure Plan General & Operating Funds

FY21 Projection, FY21 Revised Budget and FY20 Actual

ATTACHMENT A

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	171,156,442	167,690,716	164,284,884	(3,405,832)	-2.00%
Student Fees	180,928,370	177,704,624	175,225,971	(2,478,653)	-1.40%
State Appropriations	144,603,909	152,182,340	152,182,340	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	1,900,572	1,900,572	1,900,572	-	0.00%
Fringe Benefits Paid By State	134,923,173	146,095,047	146,095,047	-	0.00%
Accident Insurance	876,388	676,552	640,233	(36,319)	-5.40%
Housing	52,081,037	42,969,715	41,146,655	(1,823,060)	-4.20%
Food Service	26,115,339	20,567,070	18,939,113	(1,627,957)	-7.90%
All Other Revenue	20,840,896	17,186,614	9,712,776	(7,473,838)	-43.50%
Less: Contra Revenue	(8,242,407)	(7,072,517)	(6,128,422)	944,095	-13.30%
Total Revenue	725,183,718	719,900,733	703,999,168	(15,901,565)	-2.20%
Expenditures:					
Personnel Services:					
Full-Time	256,074,116	268,624,074	263,953,051	(4,671,023)	-1.70%
Part-Time					
Lecturers (PTLs)	38,240,097	35,168,054	36,747,157	1,579,103	4.50%
Lecturers (NCLs)	3,416,625	3,555,745	3,243,745	(312,000)	-8.80%
Perm/Intermit PT	1,140,325	1,356,976	1,156,747	(200,229)	-14.80%
University Assistants	4,009,274	4,206,543	3,664,714	(541,829)	-12.90%
Graduate Assistants	2,348,935	2,391,183	2,179,560	(211,623)	-8.90%
Student Labor	10,241,739	10,255,923	7,863,886	(2,392,037)	-23.30%
Other Part Time	1,842,249	1,908,949	1,720,317	(188,632)	-9.90%
Overtime	3,080,211	3,831,741	2,758,665	(1,073,076)	-28.00%
All Other Personnel Services (Vac, Sick, Accr Abs)	8,610,412	9,108,567	9,783,526	674,959	7.40%
Subtotal Personnel Services	329,003,983	340,407,755	333,071,368	(7,336,387)	-2.20%
Fringe Benefits	209,849,654	225,882,984	226,819,283	936,299	0.40%
Total P.S. & Fringe Benefits	538,853,637	566,290,739	559,890,651	(6,400,088)	-1.10%
Other Expenses:					
Inst. Financial Aid/Match	44,022,007	45,645,907	45,497,994	(147,913)	-0.30%
Waivers	13,168,916	13,172,622	12,571,560	(601,062)	-4.60%
Utilities	18,074,749	20,079,275	18,914,777	(1,164,498)	-5.80%
All Other Expenses	88,335,111	105,418,706	90,432,704	(14,986,002)	-14.20%
Total Other Expenses	163,600,783	184,316,510	167,417,035	(16,899,475)	-9.20%
Total Expenditures	702,454,420	750,607,249	727,307,686	(23,299,563)	-3.10%
Addition to (Use of) Funds Before Transfers	22,729,298	(30,706,516)	(23,308,518)	7,397,998	-24.10%
Transfers, Additional Funds and Commitments					
Debt Service	(33,163,223)	(30,096,792)	(29,499,062)	597,730	-2.00%
HEERF I Institutional *	-	3,140,360	1,545,631	(1,594,729)	-50.80%
CRF Funding Approved for FY20	-	4,988,569	14,909,979	9,921,410	198.90%
CCSU Miscellaneous Year End transfers between funds	(247,330)	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(33,410,553)	(21,967,863)	(13,043,452)	8,924,411	-40.60%
Net Change Subtotal	(10,681,255)	(52,674,379)	(36,351,970)	16,322,409	-31.00%
WCSU Foundation Reserves - Tuition Offset	1,086,458	245,004	245,004	-	0.00%
Net Change	(9,594,797)	(52,429,375)	(36,106,966)	16,322,409	-31.10%

Community Colleges

Expenditure Plan General & Operating Funds

FY21 Projection, FY21 Revised Budget and FY20 Actual

ATTACHMENT A

Account Name	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (FT and PT Gross)	118,874,976	105,731,672	99,258,868	(6,472,804)	-6.10%
Student Fees	58,872,668	49,491,099	48,159,035	(1,332,064)	-2.70%
State Appropriations	140,733,737	148,518,817	148,518,817	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	8,523,583	8,523,582	8,523,582	-	0.00%
Fringe Benefits Paid By State	123,693,721	134,317,245	134,317,245	-	0.00%
OF Fringe Benefits Paid by State	24,400,000	36,550,000	36,550,000	-	0.00%
All Other Revenue	1,002,764	2,633,152	(2,606,528)	(5,239,680)	-199.00%
Less: Contra Revenue	(2,152,522)	(2,318,791)	(2,257,514)	61,277	-2.60%
Total Revenue	473,948,927	483,446,776	470,463,506	(12,983,270)	-2.70%
Expenditures:					
Personnel Services:					
Full-Time	153,364,641	166,601,478	162,503,589	(4,097,889)	-2.50%
Part-Time					
Lecturers (PTL and ECL, 601302 and 601301)	55,905,106	55,827,963	54,671,490	(1,156,473)	-2.10%
Contractual (NCL, 601300)	3,556,319	3,492,729	3,293,653	(199,076)	-5.70%
Permanent Part-time (601100)	1,339,685	1,301,835	1,256,844	(44,991)	-3.50%
Temporary Part-time (601200, 02, 03, 04, 601303)	20,891,805	20,164,934	19,188,182	(976,752)	-4.80%
Student Labor (601400, 01, 02, 601406)	1,788,839	1,990,726	1,025,902	(964,824)	-48.50%
Overtime (601501, 601502)	1,121,894	1,038,063	741,616	(296,447)	-28.60%
All Other Personnel Services	5,212,138	4,950,591	5,922,990	972,399	19.60%
Subtotal Personnel Services	243,180,427	255,368,319	248,604,266	(6,764,053)	-2.60%
Fringe Benefits	164,223,501	176,518,944	172,998,233	(3,520,711)	-2.00%
Total P.S. & Fringe Benefits	407,403,929	431,887,263	421,602,499	(10,284,765)	-2.40%
Other Expenses:					
Inst. Financial Aid/Match	14,054,491	14,334,290	13,797,453	(536,837)	-3.70%
Waivers	5,642,189	4,327,950	4,098,010	(229,940)	-5.30%
Utilities	9,114,961	9,417,005	9,063,626	(353,379)	-3.80%
All Other Expenses	41,146,815	56,601,253	51,290,226	(5,311,027)	-9.40%
Total Other Expenses	69,958,456	84,680,498	78,249,315	(6,431,183)	-7.60%
Total Expenditures	477,362,385	516,567,762	499,851,814	(16,715,948)	-3.20%
Addition to (Use of) Funds Before Transfers	(3,413,457)	(33,120,986)	(29,388,307)	3,732,678	-11.30%
Transfers, Additional Funds and Commitments					
CCC Transfer in	19,343,757	23,782,298	25,060,250	1,277,952	5.40%
CCC Transfer out	(19,343,757)	(22,751,320)	(25,475,904)	(2,724,583)	12.00%
HEERF I Institutional (2)	-	14,246,438	13,386,176	(860,262)	-6.00%
CRF Funding Approved for FY20	-	-	385,173	385,173	NA
Total Transfers, Additional Funds and Commitments	-	15,277,416	13,355,695	(1,921,720)	-12.60%
Net Change Subtotal	(3,413,457)	(17,843,570)	(16,032,612)	1,810,958	-10.10%
Use of Unrestricted Reserves for PACT Program	-	(3,000,000)	(6,000,000)	(3,000,000)	100.00%
CCC System-wide Additional Reductions	-	4,400,000	-	(4,400,000)	-100.00%
Net Change	(3,413,457)	(16,443,570)	(22,032,612)	(5,589,042)	34.00%

Charter Oak State College
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

ATTACHMENT A

Account Name	FY20 Actual Dollars (\$)	FY21 Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs Budget Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	10,371,964	10,521,973	10,579,403	57,430	0.50%
Student Fees	694,931	543,709	708,830	165,121	30.40%
State Appropriations	3,112,823	3,284,028	3,284,028	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	2,970,535	3,218,347	3,218,347	-	0.00%
All Other Revenue	915,457	679,728	550,000	(129,728)	-19.10%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	18,065,710	18,247,785	18,340,607	92,822	0.50%
Expenditures:					
<u>Personnel Services:</u>					
Full-Time	5,078,463	5,833,259	5,815,463	(17,796)	-0.30%
<u>Part-Time</u>				-	NA
Lecturers	2,484,666	2,373,075	2,534,361	161,286	6.80%
Permanent Part-time	333,955	253,258	260,000	6,742	2.70%
University Assistants	64,151	-	70,000	70,000	NA
Student Labor	87,012	78,775	10,000	(68,775)	-87.30%
Temporary Part Time	-	105,306	-	(105,306)	-100.00%
Overtime	-	-	-	-	NA
All Other Personnel Services	-	65,222	-	(65,222)	-100.00%
Subtotal Personnel Services	8,048,247	8,708,895	8,689,824	(19,071)	-0.20%
Fringe Benefits	5,178,349	6,154,622	6,154,622	-	0.00%
Total P.S. & Fringe Benefits	13,226,596	14,863,517	14,844,446	(19,071)	-0.10%
<u>Other Expenses:</u>					
Inst. Financial Aid/Match	920,173	919,953	938,576	18,623	2.00%
Waivers	246,416	326,936	251,344	(75,592)	-23.10%
Utilities	77,578	82,530	84,375	1,845	2.20%
All Other Expenses	2,364,085	2,068,057	2,339,500	271,443	13.10%
Total Other Expenses	3,608,252	3,397,476	3,613,796	216,320	6.40%
Total Expenditures	16,834,848	18,260,993	18,458,242	197,249	1.10%
Addition to (Use of) Funds Before Transfers	1,230,862	(13,208)	(117,635)	(104,427)	790.60%
Net Change	1,230,862	(13,208)	(117,635)	(104,427)	790.60%

Connecticut State Colleges & Universities - System Office
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

ATTACHMENT A

Account Name	FY20 Actual Dollars (\$)	FY21 Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs Budget Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	367,474	404,258	404,258	-	0.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	-		-	-	NA
Fringe Benefits Paid By State	319,153	358,071	358,071	-	0.00%
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Less: Contra Revenue					
Total Revenue	686,627	762,329	762,329	-	0.00%
				-	NA
Expenditures:					
Personnel Services:					
Full-Time	367,474	404,258	404,258	-	0.00%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time				-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	367,474	404,258	404,258	-	0.00%
Fringe Benefits	319,153	358,071	358,071	-	0.00%
Total P.S. & Fringe Benefits	686,627	762,329	762,329	-	0.00%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
Total Other Expenses	-	-	-	-	NA
				-	NA
Total Expenditures	686,627	762,329	762,329	-	0.00%
Addition to (Use of) Funds Before Transfers	-	-	-	-	NA
Net Change	-	-	-	-	NA

CONNECTICUT STATE UNIVERSITIES

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

FY21 Projection, FY21 Revised Budget and FY20 Actual

Attachement B

	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition FT and PT (Gross)	171,156,442	167,690,716	164,284,884	(3,405,832)	-2.00%
Student Fees	180,928,370	177,704,624	175,225,971	(2,478,653)	-1.40%
State Appropriations	144,603,909	152,182,340	152,182,340	-	0.00%
Addtl State Appropriation (Dev Education, Outcomes and IMRP)	1,900,572	1,900,572	1,900,572	-	0.00%
Fringe Benefits Paid By State	134,923,173	146,095,047	146,095,047	-	0.00%
Accident Insurance	876,388	676,552	640,233	(36,319)	-5.40%
Housing	52,081,037	42,969,715	41,146,655	(1,823,060)	-4.20%
Food Service	26,115,339	20,567,070	18,939,113	(1,627,957)	-7.90%
All Other Revenue	20,840,896	17,186,614	9,712,776	(7,473,838)	-43.50%
Less: Contra Revenue	(8,242,407)	(7,072,517)	(6,128,422)	944,095	-13.30%
Total Revenue	725,183,718	719,900,733	703,999,168	(15,901,565)	-2.20%
Expenditures:					
Personal Services:					
Total Full Time	256,074,116	268,624,074	263,953,051	(4,671,023)	-1.70%
Part Time:					
Lecturers (PTLs)	38,240,097	35,168,054	36,747,157	1,579,103	4.50%
Lecturers (NCLs)	3,416,625	3,555,745	3,243,745	(312,000)	-8.80%
Perm/Intermit PT	1,140,325	1,356,976	1,156,747	(200,229)	-14.80%
University Assistants	4,009,274	4,206,543	3,664,714	(541,829)	-12.90%
Graduate Assistants	2,348,935	2,391,183	2,179,560	(211,623)	-8.90%
Student Labor	10,241,739	10,255,923	7,863,886	(2,392,037)	-23.30%
Other Part Time	1,842,249	1,908,949	1,720,317	(188,632)	-9.90%
Total Part Time	61,239,244	58,843,373	56,576,126	(2,267,247)	-3.90%
Overtime	3,080,211	3,831,741	2,758,665	(1,073,076)	-28.00%
All Other Personal Services	8,610,412	9,108,567	9,783,526	674,959	7.40%
Subtotal Personal Services	329,003,983	340,407,755	333,071,368	(7,336,387)	-2.20%
Fringe Benefits	209,007,031	224,836,559	225,800,494	963,935	0.40%
Worker's Comp. Recovery	842,623	1,046,425	1,018,789	(27,636)	-2.60%
Total P.S. & Fringe Benefits	538,853,637	566,290,739	559,890,651	(6,400,088)	-1.10%
Other Expenses:					
Inst. Financial Aid/Match	44,022,007	45,645,907	45,497,994	(147,913)	-0.30%
Waivers	13,168,916	13,172,622	12,571,560	(601,062)	-4.60%
Utilities	18,074,749	20,079,275	18,914,777	(1,164,498)	-5.80%
All Other Expenses	88,335,111	105,418,706	90,432,704	(14,986,002)	-14.20%
Total Other Expenses	163,600,783	184,316,510	167,417,035	(16,899,475)	-9.20%
Total Expenditures	702,454,420	750,607,249	727,307,686	(23,299,563)	-3.10%
Addition to (Use of) Funds Before Transfers	22,729,298	(30,706,516)	(23,308,518)	7,397,998	-24.10%
Designated Transfers					
Debt Service	(33,163,223)	(30,096,792)	(29,499,062)	597,730	-2.00%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(33,163,223)	(30,096,792)	(29,499,062)	597,730	-2.00%
Other Requests, Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	-	-	-	-	NA
HEERF I Institutional *	-	3,140,360	1,545,631	(1,594,729)	-50.80%
CRF Funding Approved for FY20	-	4,988,569	14,909,979	9,921,410	198.90%
CCSI Miscellaneous Year End transfers between funds	(247,330)	-	-	-	NA
Total Transfers and Commitments	(247,330)	8,128,929	16,455,610	8,326,681	102.40%
Net Change Subtotal	(10,681,255)	(52,674,379)	(36,351,970)	16,322,409	-31.00%
WCSU Foundation Reserves - Tuition Offset	1,086,458	245,004	245,004	-	0.00%
Net Change	(9,594,797)	(52,429,375)	(36,106,966)	16,322,409	-31.10%

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

CONNECTICUT STATE UNIVERSITIES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY20 Actual

Attachement B

	CSU Total Dollars (\$)	Central Dollars (\$)	Eastern Dollars (\$)	Southern Dollars (\$)	Western Dollars (\$)	System Office Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	171,156,442	60,193,950	25,579,678	55,882,332	29,500,482	-
Student Fees	180,928,370	62,391,461	28,277,989	59,897,915	30,361,005	-
State Appropriations	144,603,909	42,845,944	29,076,022	40,675,191	27,413,421	4,593,331
Additl State Appropriation (Dev Education, Outcomes anc	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	134,923,173	43,100,980	24,530,828	40,839,863	23,683,255	2,768,247
Accident Insurance	876,388	-	326,475	391,012	158,901	-
Housing	52,081,037	12,766,848	16,911,720	13,753,596	8,648,873	-
Food Service	26,115,339	9,067,031	5,583,307	6,892,658	4,572,343	-
All Other Revenue	20,840,896	7,133,133	2,990,920	5,542,670	4,801,871	372,303
Less: Contra Revenue	(8,242,407)	(3,038,059)	(1,100,657)	(2,826,836)	(1,276,855)	-
Total Revenue	725,183,718	235,206,430	132,561,425	221,433,544	128,248,439	7,733,881
Expenditures:						
Personal Services:						
Total Full Time	256,074,116	81,018,782	44,335,670	79,252,471	47,447,190	4,020,003
Part Time:						
Lecturers (PTLs)	38,240,097	12,121,251	5,167,823	13,239,830	7,711,193	-
Lecturers (NCLs)	3,416,625	1,161,630	363,390	1,307,013	584,592	-
Perm/Intermit PT	1,140,325	280,999	224,295	515,804	119,227	-
University Assistants	4,009,274	970,984	1,270,753	1,176,217	591,320	-
Graduate Assistants	2,348,935	608,841	230,000	1,264,984	193,186	51,924
Student Labor	10,241,739	2,460,565	2,815,311	2,954,343	2,004,306	7,214
Other Part Time	1,842,249	737,130	317,104	357,872	430,143	-
Total Part Time	61,239,244	18,341,400	10,388,676	20,816,063	11,633,967	59,138
Overtime	3,080,211	498,806	976,347	898,635	706,423	-
All Other Personal Services	8,610,412	2,485,744	1,515,399	3,056,299	1,304,181	248,789
Subtotal Personal Services	329,003,983	102,344,732	57,216,092	104,023,468	61,091,761	4,327,930
Fringe Benefits	209,007,031	66,048,330	38,031,921	63,286,503	38,738,442	2,901,835
Worker's Comp. Recovery	842,623	312,325	168,063	295,628	66,607	-
Total P.S. & Fringe Benefits	538,853,637	168,705,387	95,416,076	167,605,599	99,896,810	7,229,765
Other Expenses:						
Inst. Financial Aid/Match	44,022,007	13,918,188	11,617,131	12,238,749	6,247,939	-
Waivers	13,168,916	2,845,972	1,401,092	7,540,948	1,380,904	-
Utilities	18,074,749	4,969,032	3,744,220	5,801,631	3,559,866	-
All Other Expenses	88,335,111	31,648,514	14,546,329	23,217,751	14,408,443	4,514,074
Total Other Expenses	163,600,783	53,381,706	31,308,772	48,799,079	25,597,152	4,514,074
Total Expenditures	702,454,420	222,087,093	126,724,848	216,404,678	125,493,962	11,743,839
Addition to (Use of) Funds Before Transfers	22,729,298	13,119,337	5,836,576	5,028,866	2,754,477	(4,009,958)
Designated Transfers						
Debt Service	(33,163,223)	(11,596,796)	(6,682,642)	(9,072,091)	(5,811,694)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(33,163,223)	(11,596,796)	(6,682,642)	(9,072,091)	(5,811,694)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,036,586)	(1,036,586)	(1,036,586)	(1,036,586)	4,146,344
Miscellaneous Year End transfers between funds	(247,330)	(247,330)	-	-	-	-
Total Transfers and Commitments	(247,330)	(1,283,916)	(1,036,586)	(1,036,586)	(1,036,586)	4,146,344
Net Change Subtotal	(10,681,255)	238,625	(1,882,652)	(5,079,811)	(4,093,803)	136,386
WCSU Foundation Reserves - Tuition Offset	1,086,458	-	-	-	1,086,458	-
Net Change	(9,594,797)	238,625	(1,882,652)	(5,079,811)	(3,007,345)	136,386

CONNECTICUT STATE UNIVERSITIES

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

Attachement B

	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
Addtl State Appropriation (Dev Education, Outcomes anc	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	146,095,047	46,860,086	26,311,275	44,591,739	24,935,932	3,396,015
Accident Insurance	676,552	-	183,984	317,055	175,513	-
Housing	42,969,715	7,978,503	17,327,507	11,375,798	6,287,907	-
Food Service	20,567,070	5,462,007	5,541,792	6,163,167	3,400,104	-
All Other Revenue	17,186,614	5,292,450	1,378,961	4,659,794	5,855,409	-
Less: Contra Revenue	(7,072,517)	(2,669,587)	(1,183,254)	(2,000,000)	(1,219,676)	-
Total Revenue	719,900,733	229,463,937	131,555,436	223,009,625	127,370,540	8,501,196
Expenditures:						
Personal Services:						
Total Full Time	268,624,074	85,738,794	46,377,038	83,767,024	47,849,297	4,891,921
Part Time:						
Lecturers (PTLs)	35,168,054	10,776,260	5,441,712	11,927,021	7,023,061	-
Lecturers (NCLs)	3,555,745	1,300,000	351,648	1,323,000	581,097	-
Perm/Intermit PT	1,356,976	268,355	263,271	727,489	97,861	-
University Assistants	4,206,543	960,000	1,330,181	1,137,577	765,525	13,260
Graduate Assistants	2,391,183	604,800	250,000	1,339,571	196,812	-
Student Labor	10,255,923	2,890,000	2,394,901	3,204,602	1,766,420	-
Other Part Time	1,908,949	635,000	355,869	485,033	433,047	-
Total Part Time	58,843,373	17,434,415	10,387,582	20,144,293	10,863,823	13,260
Overtime	3,831,741	802,000	1,058,000	1,048,286	923,455	-
All Other Personal Services	9,108,567	3,029,808	1,616,713	3,158,196	1,303,850	-
Subtotal Personal Services	340,407,755	107,005,017	59,439,333	108,117,799	60,940,425	4,905,181
Fringe Benefits	224,836,559	69,022,880	40,491,066	71,258,866	40,667,732	3,396,015
Worker's Comp. Recovery	1,046,425	360,518	200,886	300,000	185,021	-
Total P.S. & Fringe Benefits	566,290,739	176,388,415	100,131,285	179,676,665	101,793,178	8,301,196
Other Expenses:						
Inst. Financial Aid/Match	45,645,907	14,134,300	12,100,000	13,616,607	5,795,000	-
Waivers	13,172,622	2,780,420	1,458,121	7,752,235	1,181,846	-
Utilities	20,079,275	5,062,141	4,325,899	6,671,500	4,019,735	-
All Other Expenses	105,418,706	36,395,731	18,463,759	26,631,361	19,498,699	4,429,156
Total Other Expenses	184,316,510	58,372,592	36,347,779	54,671,703	30,495,280	4,429,156
Total Expenditures	750,607,249	234,761,007	136,479,064	234,348,368	132,288,458	12,730,352
Addition to (Use of) Funds Before Transfers	(30,706,516)	(5,297,070)	(4,923,628)	(11,338,743)	(4,917,918)	(4,229,156)
Designated Transfers						
Debt Service	(30,096,792)	(9,199,368)	(6,685,716)	(8,479,315)	(5,732,393)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(30,096,792)	(9,199,368)	(6,685,716)	(8,479,315)	(5,732,393)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,057,289)	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
HEERF I Institutional *	3,140,360	815,608	527,027	1,507,207	290,518	-
CRF Funding Approved for FY20	4,988,569	2,414,617	946,196	703,510	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	(52,674,379)	(12,323,502)	(11,193,410)	(18,664,630)	(10,492,836)	(0)
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	245,004	-
Net Change	(52,429,375)	(12,323,502)	(11,193,410)	(18,664,630)	(10,247,832)	(0)

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

CONNECTICUT STATE UNIVERSITIES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY21 Projection

Attachement B

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
Revenue:						
Tuition FT and PT (Gross)	164,284,884	58,329,141	23,205,275	54,632,854	28,117,614	-
Student Fees	175,225,971	60,214,995	26,379,344	59,738,046	28,893,586	-
State Appropriations	152,182,340	45,307,524	30,331,861	43,146,880	28,290,894	5,105,181
Additl State Appropriation (Dev Education, Outcomes anc	1,900,572	745,143	385,143	385,143	385,143	-
Fringe Benefits Paid By State	146,095,047	46,860,086	26,311,275	44,591,739	24,935,932	3,396,015
Accident Insurance	640,233	-	168,307	301,431	170,495	-
Housing	41,146,655	7,161,770	16,898,465	11,152,744	5,933,676	-
Food Service	18,939,113	4,905,036	5,248,240	5,749,004	3,036,833	-
All Other Revenue	9,712,776	2,958,528	1,347,967	1,693,986	3,712,295	-
Less: Contra Revenue	(6,128,422)	(2,438,627)	(1,013,169)	(1,656,950)	(1,019,676)	-
Total Revenue	703,999,168	224,043,596	129,262,707	219,734,877	122,456,792	8,501,196
Expenditures:						
Personal Services:						
Total Full Time	263,953,051	83,010,723	45,677,333	83,121,516	47,477,049	4,666,430
Part Time:						
Lecturers (PTLs)	36,747,157	10,681,884	5,441,712	14,192,700	6,430,861	-
Lecturers (NCLs)	3,243,745	1,170,000	351,648	1,141,000	581,097	-
Perm/Intermit PT	1,156,747	293,546	214,051	551,289	97,861	-
University Assistants	3,664,714	865,894	1,089,541	1,004,691	704,588	-
Graduate Assistants	2,179,560	538,400	260,000	1,171,460	196,812	12,888
Student Labor	7,863,886	2,781,300	1,393,963	2,181,000	1,507,623	-
Other Part Time	1,720,317	637,800	337,099	312,371	433,047	-
Total Part Time	56,576,126	16,968,824	9,088,014	20,554,511	9,951,889	12,888
Overtime	2,758,665	800,200	552,831	906,263	499,371	-
All Other Personal Services	9,783,526	3,337,808	1,567,524	3,565,234	1,303,850	9,110
Subtotal Personal Services	333,071,368	104,117,555	56,885,702	108,147,524	59,232,159	4,688,428
Fringe Benefits	225,800,494	70,204,403	40,534,044	71,834,269	40,169,250	3,058,528
Worker's Comp. Recovery	1,018,789	346,590	177,379	309,800	185,020	-
Total P.S. & Fringe Benefits	559,890,651	174,668,548	97,597,125	180,291,593	99,586,429	7,746,956
Other Expenses:						
Inst. Financial Aid/Match	45,497,994	14,115,900	11,614,457	13,972,637	5,795,000	-
Waivers	12,571,560	2,587,578	1,390,465	7,411,671	1,181,846	-
Utilities	18,914,777	5,062,141	3,890,382	6,373,218	3,589,036	-
All Other Expenses	90,432,704	32,208,586	15,669,856	20,332,021	17,390,657	4,831,584
Total Other Expenses	167,417,035	53,974,205	32,565,160	48,089,547	27,956,539	4,831,584
Total Expenditures	727,307,686	228,642,753	130,162,285	228,381,140	127,542,968	12,578,540
Addition to (Use of) Funds Before Transfers	(23,308,518)	(4,599,157)	(899,578)	(8,646,263)	(5,086,176)	(4,077,344)
Designated Transfers						
Debt Service	(29,499,062)	(9,014,457)	(6,656,414)	(8,207,790)	(5,620,401)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(29,499,062)	(9,014,457)	(6,656,414)	(8,207,790)	(5,620,401)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,057,289)	(1,057,289)	(1,057,289)	(1,057,289)	4,229,156
HEERF I Institutional *	1,545,631	-	-	1,507,207	-	38,424
CRF Funding Approved for FY20	14,909,979	4,295,833	4,869,236	4,020,985	1,723,925	-
Total Transfers and Commitments	16,455,610	3,238,544	3,811,947	4,470,903	666,636	4,267,580
Net Change Subtotal	(36,351,970)	(10,375,070)	(3,744,045)	(12,383,150)	(10,039,941)	190,236
WCSU Foundation Reserves - Tuition Offset	245,004	-	-	-	245,004	-
Net Change	(36,106,966)	(10,375,070)	(3,744,045)	(12,383,150)	(9,794,937)	190,236

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

CENTRAL CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY21 Projection, FY21 Revised Budget and FY20 Actual

Attachement B

	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	47,184,211	47,403,239	46,095,627	(1,307,612)	-2.80%
Part Time Tuition (Gross)	13,009,738	11,960,884	12,233,514	272,630	2.30%
General University Fee (PT students)	11,975,616	11,389,476	11,692,747	303,271	2.70%
University General Fee (excluding Accident Ins.)	29,026,138	28,863,000	28,122,000	(741,000)	-2.60%
University Fee (DS)	7,016,409	6,801,000	6,630,000	(171,000)	-2.50%
Extension Fee (Gross)	11,893,977	11,456,584	11,456,584	-	0.00%
All Other Student Fees	2,479,322	2,613,627	2,313,664	(299,963)	-11.50%
Accident Insurance	-	-	-	-	NA
State Appropriations	42,845,944	45,307,524	45,307,524	-	0.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	745,143	745,143	745,143	-	0.00%
Fringe Benefits Paid By State	43,100,980	46,860,086	46,860,086	-	0.00%
Housing	12,766,848	7,978,503	7,161,770	(816,733)	-10.20%
Food Service	9,067,031	5,462,007	4,905,036	(556,971)	-10.20%
All Other Revenue	7,133,133	5,292,450	2,958,528	(2,333,922)	-44.10%
Less: Contra Revenue	(3,038,059)	(2,669,587)	(2,438,627)	230,960	-8.70%
Total Revenue	235,206,430	229,463,937	224,043,596	(5,420,341)	-2.40%
Expenditures:					
Personal Services:					
Total Full Time	81,018,782	85,738,794	83,010,723	(2,728,071)	-3.20%
Part Time:					
Lecturers (PTLs)	12,121,251	10,776,260	10,681,884	(94,376)	-0.90%
Lecturers (NCLs)	1,161,630	1,300,000	1,170,000	(130,000)	-10.00%
Perm/Intermit PT	280,999	268,355	293,546	25,191	9.40%
University Assistants	970,984	960,000	865,894	(94,106)	-9.80%
Graduate Assistants	608,841	604,800	538,400	(66,400)	-11.00%
Student Labor	2,460,565	2,890,000	2,781,300	(108,700)	-3.80%
Other Part Time	737,130	635,000	637,800	2,800	0.40%
Total Part Time	18,341,400	17,434,415	16,968,824	(465,591)	-2.70%
Overtime	498,806	802,000	800,200	(1,800)	-0.20%
All Other Personal Services	2,485,744	3,029,808	3,337,808	308,000	10.20%
Subtotal Personal Services	102,344,732	107,005,017	104,117,555	(2,887,462)	-2.70%
Fringe Benefits	66,048,330	69,022,880	70,204,403	1,181,523	1.70%
Worker's Comp. Recovery	312,325	360,518	346,590	(13,928)	-3.90%
Total P.S. & Fringe Benefits	168,705,387	176,388,415	174,668,548	(1,719,867)	-1.00%
Other Expenses:					
Inst. Financial Aid/Match	13,918,188	14,134,300	14,115,900	(18,400)	-0.10%
Waivers	2,845,972	2,780,420	2,587,578	(192,842)	-6.90%
Utilities	4,969,032	5,062,141	5,062,141	-	0.00%
All Other Expenses	31,648,514	36,395,731	32,208,586	(4,187,145)	-11.50%
Total Other Expenses	53,381,706	58,372,592	53,974,205	(4,398,387)	-7.50%
Total Expenditures	222,087,093	234,761,007	228,642,753	(6,118,254)	-2.60%
Addition to (Use of) Funds Before Transfers	13,119,337	(5,297,070)	(4,599,157)	697,913	-13.20%
Designated Transfers					
Debt Service (University Fee)	(6,910,706)	(6,688,000)	(6,517,000)	171,000	-2.60%
Debt Service Residence Halls	(4,000,000)	(1,000,000)	(1,000,000)	-	0.00%
Debt Service Parking Garage	(686,090)	(791,118)	(1,497,457)	(706,339)	89.30%
Other Transfer	-	(720,250)	-	720,250	-100.00%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(11,596,796)	(9,199,368)	(9,014,457)	184,911	-2.00%
Other Requests, Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,036,586)	(1,057,289)	(1,057,289)	-	0.00%
HEERF I Institutional *	-	815,608	-	(815,608)	-100.00%
CRF Funding Approved for FY20	-	2,414,617	4,295,833	1,881,216	77.90%
Miscellaneous Year End transfers between funds	(247,330)	-	-	-	NA
Total Transfers and Commitments	(1,283,916)	2,172,936	3,238,544	1,065,608	49.00%
Net Change	238,625	(12,323,502)	(10,375,070)	1,948,432	-15.80%

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

EASTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY21 Projection, FY21 Revised Budget and FY20 Actual

Attachement B

	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	23,979,854	22,681,521	21,605,451	(1,076,070)	-4.70%
Part Time Tuition (Gross)	1,599,824	1,806,872	1,599,824	(207,048)	-11.50%
General University Fee (PT students)	1,812,519	2,028,018	1,812,519	(215,499)	-10.60%
University General Fee (excluding Accident Ins.)	18,850,330	17,885,686	17,722,369	(163,317)	-0.90%
University Fee (DS)	3,754,274	3,510,374	3,477,842	(32,532)	-0.90%
Extension Fee (Gross)	3,079,874	2,589,314	2,639,763	50,449	1.90%
All Other Student Fees	780,992	776,382	726,851	(49,531)	-6.40%
Accident Insurance	326,475	183,984	168,307	(15,677)	-8.50%
State Appropriations	29,076,022	30,331,861	30,331,861	-	0.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	385,143	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	24,530,828	26,311,275	26,311,275	-	0.00%
Housing	16,911,720	17,327,507	16,898,465	(429,042)	-2.50%
Food Service	5,583,307	5,541,792	5,248,240	(293,552)	-5.30%
All Other Revenue	2,990,920	1,378,961	1,347,967	(30,994)	-2.20%
Less: Contra Revenue	(1,100,657)	(1,183,254)	(1,013,169)	170,085	-14.40%
Total Revenue	132,561,425	131,555,436	129,262,707	(2,292,729)	-1.70%
Expenditures:					
Personal Services:					
Total Full Time	44,335,670	46,377,038	45,677,333	(699,705)	-1.50%
Part Time:					
Lecturers (PTLs)	5,167,823	5,441,712	5,441,712	-	0.00%
Lecturers (NCLs)	363,390	351,648	351,648	-	0.00%
Perm/Intermit PT	224,295	263,271	214,051	(49,220)	-18.70%
University Assistants	1,270,753	1,330,181	1,089,541	(240,640)	-18.10%
Graduate Assistants	230,000	250,000	260,000	10,000	4.00%
Student Labor	2,815,311	2,394,901	1,393,963	(1,000,938)	-41.80%
Other Part Time	317,104	355,869	337,099	(18,770)	-5.30%
Total Part Time	10,388,676	10,387,582	9,088,014	(1,299,568)	-12.50%
Overtime	976,347	1,058,000	552,831	(505,169)	-47.70%
All Other Personal Services	1,515,399	1,616,713	1,567,524	(49,189)	-3.00%
Subtotal Personal Services	57,216,092	59,439,333	56,885,702	(2,553,631)	-4.30%
Fringe Benefits	38,031,921	40,491,066	40,534,044	42,978	0.10%
Worker's Comp. Recovery	168,063	200,886	177,379	(23,507)	-11.70%
Total P.S. & Fringe Benefits	95,416,076	100,131,285	97,597,125	(2,534,160)	-2.50%
Other Expenses:					
Inst. Financial Aid/Match	11,617,131	12,100,000	11,614,457	(485,543)	-4.00%
Waivers	1,401,092	1,458,121	1,390,465	(67,656)	-4.60%
Utilities	3,744,220	4,325,899	3,890,382	(435,517)	-10.10%
All Other Expenses	14,546,329	18,463,759	15,669,856	(2,793,903)	-15.10%
Total Other Expenses	31,308,772	36,347,779	32,565,160	(3,782,619)	-10.40%
Total Expenditures	126,724,848	136,479,064	130,162,285	(6,316,779)	-4.60%
Addition to (Use of) Funds Before Transfers	5,836,576	(4,923,628)	(899,578)	4,024,050	-81.70%
Designated Transfers					
Debt Service (University Fee)	(3,707,286)	(3,463,616)	(3,434,314)	29,302	-0.80%
Debt Service Residence Halls	(2,630,357)	(2,724,727)	(2,724,727)	-	0.00%
Debt Service Parking Garage	(344,999)	(497,373)	(497,373)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(6,682,642)	(6,685,716)	(6,656,414)	29,302	-0.40%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,036,586)	(1,057,289)	(1,057,289)	-	0.00%
HEERF I Institutional *	-	527,027	-	(527,027)	-100.00%
CRF Funding Approved for FY20	-	946,196	4,869,236	3,923,040	414.60%
Total Transfers and Commitments	(1,036,586)	415,934	3,811,947	3,396,013	816.50%
Net Change	(1,882,652)	(11,193,410)	(3,744,045)	7,449,365	-66.60%

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

SOUTHERN CONNECTICUT STATE UNIVERSITY

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

FY21 Projection, FY21 Revised Budget and FY20 Actual

Attachement B

	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	47,786,257	46,251,528	45,815,323	(436,205)	-0.90%
Part Time Tuition (Gross)	8,096,075	8,361,648	8,817,531	455,883	5.50%
General University Fee (PT students)	8,834,147	8,649,404	8,929,535	280,131	3.20%
University General Fee (excluding Accident Ins.)	30,274,532	30,120,337	30,021,293	(99,044)	-0.30%
University Fee (DS)	7,023,237	7,078,219	6,650,427	(427,792)	-6.00%
Extension Fee (Gross)	11,633,925	12,099,282	12,299,282	200,000	1.70%
All Other Student Fees	2,132,074	1,809,631	1,837,509	27,878	1.50%
Accident Insurance	391,012	317,055	301,431	(15,624)	-4.90%
State Appropriations	40,675,191	43,146,880	43,146,880	-	0.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	385,143	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	40,839,863	44,591,739	44,591,739	0	0.00%
Housing	13,753,596	11,375,798	11,152,744	(223,054)	-2.00%
Food Service	6,892,658	6,163,167	5,749,004	(414,163)	-6.70%
All Other Revenue	5,542,670	4,659,794	1,693,986	(2,965,808)	-63.60%
Less: Contra Revenue	(2,826,836)	(2,000,000)	(1,656,950)	343,050	-17.20%
Total Revenue	221,433,544	223,009,625	219,734,877	(3,274,748)	-1.50%
Expenditures:					
Personal Services:					
Total Full Time	79,252,471	83,767,024	83,121,516	(645,508)	-0.80%
Part Time:					
Lecturers (PTLs)	13,239,830	11,927,021	14,192,700	2,265,679	19.00%
Lecturers (NCLs)	1,307,013	1,323,000	1,141,000	(182,000)	-13.80%
Perm/Intermit PT	515,804	727,489	551,289	(176,200)	-24.20%
University Assistants	1,176,217	1,137,577	1,004,691	(132,886)	-11.70%
Graduate Assistants	1,264,984	1,339,571	1,171,460	(168,111)	-12.50%
Student Labor	2,954,343	3,204,602	2,181,000	(1,023,602)	-31.90%
Other Part Time	357,872	485,033	312,371	(172,662)	-35.60%
Total Part Time	20,816,063	20,144,293	20,554,511	410,218	2.00%
Overtime	898,635	1,048,286	906,263	(142,023)	-13.50%
All Other Personal Services	3,056,299	3,158,196	3,565,234	407,038	12.90%
Subtotal Personal Services	104,023,468	108,117,799	108,147,524	29,725	0.00%
Fringe Benefits	63,286,503	71,258,866	71,834,269	575,403	0.80%
Worker's Comp. Recovery	295,628	300,000	309,800	9,800	3.30%
Total P.S. & Fringe Benefits	167,605,599	179,676,665	180,291,593	614,928	0.30%
Other Expenses:					
Inst. Financial Aid/Match	12,238,749	13,616,607	13,972,637	356,030	2.60%
Waivers	7,540,948	7,752,235	7,411,671	(340,564)	-4.40%
Utilities	5,801,631	6,671,500	6,373,218	(298,282)	-4.50%
All Other Expenses	23,217,751	26,631,361	20,332,021	(6,299,340)	-23.70%
Total Other Expenses	48,799,079	54,671,703	48,089,547	(6,582,156)	-12.00%
Total Expenditures	216,404,678	234,348,368	228,381,140	(5,967,228)	-2.50%
Addition to (Use of) Funds Before Transfers	5,028,866	(11,338,743)	(8,646,263)	2,692,480	-23.70%
Designated Transfers					
Debt Service (University Fee)	(6,848,237)	(6,903,219)	(6,475,427)	427,792	-6.20%
Debt Service Residence Halls	(1,053,561)	(800,000)	(793,287)	6,713	-0.80%
Debt Service Parking Garage	(1,170,293)	(776,096)	(939,076)	(162,980)	21.00%
Auxiliary Renewal and Replacement				-	NA
Total Designated Transfers	(9,072,091)	(8,479,315)	(8,207,790)	271,525	-3.20%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,036,586)	(1,057,289)	(1,057,289)	-	0.00%
HEERF I Institutional *	-	1,507,207	1,507,207	-	0.00%
CRF Funding Approved for FY20		703,510	4,020,985	3,317,475	471.60%
Total Transfers and Commitments	(1,036,586)	1,153,428	4,470,903	3,317,475	287.60%
Net Change	(5,079,811)	(18,664,630)	(12,383,150)	6,281,480	-33.70%

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

WESTERN CONNECTICUT STATE UNIVERSITY

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

FY21 Projection, FY21 Revised Budget and FY20 Actual

Attachement B

	FY20 Actual	FY21 Revised Budget	FY21 Projection	FY21 Proj vs. Rev Budget	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	24,245,692	23,894,191	23,336,168	(558,023)	-2.30%
Part Time Tuition (Gross)	5,254,790	5,330,833	4,781,446	(549,387)	-10.30%
General University Fee (PT students)	4,508,989	4,293,963	3,940,714	(353,249)	-8.20%
University General Fee (excluding Accident Ins.)	16,776,026	16,487,459	15,986,996	(500,463)	-3.00%
University Fee (DS)	3,700,834	3,609,873	3,497,881	(111,992)	-3.10%
Extension Fee (Gross)	3,716,513	4,013,671	4,013,671	-	0.00%
All Other Student Fees	1,658,643	1,629,324	1,454,324	(175,000)	-10.70%
Accident Insurance	158,901	175,513	170,495	(5,018)	-2.90%
State Appropriations	27,413,421	28,290,894	28,290,894	-	0.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	385,143	385,143	385,143	-	0.00%
Fringe Benefits Paid By State	23,683,255	24,935,932	24,935,932	-	0.00%
Housing	8,648,873	6,287,907	5,933,676	(354,231)	-5.60%
Food Service	4,572,343	3,400,104	3,036,833	(363,271)	-10.70%
All Other Revenue	4,801,871	5,855,409	3,712,295	(2,143,114)	-36.60%
Less: Contra Revenue	(1,276,855)	(1,219,676)	(1,019,676)	200,000	-16.40%
Total Revenue	128,248,439	127,370,540	122,456,792	(4,913,748)	-3.90%
Expenditures:					
Personal Services:					
Total Full Time	47,447,190	47,849,297	47,477,049	(372,248)	-0.80%
Part Time:					
Lecturers (PTLs)	7,711,193	7,023,061	6,430,861	(592,200)	-8.40%
Lecturers (NCLs)	584,592	581,097	581,097	(0)	0.00%
Perm/Intermit PT	119,227	97,861	97,861	-	0.00%
University Assistants	591,320	765,525	704,588	(60,937)	-8.00%
Graduate Assistants	193,186	196,812	196,812	-	0.00%
Student Labor	2,004,306	1,766,420	1,507,623	(258,797)	-14.70%
Other Part Time	430,143	433,047	433,047	-	0.00%
Total Part Time	11,633,967	10,863,823	9,951,889	(911,934)	-8.40%
Overtime	706,423	923,455	499,371	(424,084)	-45.90%
All Other Personal Services	1,304,181	1,303,850	1,303,850	-	0.00%
Subtotal Personal Services	61,091,761	60,940,425	59,232,159	(1,708,266)	-2.80%
Fringe Benefits	38,738,442	40,667,732	40,169,250	(498,482)	-1.20%
Worker's Comp. Recovery	66,607	185,021	185,020	(1)	0.00%
Total P.S. & Fringe Benefits	99,896,810	101,793,178	99,586,429	(2,206,749)	-2.20%
Other Expenses:					
Inst. Financial Aid/Match	6,247,939	5,795,000	5,795,000	-	0.00%
Waivers	1,380,904	1,181,846	1,181,846	-	0.00%
Utilities	3,559,866	4,019,735	3,589,036	(430,699)	-10.70%
All Other Expenses	14,408,443	19,498,699	17,390,657	(2,108,042)	-10.80%
Total Other Expenses	25,597,152	30,495,280	27,956,539	(2,538,741)	-8.30%
Total Expenditures	125,493,962	132,288,458	127,542,968	(4,745,490)	-3.60%
Addition to (Use of) Funds Before Transfers	2,754,477	(4,917,918)	(5,086,176)	(168,258)	3.40%
Designated Transfers					
Debt Service (University Fee)	(3,648,670)	(3,609,873)	(3,497,881)	111,992	-3.10%
Debt Service Residence Halls	(1,365,758)	(1,370,086)	(1,370,086)	-	0.00%
Debt Service Parking Garage	(723,802)	(681,460)	(681,460)	-	0.00%
Debt Service WS Parking Garage	(73,464)	(70,974)	(70,974)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(5,811,694)	(5,732,393)	(5,620,401)	111,992	-2.00%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,036,586)	(1,057,289)	(1,057,289)	-	0.00%
HEERF I Institutional *	-	290,518	-	(290,518)	-100.00%
CRF Funding Approved for FY20	-	924,246	1,723,925	799,679	86.50%
Total Transfers and Commitments	(1,036,586)	157,475	666,636	509,161	323.30%
Net Change Subtotal	(4,093,803)	(10,492,836)	(10,039,941)	452,895	-4.30%
WCSU Foundation Reserves - Tuition Offset	1,086,458	245,004	245,004	-	0.00%
	(3,007,345)	(10,247,832)	(9,794,937)	452,895	-4.40%

Note:

* HEERF II Institutional funds are not included in the FY21 Projection

SYSTEM OFFICE/SYSTEMWIDE/MANDATES
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

FY21 Projection, FY21 Revised Budget and FY20 Actual

Attachement B

	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget 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	4,593,331	5,105,181	5,105,181	-	0.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	2,768,247	3,396,015	3,396,015	-	0.00%
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	372,303	-	-	-	NA
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	7,733,881	8,501,196	8,501,196	-	0.00%
Expenditures:					
Personal Services:					
Total Full Time	4,020,003	4,891,921	4,666,430	(225,491)	-4.60%
Part Time:					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	-	-	-	-	NA
University Assistants	-	13,260	-	(13,260)	-100.00%
Graduate Assistants	51,924	-	12,888	12,888	NA
Student Labor	7,214	-	-	-	NA
Other Part Time	-	-	-	-	NA
Total Part Time	59,138	13,260	12,888	(372)	-2.80%
Overtime	-	-	-	-	NA
All Other Personal Services	248,789	-	9,110	9,110	NA
Subtotal Personal Services	4,327,930	4,905,181	4,688,428	(216,753)	-4.40%
Fringe Benefits	2,901,835	3,396,015	3,058,528	(337,487)	-9.90%
Worker's Comp. Recovery	-	-	-	-	NA
Total P.S. & Fringe Benefits	7,229,765	8,301,196	7,746,956	(554,240)	-6.70%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	4,514,074	4,429,156	4,831,584	402,428	9.10%
Total Other Expenses	4,514,074	4,429,156	4,831,584	402,428	9.10%
Total Expenditures	11,743,839	12,730,352	12,578,540	(151,812)	-1.20%
Addition to (Use of) Funds Before Transfers	(4,009,958)	(4,229,156)	(4,077,344)	151,812	-3.60%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	4,146,344	4,229,156	4,229,156	-	0.00%
CRF Funding Approved for FY20	-	-	38,424	38,424	NA
Total Transfers and Commitments	4,146,344	4,229,156	4,267,580	38,424	0.90%
Net Change	136,386	(0)	190,236	190,236	-48148945.90%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

Attachment C

Colleges: Consolidated

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	118,874,976	105,731,672	99,258,868	(6,472,804)	-6%
Fees	58,872,668	49,491,099	48,159,035	(1,332,064)	-3%
State Appropriations	140,733,737	148,518,817	148,518,817	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	8,523,583	8,523,582	8,523,582	-	NA
GF Fringe Benefits Paid by State	123,693,721	134,317,245	134,317,246	0	0%
OF Fringe Benefits Paid by State	24,400,000	36,550,000	36,550,000	0	0%
Private Gifts, Grants and Contracts	175,917	123,500	121,500	(2,000)	-2%
Sales of Educational Activities	502,104	524,149	364,049	(160,100)	-31%
All Other Revenue	324,743	1,985,502	(3,092,077)	(5,077,580)	-256%
Less Contra Revenue	(2,152,522)	(2,318,791)	(2,257,514)	61,277	-3%
Total Revenue	473,948,927	483,446,776	470,463,506	(12,983,270)	-3%
Expenditures:					
Personnel Services:					
Full Time (601000)	153,364,641	166,601,478	162,503,589	(4,097,889)	-3%
Continuing Part Time (601100)	1,339,685	1,301,835	1,256,844	(44,991)	-4%
Temporary Part Time (601200, 02, 03, 04, 601303)	20,891,805	20,164,934	19,188,182	(976,752)	-5%
Clinical EA (601201)	5,517,828	6,471,758	6,376,529	(95,228)	-2%
Contractual PTL (601302)	42,640,456	42,609,989	41,202,570	(1,407,419)	-3%
Contractual NCL (601300)	3,556,319	3,492,729	3,293,653	(199,077)	-6%
Contractual ECL (601301)	7,746,822	6,746,216	7,092,392	346,176	5%
Student Labor (601400, 01, 02, 601406)	1,788,839	1,990,726	1,025,902	(964,824)	-49%
Overtime (601501, 601502)	1,121,894	1,038,063	741,616	(296,447)	-29%
All Other Personnel Services	5,212,138	4,950,591	5,922,990	972,399	20%
Subtotal Personnel Services	243,180,427	255,368,319	248,604,266	(6,764,053)	-3%
Fringe Benefits	164,223,501	176,518,944	172,998,233	(3,520,711)	-2%
Total P.S. & Fringe Benefits	407,403,929	431,887,263	421,602,499	(10,284,764)	-2%
Other Expenses:					
Inst. Financial Aid/Match	14,054,491	14,334,290	13,797,453	(536,837)	-4%
Waivers	5,642,189	4,327,950	4,098,010	(229,940)	-5%
Utilities	9,114,961	9,417,005	9,063,626	(353,379)	-4%
All Other Expenses	41,146,815	56,601,253	51,290,226	(5,311,027)	-9%
Total Other Expenses	69,958,456	84,680,498	78,249,315	(6,431,183)	-8%
Total Expenditures	477,362,385	516,567,762	499,851,814	(16,715,948)	-3%
Addition to (Use of) Funds Before Transfers	(3,413,458)	(33,120,986)	(29,388,308)	3,732,678	-11%
Transfers, Additional Funds and Commitments					
Transfer in	19,343,757	23,782,298	25,060,250	1,277,952	5%
Transfer out	(19,343,757)	(22,751,320)	(25,475,904)	(2,724,583)	12%
HEERF I Institutional (2)	-	14,246,438	13,386,176	(860,262)	-6%
CRF Funding Approved	-	-	385,173	385,173	NA
Total Transfers, Additional Funds and Commitments	-	15,277,416	13,355,695	(1,921,720)	-13%
Net Change Subtotal	(3,413,458)	(17,843,570)	(16,032,612)	1,810,958	-10%
Use of Unrestricted Reserves for PACT	-	(3,000,000)	(6,000,000)	(3,000,000)	100%
System-wide Additional Reductions (1)	-	4,400,000	-	(4,400,000)	-100%
Net Change	(3,413,458)	(16,443,570)	(22,032,612)	(5,589,042)	34%

Notes:

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

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY20 Actual

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)	118,874,976	-	-	3,929,411	7,932,130	17,637,806	12,233,929	13,709,178	6,403,375	16,377,714	14,173,582	3,342,004	3,528,951	9,464,870	10,142,026
Fees	58,872,668	-	-	3,911,918	4,314,695	8,203,086	4,540,288	8,035,290	2,997,251	7,114,180	7,147,893	1,154,198	1,579,290	4,611,417	5,263,161
State Appropriations	140,733,737	-	12,730,737	6,751,708	9,618,861	16,835,105	12,250,407	14,426,503	7,111,377	16,555,279	13,089,321	5,885,404	5,828,684	9,933,369	9,716,982
Addtl State Appropriation (Dev Edu and Outcom	8,523,583	-	-	282,034	541,775	1,267,679	773,542	1,050,586	446,551	1,021,984	1,074,998	336,069	446,372	649,929	632,064
GF Fringe Benefits Paid by State	123,693,721	-	8,323,114	6,218,173	8,950,788	14,448,446	10,958,320	13,503,842	6,383,393	15,514,231	11,118,751	5,178,239	5,280,299	8,949,911	8,866,217
OF Fringe Benefits Paid by State	24,400,000	-	-	855,369	2,065,871	3,036,938	2,282,699	3,686,391	1,054,779	3,965,582	2,481,750	454,504	394,946	2,072,110	2,049,061
Private Gifts, Grants and Contracts	175,917	-	-	-	-	-	-	-	6,477	-	-	169,090	-	-	350
Sales of Educational Activities	502,104	-	-	5,292	26,288	7,384	99,878	8,815	7,279	146,555	155,545	-	-	-	45,069
All Other Revenue	324,743	-	265,080	55,108	(184,722)	52,551	154,097	(300,538)	19,985	(155,887)	210,201	32,077	210,288	138,871	(172,368)
Less Contra Revenue	(2,152,522)	-	-	(86,369)	(229,898)	(304,327)	(167,048)	(220,818)	(96,745)	(196,900)	(273,617)	(91,602)	(39,786)	(276,398)	(169,014)
Total Revenue	473,948,927	-	21,318,931	21,922,644	33,035,787	61,184,668	43,126,113	53,899,249	24,333,721	60,342,739	49,178,424	16,459,982	17,229,044	35,544,078	36,373,548
Expenditures:															
Personnel Services:															
Full Time (601000)	153,364,641	-	11,720,692	5,232,250	11,695,112	16,915,423	14,076,381	17,536,688	8,194,612	19,458,107	16,018,011	6,482,547	5,314,965	10,547,986	10,171,867
Continuing Part Time (601100)	1,339,685	-	-	30,440	-	68,482	156,068	9,058	66,199	207,720	186,624	-	291,771	-	323,322
Temporary Part Time (601200, 02, 03, 04, 60130	20,891,805	-	534,082	3,224,777	1,481,006	3,121,025	1,274,466	2,114,515	778,165	2,194,716	929,437	213,552	945,776	1,869,759	2,210,528
Clinical EA (601201)	5,517,828	-	-	-	1,461,830	1,036,446	-	89,075	-	1,212,987	602,784	259,690	-	595,777	259,240
Contractual PTL (601302)	42,640,456	-	-	1,550,524	2,264,800	6,882,424	4,459,633	4,560,326	2,422,122	5,530,162	4,455,162	1,258,601	1,491,249	3,961,881	3,803,571
Contractual NCL (601300)	3,556,319	-	-	322,692	357,446	419,817	266,163	295,910	162,523	330,474	606,286	41,685	142,175	263,099	348,047
Contractual ECL (601301)	7,746,822	-	-	700,314	446,710	1,038,373	444,219	1,389,452	508,592	750,150	907,091	135,638	132,169	534,370	759,744
Student Labor (601400, 01, 02, 601406)	1,788,839	-	9,832	40,885	98,075	317,172	178,510	216,074	151,370	97,344	299,708	15,497	21,867	220,886	121,620
Overtime (601501, 601502)	1,121,894	-	-	5,786	88,884	281,956	219,741	110,270	15,320	256,548	35,829	14,769	30,615	14,483	47,695
All Other Personnel Services	5,212,138	-	341,927	198,312	363,211	632,130	418,124	527,343	207,285	528,534	705,407	237,879	223,129	521,761	307,098
Subtotal Personnel Services	243,180,427	-	12,606,533	11,305,980	18,257,074	30,713,249	21,493,304	26,848,710	12,506,187	30,566,742	24,746,340	8,659,858	8,593,717	18,530,001	18,352,732
Fringe Benefits	164,223,501	-	8,200,490	7,733,195	13,066,610	19,730,118	14,531,650	19,270,718	8,327,031	22,012,096	14,944,003	6,052,858	6,034,100	12,231,628	12,089,004
Total P.S. & Fringe Benefits	407,403,929	-	20,807,023	19,039,175	31,323,685	50,443,367	36,024,954	46,119,428	20,833,219	52,578,838	39,690,342	14,712,715	14,627,817	30,761,630	30,441,736
Other Expenses:															
Inst. Financial Aid/Match	14,054,491	-	-	468,302	1,055,522	2,656,523	1,379,916	1,989,521	814,601	442,316	1,698,832	342,174	324,849	1,471,583	1,410,353
Waivers	5,642,189	-	304,440	210,112	276,127	366,700	360,231	480,488	273,698	1,945,031	541,905	226,297	205,187	249,179	202,795
Utilities	9,114,961	-	830	360,221	781,422	818,824	1,098,072	1,039,088	304,311	1,268,413	1,107,512	476,879	263,362	826,540	769,489
All Other Expenses	41,146,815	-	8,903,515	1,495,549	2,526,810	6,083,764	4,379,243	2,860,463	2,009,042	2,693,510	4,105,632	659,005	1,232,703	2,073,113	2,124,465
Total Other Expenses	69,958,456	-	9,208,785	2,534,184	4,639,882	9,925,811	7,217,461	6,369,559	3,401,652	6,349,270	7,453,881	1,704,354	2,026,101	4,620,414	4,507,102
Total Expenditures	477,362,385	-	30,015,808	21,573,359	35,963,566	60,369,177	43,242,415	52,488,987	24,234,871	58,928,108	47,144,224	16,417,070	16,653,918	35,382,044	34,948,839
Addition to (Use of) Funds Before Transfers	(3,413,458)		(8,696,877)	349,285	(2,927,779)	815,490	(116,302)	1,410,262	98,850	1,414,631	2,034,201	42,913	575,126	162,035	1,424,709
Transfers, Additional Funds and Commitments															
Transfer in	19,343,757	-	15,275,037	252,262	292,634	467,878	325,944	538,818	222,498	408,443	407,902	259,416	133,334	447,700	311,892
Transfer out	(19,343,757)	-	(4,079,072)	(537,877)	(947,259)	(2,199,867)	(1,537,814)	(1,966,988)	(841,802)	(2,094,270)	(1,830,514)	(390,983)	(460,324)	(1,259,193)	(1,197,794)
Total Transfers, Additional Funds and Commitm	(0)	-	11,195,964	(285,616)	(654,625)	(1,731,989)	(1,211,870)	(1,428,169)	(619,304)	(1,685,827)	(1,422,612)	(131,567)	(326,990)	(811,494)	(885,902)
Net Change	(3,413,458)	-	2,499,088	63,669	(3,582,404)	(916,498)	(1,328,172)	(17,908)	(520,454)	(271,196)	611,588	(88,654)	248,136	(649,459)	538,807

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 Outcom	8,523,582	1,196,017	-	-	227,607	497,682	1,045,228	726,004	998,942	395,569	964,825	856,270	184,424	244,785	601,703	584,526
GF Fringe Benefits Paid by State	134,317,245	5,865,696	-	1,000,607	7,337,257	9,971,215	15,864,619	11,951,153	14,259,368	7,243,931	16,519,955	12,050,374	6,053,000	6,036,147	9,980,359	10,183,565
OF Fringe Benefits Paid by State	36,550,000	-	9,457,850	-	293,852	2,965,528	3,154,964	2,680,023	4,826,805	1,027,281	4,940,076	2,858,751	-	-	2,419,479	1,925,391
Private Gifts, Grants and Contracts	123,500	-	-	-	-	-	-	-	-	12,000	-	-	111,000	-	-	500
Sales of Educational Activities	524,149	-	-	-	19,100	30,000	10,000	130,000	-	4,000	111,049	190,000	-	-	-	30,000
All Other Revenue	1,985,502	-	-	-	184,396	123,575	213,400	290,000	(421,637)	280,000	148,016	339,600	62,010	220,999	347,413	197,730
Less Contra Revenue	(2,318,791)	-	-	-	(108,329)	(280,000)	(304,512)	(225,000)	(150,000)	(115,000)	(230,000)	(258,600)	(94,350)	(23,000)	(325,000)	(205,000)
Total Revenue	483,446,776	15,988,520	22,688,452	2,556,404	20,415,299	33,608,315	59,642,984	41,374,146	50,573,137	24,746,862	58,864,364	46,789,235	16,731,015	16,923,844	35,678,225	36,865,974
Expenditures:																
Personnel Services:																
Full Time (601000)	166,601,478	6,106,156	12,197,948	1,461,689	4,771,796	12,614,146	18,532,086	15,058,727	18,253,781	8,707,997	19,326,204	17,021,721	6,273,892	5,468,846	10,250,580	10,555,910
Continuing Part Time (601100)	1,301,835	-	-	-	-	-	150,570	163,808	20,000	75,893	217,912	197,822	-	180,213	-	295,617
Temporary Part Time (601200, 02, 03, 04, 6013C	20,164,934	-	-	-	3,205,608	1,837,976	2,708,516	1,426,983	1,518,822	840,290	2,132,794	983,735	243,082	908,874	2,296,990	2,061,264
Clinical EA (601201)	6,471,758	-	-	-	-	1,877,687	1,020,761	-	109,103	-	1,299,760	881,118	337,663	-	641,032	304,634
Contractual PTL (601302)	42,609,989	-	-	-	1,412,460	2,155,224	7,147,005	4,460,060	4,853,608	2,402,299	5,486,677	4,407,591	1,349,706	1,531,290	3,761,856	3,642,213
Contractual NCL (601300)	3,492,729	-	-	-	241,497	312,000	573,935	-	275,000	214,725	348,151	486,824	47,070	168,776	345,723	479,028
Contractual ECL (601301)	6,746,216	-	-	-	233,021	465,500	977,275	378,103	913,681	428,149	741,611	789,992	134,722	138,467	896,544	649,150
Student Labor (601400, 01, 02, 601406)	1,990,726	205,732	-	-	45,913	40,225	250,000	228,000	220,000	199,843	114,230	305,000	26,000	11,324	200,000	144,459
Overtime (601501, 601502)	1,038,063	-	-	-	7,100	60,000	344,000	210,000	90,000	25,000	105,740	75,000	20,000	45,000	15,000	41,223
All Other Personnel Services	4,950,591	-	-	-	165,887	464,092	80,122	640,000	647,521	261,895	396,237	893,000	200,000	295,252	491,826	414,759
Subtotal Personnel Services	255,368,319	6,311,887	12,197,948	1,461,689	10,083,282	19,826,850	31,784,270	22,565,681	26,901,516	13,156,091	30,169,317	26,041,803	8,632,135	8,748,042	18,899,551	18,588,257
Fringe Benefits	176,518,944	4,134,286	8,552,953	916,867	7,358,714	13,181,104	21,443,302	15,413,550	20,499,149	8,931,749	22,562,722	15,753,248	6,175,824	5,991,914	12,378,599	13,224,964
Total P.S. & Fringe Benefits	431,887,263	10,446,173	20,750,901	2,378,556	17,441,996	33,007,954	53,227,572	37,979,231	47,400,665	22,087,840	52,732,039	41,795,051	14,807,959	14,739,956	31,278,150	31,813,221
Other Expenses:																
Inst. Financial Aid/Match	14,334,290	-	-	-	371,664	880,000	2,546,348	1,883,400	1,784,873	905,204	1,064,924	1,749,599	329,125	329,143	1,174,026	1,315,984
Waivers	4,327,950	-	-	-	184,168	245,000	361,000	460,000	170,000	257,000	1,355,289	647,408	233,085	55,000	235,000	125,000
Utilities	9,417,005	-	-	900	362,267	770,218	913,800	982,000	1,100,000	350,000	1,240,000	1,235,000	514,500	237,820	900,000	810,500
All Other Expenses	56,601,253	6,082,160	16,379,832	289,310	1,540,708	2,371,614	6,818,772	3,755,765	2,469,833	2,065,013	2,544,677	4,349,175	650,000	1,285,072	2,972,500	3,026,822
Total Other Expenses	84,680,498	6,082,160	16,379,832	290,210	2,458,807	4,266,832	10,639,920	7,081,165	5,524,706	3,577,217	6,204,890	7,981,182	1,726,710	1,907,035	5,281,526	5,278,306
Total Expenditures	516,567,762	16,528,333	37,130,733	2,668,766	19,900,803	37,274,786	63,867,492	45,060,396	52,925,371	25,665,057	58,936,929	49,776,233	16,534,669	16,646,991	36,559,676	37,091,527
Addition to (Use of) Funds Before Transfers	(33,120,986)	(539,813)	(14,442,281)	(112,362)	514,496	(3,666,470)	(4,224,508)	(3,686,250)	(2,352,234)	(918,195)	(72,565)	(2,986,998)	196,346	276,853	(881,452)	(225,553)
Transfers, Additional Funds and Commitments																
Transfer in	23,782,298	6,082,160	16,375,474	290,210	25,085	-	64,272	-	412,672	-	-	200,000	-	35,575	-	296,850
Transfer out	(22,751,320)	-	-	-	(869,642)	(1,417,090)	(3,220,954)	(2,351,286)	(2,907,239)	(1,245,677)	(3,016,050)	(2,717,641)	(590,689)	(683,674)	(1,909,708)	(1,821,670)
HEERF I Institutional (2)	14,246,438	-	-	-	607,719	1,016,011	2,148,362	1,725,435	1,617,601	661,690	1,909,764	1,594,831	301,133	444,524	1,126,615	1,092,753
Total Transfers, Additional Funds and Commitme	15,277,416	6,082,160	16,375,474	290,210	(236,838)	(401,079)	(1,008,320)	(625,851)	(876,966)	(583,987)	(1,106,286)	(922,810)	(289,556)	(203,575)	(783,093)	(432,067)
Net Change Subtotal	(17,843,570)	5,542,347	1,933,193	177,848	277,658	(4,067,549)	(5,232,828)	(4,312,101)	(3,229,200)	(1,502,182)	(1,178,851)	(3,909,807)	(93,210)	73,278	(1,664,545)	(657,620)
Use of Unrestricted Reserves for PACT	(3,000,000)	-	-	(3,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	(20,843,570)	5,542,347	1,933,193	(2,822,152)	277,658	(4,067,549)	(5,232,828)	(4,312,101)	(3,229,200)	(1,502,182)	(1,178,851)	(3,909,807)	(93,210)	73,278	(1,664,545)	(657,620)

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection

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)	99,258,868	-	-	-	3,162,356	6,274,551	14,923,729	9,446,701	12,008,724	5,214,992	13,423,157	11,706,403	3,087,285	2,956,610	8,138,264	8,916,096
Fees	48,159,035	-	-	-	2,413,790	3,344,401	7,347,413	3,905,520	5,396,940	2,931,509	6,186,780	5,157,088	1,154,417	1,363,791	4,380,231	4,577,155
State Appropriations	148,518,817	8,926,807	13,230,602	1,555,797	6,804,108	9,421,841	16,302,779	11,991,138	13,801,019	6,847,414	16,090,144	12,568,371	5,800,311	5,695,043	9,690,630	9,792,813
Addtl State Appropriation (Dev Edu and Outcom	8,523,582	1,196,017	-	-	227,607	497,682	1,045,228	726,004	998,942	395,569	964,825	856,270	184,424	244,785	601,703	584,526
GF Fringe Benefits Paid by State	134,317,246	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	-	6,737,803	-	18,015	2,694,984	4,683,795	2,906,987	5,238,845	1,417,072	5,073,434	3,108,888	103,122	-	2,013,533	2,553,522
Private Gifts, Grants and Contracts	121,500	-	-	-	-	-	-	-	-	10,000	-	-	111,000	-	-	500
Sales of Educational Activities	364,049	-	-	-	-	11,000	7,000	65,000	-	2,000	111,049	128,000	-	-	-	40,000
All Other Revenue	(3,092,077)	-	-	-	(143,345)	(379,373)	(426,128)	(437,000)	(678,450)	(102,292)	(895,362)	128,047	(68,128)	(79,853)	130,428	(140,621)
Less Contra Revenue	(2,257,514)	-	-	-	(95,839)	(280,000)	(294,625)	(180,000)	(275,400)	(146,000)	(242,771)	(208,600)	(65,054)	(80,101)	(200,000)	(189,124)
Total Revenue	470,463,506	15,988,520	19,968,405	2,556,404	19,723,949	31,556,300	59,453,810	40,375,503	50,749,988	23,814,195	57,231,211	45,494,841	16,360,377	16,136,422	34,735,149	36,318,432
Expenditures:																
Personnel Services:																
Full Time (601000)	162,503,589	5,160,847	12,333,765	1,408,688	4,985,566	11,938,208	17,652,188	15,132,166	17,583,029	8,504,341	19,105,791	16,176,165	6,406,571	5,054,483	10,558,584	10,503,196
Continuing Part Time (601100)	1,256,844	-	-	-	-	-	22,527	141,058	27,499	77,357	201,248	196,888	-	289,450	-	300,817
Temporary Part Time (601200, 02, 03, 04, 60130	19,188,182	-	-	-	3,125,575	1,771,904	2,340,273	1,426,983	1,683,583	773,331	2,101,120	973,189	133,207	877,742	1,872,897	2,108,378
Clinical EA (601201)	6,376,529	-	-	-	-	1,742,805	1,050,000	-	115,947	-	1,180,891	799,781	280,396	-	836,793	369,916
Contractual PTL (601302)	41,202,570	-	-	-	1,331,441	2,062,521	6,813,548	4,354,560	5,201,432	1,968,059	5,186,677	4,175,309	1,362,119	1,602,857	3,709,351	3,434,696
Contractual NCL (601300)	3,293,653	-	-	-	256,738	228,971	510,000	333,000	170,000	202,252	364,635	366,500	47,070	97,797	338,413	378,277
Contractual ECL (601301)	7,092,392	-	-	-	232,946	446,003	1,100,000	382,778	1,043,680	486,271	815,610	794,783	130,750	138,467	775,686	745,418
Student Labor (601400, 01, 02, 601406)	1,025,902	-	96,373	26,540	24,255	46,139	100,000	37,000	55,000	117,099	63,508	175,000	11,000	22,028	184,501	67,459
Overtime (601501, 601502)	741,616	-	-	-	9,351	40,000	175,000	159,000	78,136	17,402	115,463	75,000	20,000	25,554	9,347	17,363
All Other Personnel Services	5,922,990	-	-	115,524	157,006	436,000	632,284	640,000	798,284	254,979	560,461	843,000	275,000	331,712	568,575	310,165
Subtotal Personnel Services	248,604,266	5,160,847	12,430,138	1,550,752	10,122,877	18,712,551	30,395,820	22,606,545	26,756,590	12,401,091	29,695,404	24,575,615	8,666,112	8,440,090	18,854,147	18,235,685
Fringe Benefits	172,998,233	3,380,355	8,877,374	941,346	7,315,975	12,739,955	20,365,199	15,419,864	20,379,628	8,790,564	22,209,509	14,990,789	6,287,488	6,042,763	12,455,406	12,802,018
Total P.S. & Fringe Benefits	421,602,499	8,541,203	21,307,512	2,492,098	17,438,851	31,452,507	50,761,019	38,026,409	47,136,218	21,191,655	51,904,913	39,566,404	14,953,600	14,482,853	31,309,553	31,037,703
Other Expenses:																
Inst. Financial Aid/Match	13,797,453	-	-	-	354,522	880,000	2,546,348	1,426,350	1,784,873	757,068	1,064,924	1,874,599	329,125	299,143	1,200,000	1,280,501
Waivers	4,098,010	-	-	-	162,455	245,000	235,145	368,000	195,000	92,000	1,355,289	617,408	287,713	85,000	235,000	220,000
Utilities	9,063,626	-	-	900	312,518	770,218	763,359	982,000	1,100,000	304,311	1,180,000	1,235,000	514,500	190,320	900,000	810,500
All Other Expenses	51,290,226	6,082,160	13,997,379	289,310	1,589,225	2,221,614	6,266,559	3,080,331	2,302,827	1,930,418	2,455,106	4,084,886	630,000	1,163,134	2,567,097	2,630,180
Total Other Expenses	78,249,315	6,082,160	13,997,379	290,210	2,418,720	4,116,832	9,811,411	5,856,681	5,382,700	3,083,797	6,055,319	7,811,893	1,761,338	1,737,597	4,902,097	4,941,181
Total Expenditures	499,851,814	14,623,363	35,304,891	2,782,308	19,857,571	35,569,339	60,572,430	43,883,090	52,518,918	24,275,452	57,960,232	47,378,297	16,714,938	16,220,450	36,211,650	35,978,884
Addition to (Use of) Funds Before Transfers	(29,388,308)	1,365,157	(15,336,486)	(225,904)	(133,623)	(4,013,038)	(1,118,620)	(3,507,587)	(1,768,930)	(461,257)	(729,021)	(1,883,456)	(354,561)	(84,028)	(1,476,501)	339,548
Transfers, Additional Funds and Commitments																
Transfer in	25,060,250	6,082,160	16,375,474	290,210	126,878	120,659	297,809	-	621,939	-	235,404	225,000	152,438	110,995	124,434	296,850
Transfer out	(25,475,904)	-	(2,382,453)	-	(869,475)	(1,416,819)	(3,220,338)	(2,351,286)	(2,906,682)	(1,245,438)	(3,138,175)	(2,886,238)	(644,793)	(683,543)	(1,909,342)	(1,821,321)
HEERF I Institutional *	13,386,176	-	-	-	607,719	1,016,011	1,575,345	1,722,690	1,424,984	669,699	1,909,764	1,568,062	301,133	381,538	1,116,478	1,092,753
CRF Funding Approved	385,173	-	-	-	-	-	173,530	66,164	3,597	-	20,673	105,641	-	1,644	301	13,623
Total Transfers, Additional Funds and Commitments	13,355,695	6,082,160	13,993,021	290,210	(134,878)	(280,149)	(1,173,654)	(562,432)	(856,162)	(575,739)	(972,334)	(987,535)	(191,222)	(189,366)	(668,129)	(418,095)
Net Change Subtotal	(16,032,612)	7,447,317	(1,343,465)	64,306	(268,501)	(4,293,187)	(2,292,274)	(4,070,019)	(2,625,092)	(1,036,997)	(1,701,355)	(2,870,990)	(545,783)	(273,394)	(2,144,630)	(78,548)
Use of Unrestricted Reserves for PACT	(6,000,000)	-	-	(6,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	(22,032,612)	7,447,317	(1,343,465)	(5,935,694)	(268,501)	(4,293,187)	(2,292,274)	(4,070,019)	(2,625,092)	(1,036,997)	(1,701,355)	(2,870,990)	(545,783)	(273,394)	(2,144,630)	(78,548)

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

ATTACHMENT C

College: One College

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Fees	-	-	-	-	NA
State Appropriations	-	8,926,807	8,926,807	-	NA
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	0	0%
OF Fringe Benefits Paid by State	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	-	-	-	-	NA
Less Contra Revenue	-	-	-	-	NA
Total Revenue	-	15,988,520	15,988,520	0	0%
Expenditures:					
Personnel Services:					
Full Time (601000)	-	6,106,156	5,160,847	(945,308)	-16%
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)	-100%
Overtime (601501, 601502)	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	-	6,311,887	5,160,847	(1,151,040)	-18%
Fringe Benefits	-	4,134,286	3,380,355	(753,931)	-18%
Total P.S. & Fringe Benefits	-	10,446,173	8,541,203	(1,904,971)	-18%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	6,082,160	6,082,160	-	NA
Total Other Expenses	-	6,082,160	6,082,160	-	NA
Total Expenditures	-	16,528,333	14,623,363	(1,904,971)	-12%
Addition to (Use of) Funds Before Transfers	-	(539,813)	1,365,157	1,904,971	-353%
Transfers, Additional Funds and Commitments					
Transfer in	-	6,082,160	6,082,160	-	NA
Transfer out	-	-	-	-	NA
HEERF I Institutional	-	-	-	-	NA
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	-	6,082,160	6,082,160	-	NA
Net Change Subtotal	-	5,542,347	7,447,317	1,904,971	34%
Net Change	-	5,542,347	7,447,317	1,904,971	34%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

ATTACHMENT C

College: Shared Services

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget 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	6,737,803	(2,720,047)	-29%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	-	-	-	-	NA
Less Contra Revenue	-	-	-	-	NA
Total Revenue	-	22,688,452	19,968,405	(2,720,047)	-12%
Expenditures:					
Personnel Services:					
Full Time (601000)	-	12,197,948	12,333,765	135,817	1%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	-	-	-	-	NA
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	-	-	-	-	NA
Contractual NCL (601300)	-	-	-	-	NA
Contractual ECL (601301)	-	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	-	-	96,373	96,373	#DIV/0!
Overtime (601501, 601502)	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	-	12,197,948	12,430,138	232,190	2%
Fringe Benefits	-	8,552,953	8,877,374	324,421	4%
Total P.S. & Fringe Benefits	-	20,750,901	21,307,512	556,611	3%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	16,379,832	13,997,379	(2,382,453)	-15%
Total Other Expenses	-	16,379,832	13,997,379	(2,382,453)	-15%
Total Expenditures	-	37,130,733	35,304,891	(1,825,842)	-5%
Addition to (Use of) Funds Before Transfers	-	(14,442,281)	(15,336,486)	(894,205)	6%
Transfers, Additional Funds and Commitments					
Transfer in	-	16,375,474	16,375,474	-	NA
Transfer out	-	-	(2,382,453)	(2,382,453)	#DIV/0!
HEERF I Institutional	-	-	-	-	NA
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	-	16,375,474	13,993,021	(2,382,453)	-15%
Net Change Subtotal	-	1,933,193	(1,343,465)	(3,276,658)	-170%
Net Change	-	1,933,193	(1,343,465)	(3,276,658)	-170%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

ATTACHMENT C

College: System Office

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Fees	-	-	-	-	NA
State Appropriations	12,730,737	1,555,797	1,555,797	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	8,323,114	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	265,080	-	-	-	NA
Less Contra Revenue	-	-	-	-	NA
Total Revenue	21,318,931	2,556,404	2,556,404	-	NA
Expenditures:					
Personnel Services:					
Full Time (601000)	11,720,692	1,461,689	1,408,688	(53,001)	-4%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	534,082	-	-	-	NA
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	-	-	-	-	NA
Contractual NCL (601300)	-	-	-	-	NA
Contractual ECL (601301)	-	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	9,832	-	26,540	26,540	#DIV/0!
Overtime (601501, 601502)	-	-	-	-	NA
All Other Personnel Services	341,927	-	115,524	115,524	#DIV/0!
Subtotal Personnel Services	12,606,533	1,461,689	1,550,752	89,064	6%
Fringe Benefits	8,200,490	916,867	941,346	24,479	3%
Total P.S. & Fringe Benefits	20,807,023	2,378,556	2,492,098	113,543	5%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	304,440	-	-	-	NA
Utilities	830	900	900	-	NA
All Other Expenses	8,903,515	289,310	289,310	-	NA
Total Other Expenses	9,208,785	290,210	290,210	-	NA
Total Expenditures	30,015,808	2,668,766	2,782,308	113,543	4%
Addition to (Use of) Funds Before Transfers	(8,696,877)	(112,362)	(225,904)	(113,543)	101%
Transfers, Additional Funds and Commitments					
Transfer in	15,275,037	290,210	290,210	-	NA
Transfer out	(4,079,072)	-	-	-	NA
HEERF I Institutional	-	-	-	-	NA
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	11,195,964	290,210	290,210	-	NA
Net Change Subtotal	2,499,088	177,848	64,306	(113,543)	-64%
Use of Unrestricted Reserves for PACT	-	(3,000,000)	(6,000,000)	(3,000,000)	100%
Net Change	2,499,088	(2,822,152)	(5,935,694)	(3,113,543)	110%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

College: Asnuntuck

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,929,411	3,219,000	3,162,356	(56,644)	-2%
Fees	3,911,918	2,438,308	2,413,790	(24,518)	-1%
State Appropriations	6,751,708	6,804,108	6,804,108	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	282,034	227,607	227,607	-	NA
GF Fringe Benefits Paid by State	6,218,173	7,337,257	7,337,257	-	NA
OF Fringe Benefits Paid by State	855,369	293,852	18,015	(275,837)	-94%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	5,292	19,100	-	(19,100)	-100%
All Other Revenue	55,108	184,396	(143,345)	(327,741)	-178%
Less Contra Revenue	(86,369)	(108,329)	(95,839)	12,490	-12%
Total Revenue	21,922,644	20,415,299	19,723,949	(691,350)	-3%
Expenditures:					
Personnel Services:					
Full Time (601000)	5,232,250	4,771,796	4,985,566	213,770	5%
Continuing Part Time (601100)	30,440	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	3,224,777	3,205,608	3,125,575	(80,033)	-3%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	1,550,524	1,412,460	1,331,441	(81,019)	-6%
Contractual NCL (601300)	322,692	241,497	256,738	15,241	6%
Contractual ECL (601301)	700,314	233,021	232,946	(75)	0%
Student Labor (601400, 01, 02, 601406)	40,885	45,913	24,255	(21,659)	-47%
Overtime (601501, 601502)	5,786	7,100	9,351	2,251	32%
All Other Personnel Services	198,312	165,887	157,006	(8,881)	-5%
Subtotal Personnel Services	11,305,980	10,083,282	10,122,877	39,595	0%
Fringe Benefits	7,733,195	7,358,714	7,315,975	(42,739)	-1%
Total P.S. & Fringe Benefits	19,039,175	17,441,996	17,438,851	(3,145)	0%
Other Expenses:					
Inst. Financial Aid/Match	468,302	371,664	354,522	(17,142)	-5%
Waivers	210,112	184,168	162,455	(21,713)	-12%
Utilities	360,221	362,267	312,518	(49,749)	-14%
All Other Expenses	1,495,549	1,540,708	1,589,225	48,517	3%
Total Other Expenses	2,534,184	2,458,807	2,418,720	(40,087)	-2%
Total Expenditures	21,573,359	19,900,803	19,857,571	(43,232)	0%
Addition to (Use of) Funds Before Transfers	349,285	514,496	(133,623)	(648,118)	-126%
Transfers, Additional Funds and Commitments					
Transfer in	252,262	25,085	126,878	101,793	406%
Transfer out	(537,877)	(869,642)	(869,475)	167	0%
HEERF I Institutional	-	607,719	607,719	-	NA
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(285,616)	(236,838)	(134,878)	101,960	-43%
Net Change	63,669	277,658	(268,501)	(546,158)	-197%

College: Capital

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	7,932,130	7,159,028	6,274,551	(884,477)	-12%
Fees	4,314,695	3,719,447	3,344,401	(375,046)	-10%
State Appropriations	9,618,861	9,421,841	9,421,841	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	541,775	497,682	497,682	-	NA
GF Fringe Benefits Paid by State	8,950,788	9,971,215	9,971,215	-	NA
OF Fringe Benefits Paid by State	2,065,871	2,965,528	2,694,984	(270,544)	-9%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	26,288	30,000	11,000	(19,000)	-63%
All Other Revenue	(184,722)	123,575	(379,373)	(502,948)	-407%
Less Contra Revenue	(229,898)	(280,000)	(280,000)	-	NA
Total Revenue	33,035,787	33,608,315	31,556,300	(2,052,015)	-6%
Expenditures:					
Personnel Services:					
Full Time (601000)	11,695,112	12,614,146	11,938,208	(675,938)	-5%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,481,006	1,837,976	1,771,904	(66,072)	-4%
Clinical EA (601201)	1,461,830	1,877,687	1,742,805	(134,881)	-7%
Contractual PTL (601302)	2,264,800	2,155,224	2,062,521	(92,703)	-4%
Contractual NCL (601300)	357,446	312,000	228,971	(83,029)	-27%
Contractual ECL (601301)	446,710	465,500	446,003	(19,497)	-4%
Student Labor (601400, 01, 02, 601406)	98,075	40,225	46,139	5,914	15%
Overtime (601501, 601502)	88,884	60,000	40,000	(20,000)	-33%
All Other Personnel Services	363,211	464,092	436,000	(28,092)	-6%
Subtotal Personnel Services	18,257,074	19,826,850	18,712,551	(1,114,298)	-6%
Fringe Benefits	13,066,610	13,181,104	12,739,955	(441,149)	-3%
Total P.S. & Fringe Benefits	31,323,685	33,007,954	31,452,507	(1,555,447)	-5%
Other Expenses:					
Inst. Financial Aid/Match	1,055,522	880,000	880,000	-	NA
Waivers	276,127	245,000	245,000	-	NA
Utilities	781,422	770,218	770,218	-	NA
All Other Expenses	2,526,810	2,371,614	2,221,614	(150,000)	-6%
Total Other Expenses	4,639,882	4,266,832	4,116,832	(150,000)	-4%
Total Expenditures	35,963,566	37,274,786	35,569,339	(1,705,447)	-5%
Addition to (Use of) Funds Before Transfers	(2,927,779)	(3,666,470)	(4,013,038)	(346,568)	10%
Transfers, Additional Funds and Commitments					
Transfer in	292,634	-	120,659	120,659	#DIV/0!
Transfer out	(947,259)	(1,417,090)	(1,416,819)	271	0%
HEERF I Institutional		1,016,011	1,016,011	-	NA
CRF Funding Approved				-	NA
Total Transfers, Additional Funds and Commitments	(654,625)	(401,079)	(280,149)	120,930	-30%
Net Change	(3,582,404)	(4,067,549)	(4,293,187)	(225,638)	6%

College: Gateway

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	17,637,806	15,622,504	14,923,729	(698,775)	-5%
Fees	8,203,086	7,734,002	7,347,413	(386,589)	-5%
State Appropriations	16,835,105	16,302,779	16,302,779	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	1,267,679	1,045,228	1,045,228	-	NA
GF Fringe Benefits Paid by State	14,448,446	15,864,619	15,864,619	-	NA
OF Fringe Benefits Paid by State	3,036,938	3,154,964	4,683,795	1,528,831	49%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	7,384	10,000	7,000	(3,000)	-30%
All Other Revenue	52,551	213,400	(426,128)	(639,528)	-300%
Less Contra Revenue	(304,327)	(304,512)	(294,625)	9,887	-3%
Total Revenue	61,184,668	59,642,984	59,453,810	(189,174)	0%
Expenditures:					
Personnel Services:					
Full Time (601000)	16,915,423	18,532,086	17,652,188	(879,898)	-5%
Continuing Part Time (601100)	68,482	150,570	22,527	(128,043)	-85%
Temporary Part Time (601200, 02, 03, 04, 601303)	3,121,025	2,708,516	2,340,273	(368,243)	-14%
Clinical EA (601201)	1,036,446	1,020,761	1,050,000	29,239	3%
Contractual PTL (601302)	6,882,424	7,147,005	6,813,548	(333,457)	-5%
Contractual NCL (601300)	419,817	573,935	510,000	(63,935)	-11%
Contractual ECL (601301)	1,038,373	977,275	1,100,000	122,725	13%
Student Labor (601400, 01, 02, 601406)	317,172	250,000	100,000	(150,000)	-60%
Overtime (601501, 601502)	281,956	344,000	175,000	(169,000)	-49%
All Other Personnel Services	632,130	80,122	632,284	552,162	689%
Subtotal Personnel Services	30,713,249	31,784,270	30,395,820	(1,388,450)	-4%
Fringe Benefits	19,730,118	21,443,302	20,365,199	(1,078,103)	-5%
Total P.S. & Fringe Benefits	50,443,367	53,227,572	50,761,019	(2,466,553)	-5%
Other Expenses:					
Inst. Financial Aid/Match	2,656,523	2,546,348	2,546,348	-	NA
Waivers	366,700	361,000	235,145	(125,855)	-35%
Utilities	818,824	913,800	763,359	(150,441)	-17%
All Other Expenses	6,083,764	6,818,772	6,266,559	(552,213)	-8%
Total Other Expenses	9,925,811	10,639,920	9,811,411	(828,509)	-8%
Total Expenditures	60,369,177	63,867,492	60,572,430	(3,295,062)	-5%
Addition to (Use of) Funds Before Transfers	815,490	(4,224,508)	(1,118,620)	3,105,888	-74%
Transfers, Additional Funds and Commitments					
Transfer in	467,878	64,272	297,809	233,537	363%
Transfer out	(2,199,867)	(3,220,954)	(3,220,338)	616	0%
HEERF I Institutional		2,148,362	1,575,345	(573,017)	-27%
CRF Funding Approved			173,530	173,530	#DIV/0!
Total Transfers, Additional Funds and Commitments	(1,731,989)	(1,008,320)	(1,173,654)	(165,334)	16%
Net Change	(916,498)	(5,232,828)	(2,292,274)	2,940,554	-56%

College: Housatonic

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	12,233,929	10,652,628	9,446,701	(1,205,927)	-11%
Fees	4,540,288	3,178,200	3,905,520	727,320	23%
State Appropriations	12,250,407	11,991,138	11,991,138	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	773,542	726,004	726,004	-	NA
GF Fringe Benefits Paid by State	10,958,320	11,951,153	11,951,153	-	NA
OF Fringe Benefits Paid by State	2,282,699	2,680,023	2,906,987	226,964	9%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	99,878	130,000	65,000	(65,000)	-50%
All Other Revenue	154,097	290,000	(437,000)	(727,000)	-251%
Less Contra Revenue	(167,048)	(225,000)	(180,000)	45,000	-20%
Total Revenue	43,126,113	41,374,146	40,375,503	(998,643)	-2%
Expenditures:					
Personnel Services:					
Full Time (601000)	14,076,381	15,058,727	15,132,166	73,439	1%
Continuing Part Time (601100)	156,068	163,808	141,058	(22,750)	-14%
Temporary Part Time (601200, 02, 03, 04, 601303)	1,274,466	1,426,983	1,426,983	-	NA
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	4,459,633	4,460,060	4,354,560	(105,500)	-2%
Contractual NCL (601300)	266,163	-	333,000	333,000	#DIV/0!
Contractual ECL (601301)	444,219	378,103	382,778	4,675	1%
Student Labor (601400, 01, 02, 601406)	178,510	228,000	37,000	(191,000)	-84%
Overtime (601501, 601502)	219,741	210,000	159,000	(51,000)	-24%
All Other Personnel Services	418,124	640,000	640,000	-	NA
Subtotal Personnel Services	21,493,304	22,565,681	22,606,545	40,864	0%
Fringe Benefits	14,531,650	15,413,550	15,419,864	6,314	0%
Total P.S. & Fringe Benefits	36,024,954	37,979,231	38,026,409	47,178	0%
Other Expenses:					
Inst. Financial Aid/Match	1,379,916	1,883,400	1,426,350	(457,050)	-24%
Waivers	360,231	460,000	368,000	(92,000)	-20%
Utilities	1,098,072	982,000	982,000	-	NA
All Other Expenses	4,379,243	3,755,765	3,080,331	(675,434)	-18%
Total Other Expenses	7,217,461	7,081,165	5,856,681	(1,224,484)	-17%
Total Expenditures	43,242,415	45,060,396	43,883,090	(1,177,306)	-3%
Addition to (Use of) Funds Before Transfers	(116,302)	(3,686,250)	(3,507,587)	178,663	-5%
Transfers, Additional Funds and Commitments					
Transfer in	325,944	-	-	-	NA
Transfer out	(1,537,814)	(2,351,286)	(2,351,286)	0	0%
HEERF I Institutional		1,725,435	1,722,690	(2,745)	0%
CRF Funding Approved			66,164	66,164	#DIV/0!
Total Transfers, Additional Funds and Commitments	(1,211,870)	(625,851)	(562,432)	63,419	-10%
Net Change	(1,328,172)	(4,312,101)	(4,070,019)	242,082	-6%

College: Manchester

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	13,709,178	12,219,153	12,008,724	(210,429)	-2%
Fees	8,035,290	5,039,487	5,396,940	357,453	7%
State Appropriations	14,426,503	13,801,019	13,801,019	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	1,050,586	998,942	998,942	-	NA
GF Fringe Benefits Paid by State	13,503,842	14,259,368	14,259,368	-	NA
OF Fringe Benefits Paid by State	3,686,391	4,826,805	5,238,845	412,040	9%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	8,815	-	-	-	NA
All Other Revenue	(300,538)	(421,637)	(678,450)	(256,813)	61%
Less Contra Revenue	(220,818)	(150,000)	(275,400)	(125,400)	84%
Total Revenue	53,899,249	50,573,137	50,749,988	176,851	0%
Expenditures:					
Personnel Services:					
Full Time (601000)	17,536,688	18,253,781	17,583,029	(670,752)	-4%
Continuing Part Time (601100)	9,058	20,000	27,499	7,499	38%
Temporary Part Time (601200, 02, 03, 04, 601303)	2,114,515	1,518,822	1,683,583	164,761	11%
Clinical EA (601201)	89,075	109,103	115,947	6,844	6%
Contractual PTL (601302)	4,560,326	4,853,608	5,201,432	347,824	7%
Contractual NCL (601300)	295,910	275,000	170,000	(105,000)	-38%
Contractual ECL (601301)	1,389,452	913,681	1,043,680	129,999	14%
Student Labor (601400, 01, 02, 601406)	216,074	220,000	55,000	(165,000)	-75%
Overtime (601501, 601502)	110,270	90,000	78,136	(11,864)	-13%
All Other Personnel Services	527,343	647,521	798,284	150,763	23%
Subtotal Personnel Services	26,848,710	26,901,516	26,756,590	(144,926)	-1%
Fringe Benefits	19,270,718	20,499,149	20,379,628	(119,521)	-1%
Total P.S. & Fringe Benefits	46,119,428	47,400,665	47,136,218	(264,447)	-1%
Other Expenses:					
Inst. Financial Aid/Match	1,989,521	1,784,873	1,784,873	-	NA
Waivers	480,488	170,000	195,000	25,000	15%
Utilities	1,039,088	1,100,000	1,100,000	-	NA
All Other Expenses	2,860,463	2,469,833	2,302,827	(167,006)	-7%
Total Other Expenses	6,369,559	5,524,706	5,382,700	(142,006)	-3%
Total Expenditures	52,488,987	52,925,371	52,518,918	(406,453)	-1%
Addition to (Use of) Funds Before Transfers	1,410,262	(2,352,234)	(1,768,930)	583,304	-25%
Transfers, Additional Funds and Commitments					
Transfer in	538,818	412,672	621,939	209,267	51%
Transfer out	(1,966,988)	(2,907,239)	(2,906,682)	557	0%
HEERF I Institutional		1,617,601	1,424,984	(192,617)	-12%
CRF Funding Approved			3,597	3,597	#DIV/0!
Total Transfers, Additional Funds and Commitments	(1,428,169)	(876,966)	(856,162)	20,804	-2%
Net Change	(17,908)	(3,229,200)	(2,625,092)	604,108	-19%

College: Middlesex

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	6,403,375	5,794,436	5,214,992	(579,444)	-10%
Fees	2,997,251	3,257,232	2,931,509	(325,723)	-10%
State Appropriations	7,111,377	6,847,414	6,847,414	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	446,551	395,569	395,569	-	NA
GF Fringe Benefits Paid by State	6,383,393	7,243,931	7,243,931	-	NA
OF Fringe Benefits Paid by State	1,054,779	1,027,281	1,417,072	389,791	38%
Private Gifts, Grants and Contracts	6,477	12,000	10,000	(2,000)	-17%
Sales of Educational Activities	7,279	4,000	2,000	(2,000)	-50%
All Other Revenue	19,985	280,000	(102,292)	(382,292)	-137%
Less Contra Revenue	(96,745)	(115,000)	(146,000)	(31,000)	27%
Total Revenue	24,333,721	24,746,862	23,814,195	(932,668)	-4%
Expenditures:					
Personnel Services:					
Full Time (601000)	8,194,612	8,707,997	8,504,341	(203,656)	-2%
Continuing Part Time (601100)	66,199	75,893	77,357	1,464	2%
Temporary Part Time (601200, 02, 03, 04, 601303)	778,165	840,290	773,331	(66,959)	-8%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	2,422,122	2,402,299	1,968,059	(434,240)	-18%
Contractual NCL (601300)	162,523	214,725	202,252	(12,473)	-6%
Contractual ECL (601301)	508,592	428,149	486,271	58,122	14%
Student Labor (601400, 01, 02, 601406)	151,370	199,843	117,099	(82,744)	-41%
Overtime (601501, 601502)	15,320	25,000	17,402	(7,598)	-30%
All Other Personnel Services	207,285	261,895	254,979	(6,916)	-3%
Subtotal Personnel Services	12,506,187	13,156,091	12,401,091	(755,000)	-6%
Fringe Benefits	8,327,031	8,931,749	8,790,564	(141,185)	-2%
Total P.S. & Fringe Benefits	20,833,219	22,087,840	21,191,655	(896,185)	-4%
Other Expenses:					
Inst. Financial Aid/Match	814,601	905,204	757,068	(148,136)	-16%
Waivers	273,698	257,000	92,000	(165,000)	-64%
Utilities	304,311	350,000	304,311	(45,689)	-13%
All Other Expenses	2,009,042	2,065,013	1,930,418	(134,595)	-7%
Total Other Expenses	3,401,652	3,577,217	3,083,797	(493,420)	-14%
Total Expenditures	24,234,871	25,665,057	24,275,452	(1,389,605)	-5%
Addition to (Use of) Funds Before Transfers	98,850	(918,195)	(461,257)	456,937	-50%
Transfers, Additional Funds and Commitments					
Transfer in	222,498	-	-	-	NA
Transfer out	(841,802)	(1,245,677)	(1,245,438)	239	0%
HEERF I Institutional		661,690	669,699	8,009	1%
CRF Funding Approved				-	NA
Total Transfers, Additional Funds and Commitments	(619,304)	(583,987)	(575,739)	8,248	-1%
Net Change	(520,454)	(1,502,182)	(1,036,997)	465,185	-31%

College: Naugatuck Valley

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	16,377,714	14,098,001	13,423,157	(674,844)	-5%
Fees	7,114,180	6,222,297	6,186,780	(35,517)	-1%
State Appropriations	16,555,279	16,090,144	16,090,144	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	1,021,984	964,825	964,825	-	NA
GF Fringe Benefits Paid by State	15,514,231	16,519,955	16,519,955	-	NA
OF Fringe Benefits Paid by State	3,965,582	4,940,076	5,073,434	133,358	3%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	146,555	111,049	111,049	(0)	0%
All Other Revenue	(155,887)	148,016	(895,362)	(1,043,378)	-705%
Less Contra Revenue	(196,900)	(230,000)	(242,771)	(12,771)	6%
Total Revenue	60,342,739	58,864,364	57,231,211	(1,633,153)	-3%
Expenditures:					
Personnel Services:					
Full Time (601000)	19,458,107	19,326,204	19,105,791	(220,413)	-1%
Continuing Part Time (601100)	207,720	217,912	201,248	(16,664)	-8%
Temporary Part Time (601200, 02, 03, 04, 601303)	2,194,716	2,132,794	2,101,120	(31,674)	-2%
Clinical EA (601201)	1,212,987	1,299,760	1,180,891	(118,869)	-9%
Contractual PTL (601302)	5,530,162	5,486,677	5,186,677	(300,000)	-6%
Contractual NCL (601300)	330,474	348,151	364,635	16,484	5%
Contractual ECL (601301)	750,150	741,611	815,610	73,999	10%
Student Labor (601400, 01, 02, 601406)	97,344	114,230	63,508	(50,722)	-44%
Overtime (601501, 601502)	256,548	105,740	115,463	9,723	9%
All Other Personnel Services	528,534	396,237	560,461	164,224	41%
Subtotal Personnel Services	30,566,742	30,169,317	29,695,404	(473,912)	-2%
Fringe Benefits	22,012,096	22,562,722	22,209,509	(353,213)	-2%
Total P.S. & Fringe Benefits	52,578,838	52,732,039	51,904,913	(827,125)	-2%
Other Expenses:					
Inst. Financial Aid/Match	442,316	1,064,924	1,064,924	-	NA
Waivers	1,945,031	1,355,289	1,355,289	-	NA
Utilities	1,268,413	1,240,000	1,180,000	(60,000)	-5%
All Other Expenses	2,693,510	2,544,677	2,455,106	(89,571)	-4%
Total Other Expenses	6,349,270	6,204,890	6,055,319	(149,571)	-2%
Total Expenditures	58,928,108	58,936,929	57,960,232	(976,697)	-2%
Addition to (Use of) Funds Before Transfers	1,414,631	(72,565)	(729,021)	(656,456)	905%
Transfers, Additional Funds and Commitments					
Transfer in	408,443	-	235,404	235,404	#DIV/0!
Transfer out	(2,094,270)	(3,016,050)	(3,138,175)	(122,125)	4%
HEERF I Institutional		1,909,764	1,909,764	-	NA
CRF Funding Approved			20,673	20,673	#DIV/0!
Total Transfers, Additional Funds and Commitments	(1,685,827)	(1,106,286)	(972,334)	133,952	-12%
Net Change	(271,196)	(1,178,851)	(1,701,355)	(522,504)	44%

College: Norwalk

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	14,173,582	12,621,382	11,706,403	(914,979)	-7%
Fees	7,147,893	5,563,087	5,157,088	(405,999)	-7%
State Appropriations	13,089,321	12,568,371	12,568,371	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	1,074,998	856,270	856,270	-	NA
GF Fringe Benefits Paid by State	11,118,751	12,050,374	12,050,374	-	NA
OF Fringe Benefits Paid by State	2,481,750	2,858,751	3,108,888	250,137	9%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	155,545	190,000	128,000	(62,000)	-33%
All Other Revenue	210,201	339,600	128,047	(211,553)	-62%
Less Contra Revenue	(273,617)	(258,600)	(208,600)	50,000	-19%
Total Revenue	49,178,424	46,789,235	45,494,841	(1,294,394)	-3%
Expenditures:					
Personnel Services:					
Full Time (601000)	16,018,011	17,021,721	16,176,165	(845,556)	-5%
Continuing Part Time (601100)	186,624	197,822	196,888	(934)	-1%
Temporary Part Time (601200, 02, 03, 04, 601303)	929,437	983,735	973,189	(10,546)	-1%
Clinical EA (601201)	602,784	881,118	799,781	(81,337)	-9%
Contractual PTL (601302)	4,455,162	4,407,591	4,175,309	(232,282)	-5%
Contractual NCL (601300)	606,286	486,824	366,500	(120,324)	-25%
Contractual ECL (601301)	907,091	789,992	794,783	4,791	1%
Student Labor (601400, 01, 02, 601406)	299,708	305,000	175,000	(130,000)	-43%
Overtime (601501, 601502)	35,829	75,000	75,000	-	NA
All Other Personnel Services	705,407	893,000	843,000	(50,000)	-6%
Subtotal Personnel Services	24,746,340	26,041,803	24,575,615	(1,466,188)	-6%
Fringe Benefits	14,944,003	15,753,248	14,990,789	(762,459)	-5%
Total P.S. & Fringe Benefits	39,690,342	41,795,051	39,566,404	(2,228,647)	-5%
Other Expenses:					
Inst. Financial Aid/Match	1,698,832	1,749,599	1,874,599	125,000	7%
Waivers	541,905	647,408	617,408	(30,000)	-5%
Utilities	1,107,512	1,235,000	1,235,000	-	NA
All Other Expenses	4,105,632	4,349,175	4,084,886	(264,289)	-6%
Total Other Expenses	7,453,881	7,981,182	7,811,893	(169,289)	-2%
Total Expenditures	47,144,224	49,776,233	47,378,297	(2,397,936)	-5%
Addition to (Use of) Funds Before Transfers	2,034,201	(2,986,998)	(1,883,456)	1,103,542	-37%
Transfers, Additional Funds and Commitments					
Transfer in	407,902	200,000	225,000	25,000	13%
Transfer out	(1,830,514)	(2,717,641)	(2,886,238)	(168,597)	6%
HEERF I Institutional		1,594,831	1,568,062	(26,769)	-2%
CRF Funding Approved			105,641	105,641	#DIV/0!
Total Transfers, Additional Funds and Commitments	(1,422,612)	(922,810)	(987,535)	(64,725)	7%
Net Change	611,588	(3,909,807)	(2,870,990)	1,038,817	-27%

College: Northwestern

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,342,004	3,451,198	3,087,285	(363,913)	-11%
Fees	1,154,198	1,163,422	1,154,417	(9,005)	-1%
State Appropriations	5,885,404	5,800,311	5,800,311	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	336,069	184,424	184,424	-	NA
GF Fringe Benefits Paid by State	5,178,239	6,053,000	6,053,000	-	NA
OF Fringe Benefits Paid by State	454,504	-	103,122	103,122	#DIV/0!
Private Gifts, Grants and Contracts	169,090	111,000	111,000	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	32,077	62,010	(68,128)	(130,138)	-210%
Less Contra Revenue	(91,602)	(94,350)	(65,054)	29,296	-31%
Total Revenue	16,459,982	16,731,015	16,360,377	(370,638)	-2%
Expenditures:					
Personnel Services:					
Full Time (601000)	6,482,547	6,273,892	6,406,571	132,679	2%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	213,552	243,082	133,207	(109,875)	-45%
Clinical EA (601201)	259,690	337,663	280,396	(57,267)	-17%
Contractual PTL (601302)	1,258,601	1,349,706	1,362,119	12,413	1%
Contractual NCL (601300)	41,685	47,070	47,070	-	NA
Contractual ECL (601301)	135,638	134,722	130,750	(3,972)	-3%
Student Labor (601400, 01, 02, 601406)	15,497	26,000	11,000	(15,000)	-58%
Overtime (601501, 601502)	14,769	20,000	20,000	-	NA
All Other Personnel Services	237,879	200,000	275,000	75,000	38%
Subtotal Personnel Services	8,659,858	8,632,135	8,666,112	33,977	0%
Fringe Benefits	6,052,858	6,175,824	6,287,488	111,664	2%
Total P.S. & Fringe Benefits	14,712,715	14,807,959	14,953,600	145,641	1%
Other Expenses:					
Inst. Financial Aid/Match	342,174	329,125	329,125	-	NA
Waivers	226,297	233,085	287,713	54,628	23%
Utilities	476,879	514,500	514,500	-	NA
All Other Expenses	659,005	650,000	630,000	(20,000)	-3%
Total Other Expenses	1,704,354	1,726,710	1,761,338	34,628	2%
Total Expenditures	16,417,070	16,534,669	16,714,938	180,269	1%
Addition to (Use of) Funds Before Transfers	42,913	196,346	(354,561)	(550,907)	-281%
Transfers, Additional Funds and Commitments					
Transfer in	259,416	-	152,438	152,438	#DIV/0!
Transfer out	(390,983)	(590,689)	(644,793)	(54,104)	9%
HEERF I Institutional	-	301,133	301,133	-	NA
CRF Funding Approved	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	(131,567)	(289,556)	(191,222)	98,334	-34%
Net Change	(88,654)	(93,210)	(545,783)	(452,573)	486%

College: Quinebaug

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,528,951	3,357,761	2,956,610	(401,151)	-12%
Fees	1,579,290	1,392,109	1,363,791	(28,318)	-2%
State Appropriations	5,828,684	5,695,043	5,695,043	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	446,372	244,785	244,785	-	NA
GF Fringe Benefits Paid by State	5,280,299	6,036,147	6,036,147	-	NA
OF Fringe Benefits Paid by State	394,946	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	210,288	220,999	(79,853)	(300,852)	-136%
Less Contra Revenue	(39,786)	(23,000)	(80,101)	(57,101)	248%
Total Revenue	17,229,044	16,923,844	16,136,422	(787,422)	-5%
Expenditures:					
Personnel Services:					
Full Time (601000)	5,314,965	5,468,846	5,054,483	(414,363)	-8%
Continuing Part Time (601100)	291,771	180,213	289,450	109,237	61%
Temporary Part Time (601200, 02, 03, 04, 601303)	945,776	908,874	877,742	(31,132)	-3%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	1,491,249	1,531,290	1,602,857	71,567	5%
Contractual NCL (601300)	142,175	168,776	97,797	(70,979)	-42%
Contractual ECL (601301)	132,169	138,467	138,467	-	NA
Student Labor (601400, 01, 02, 601406)	21,867	11,324	22,028	10,704	95%
Overtime (601501, 601502)	30,615	45,000	25,554	(19,446)	-43%
All Other Personnel Services	223,129	295,252	331,712	36,460	12%
Subtotal Personnel Services	8,593,717	8,748,042	8,440,090	(307,952)	-4%
Fringe Benefits	6,034,100	5,991,914	6,042,763	50,849	1%
Total P.S. & Fringe Benefits	14,627,817	14,739,956	14,482,853	(257,103)	-2%
Other Expenses:					
Inst. Financial Aid/Match	324,849	329,143	299,143	(30,000)	-9%
Waivers	205,187	55,000	85,000	30,000	55%
Utilities	263,362	237,820	190,320	(47,500)	-20%
All Other Expenses	1,232,703	1,285,072	1,163,134	(121,938)	-10%
Total Other Expenses	2,026,101	1,907,035	1,737,597	(169,438)	-9%
Total Expenditures	16,653,918	16,646,991	16,220,450	(426,541)	-3%
Addition to (Use of) Funds Before Transfers	575,126	276,853	(84,028)	(360,881)	-130%
Transfers, Additional Funds and Commitments					
Transfer in	133,334	35,575	110,995	75,420	212%
Transfer out	(460,324)	(683,674)	(683,543)	131	0%
HEERF I Institutional		444,524	381,538	(62,986)	-14%
CRF Funding Approved			1,644	1,644	#DIV/0!
Total Transfers, Additional Funds and Commitments	(326,990)	(203,575)	(189,366)	14,209	-7%
Net Change	248,136	73,278	(273,394)	(346,672)	-473%

College: Three Rivers

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,464,870	8,316,843	8,138,264	(178,579)	-2%
Fees	4,611,417	4,646,797	4,380,231	(266,566)	-6%
State Appropriations	9,933,369	9,690,630	9,690,630	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	649,929	601,703	601,703	-	NA
GF Fringe Benefits Paid by State	8,949,911	9,980,359	9,980,359	-	NA
OF Fringe Benefits Paid by State	2,072,110	2,419,479	2,013,533	(405,946)	-17%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	138,871	347,413	130,428	(216,985)	-63%
Less Contra Revenue	(276,398)	(325,000)	(200,000)	125,000	-39%
Total Revenue	35,544,078	35,678,225	34,735,149	(943,076)	-3%
Expenditures:					
Personnel Services:					
Full Time (601000)	10,547,986	10,250,580	10,558,584	308,004	3%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	1,869,759	2,296,990	1,872,897	(424,093)	-19%
Clinical EA (601201)	595,777	641,032	836,793	195,761	31%
Contractual PTL (601302)	3,961,881	3,761,856	3,709,351	(52,505)	-1%
Contractual NCL (601300)	263,099	345,723	338,413	(7,310)	-2%
Contractual ECL (601301)	534,370	896,544	775,686	(120,858)	-14%
Student Labor (601400, 01, 02, 601406)	220,886	200,000	184,501	(15,499)	-8%
Overtime (601501, 601502)	14,483	15,000	9,347	(5,653)	-38%
All Other Personnel Services	521,761	491,826	568,575	76,749	16%
Subtotal Personnel Services	18,530,001	18,899,551	18,854,147	(45,404)	0%
Fringe Benefits	12,231,628	12,378,599	12,455,406	76,807	1%
Total P.S. & Fringe Benefits	30,761,630	31,278,150	31,309,553	31,403	0%
Other Expenses:					
Inst. Financial Aid/Match	1,471,583	1,174,026	1,200,000	25,974	2%
Waivers	249,179	235,000	235,000	-	NA
Utilities	826,540	900,000	900,000	-	NA
All Other Expenses	2,073,113	2,972,500	2,567,097	(405,403)	-14%
Total Other Expenses	4,620,414	5,281,526	4,902,097	(379,429)	-7%
Total Expenditures	35,382,044	36,559,676	36,211,650	(348,026)	-1%
Addition to (Use of) Funds Before Transfers	162,035	(881,452)	(1,476,501)	(595,049)	68%
Transfers, Additional Funds and Commitments					
Transfer in	447,700	-	124,434	124,434	#DIV/0!
Transfer out	(1,259,193)	(1,909,708)	(1,909,342)	366	0%
HEERF I Institutional		1,126,615	1,116,478	(10,137)	-1%
CRF Funding Approved			301	301	#DIV/0!
Total Transfers, Additional Funds and Commitments	(811,494)	(783,093)	(668,129)	114,964	-15%
Net Change	(649,459)	(1,664,545)	(2,144,630)	(480,085)	29%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY21 Projection, FY21 Budget and FY20 Actual

ATTACHMENT C

College: Tunxis

Account Name	FY20 Actual Dollars (\$)	FY21 Revised Budget Dollars (\$)	FY21 Projection Dollars (\$)	FY21 Proj vs. Rev Budget	
				Inc(Dec) Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	10,142,026	9,219,738	8,916,096	(303,642)	-3%
Fees	5,263,161	5,136,711	4,577,155	(559,556)	-11%
State Appropriations	9,716,982	9,792,813	9,792,813	-	NA
Addtl State Appropriation (Dev Edu and Outcomes)	632,064	584,526	584,526	-	NA
GF Fringe Benefits Paid by State	8,866,217	10,183,565	10,183,565	-	NA
OF Fringe Benefits Paid by State	2,049,061	1,925,391	2,553,522	628,131	33%
Private Gifts, Grants and Contracts	350	500	500	-	NA
Sales of Educational Activities	45,069	30,000	40,000	10,000	33%
All Other Revenue	(172,368)	197,730	(140,621)	(338,351)	-171%
Less Contra Revenue	(169,014)	(205,000)	(189,124)	15,876	-8%
Total Revenue	36,373,548	36,865,974	36,318,432	(547,542)	-2%
Expenditures:					
Personnel Services:					
Full Time (601000)	10,171,867	10,555,910	10,503,196	(52,714)	-1%
Continuing Part Time (601100)	323,322	295,617	300,817	5,200	2%
Temporary Part Time (601200, 02, 03, 04, 601303)	2,210,528	2,061,264	2,108,378	47,114	2%
Clinical EA (601201)	259,240	304,634	369,916	65,282	21%
Contractual PTL (601302)	3,803,571	3,642,213	3,434,696	(207,517)	-6%
Contractual NCL (601300)	348,047	479,028	378,277	(100,751)	-21%
Contractual ECL (601301)	759,744	649,150	745,418	96,268	15%
Student Labor (601400, 01, 02, 601406)	121,620	144,459	67,459	(77,000)	-53%
Overtime (601501, 601502)	47,695	41,223	17,363	(23,860)	-58%
All Other Personnel Services	307,098	414,759	310,165	(104,594)	-25%
Subtotal Personnel Services	18,352,732	18,588,257	18,235,685	(352,572)	-2%
Fringe Benefits	12,089,004	13,224,964	12,802,018	(422,946)	-3%
Total P.S. & Fringe Benefits	30,441,736	31,813,221	31,037,703	(775,518)	-2%
Other Expenses:					
Inst. Financial Aid/Match	1,410,353	1,315,984	1,280,501	(35,483)	-3%
Waivers	202,795	125,000	220,000	95,000	76%
Utilities	769,489	810,500	810,500	-	NA
All Other Expenses	2,124,465	3,026,822	2,630,180	(396,642)	-13%
Total Other Expenses	4,507,102	5,278,306	4,941,181	(337,125)	-6%
Total Expenditures	34,948,839	37,091,527	35,978,884	(1,112,643)	-3%
Addition to (Use of) Funds Before Transfers	1,424,709	(225,553)	339,548	565,101	-251%
Transfers, Additional Funds and Commitments					
Transfer in	311,892	296,850	296,850	-	NA
Transfer out	(1,197,794)	(1,821,670)	(1,821,321)	349	0%
HEERF I Institutional		1,092,753	1,092,753	-	NA
CRF Funding Approved			13,623	13,623	#DIV/0!
Total Transfers, Additional Funds and Commitments	(885,902)	(432,067)	(418,095)	13,972	-3.2%
Net Change	538,807	(657,620)	(78,548)	579,073	-88%

CONNECTICUT STATE COLLEGES and UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

ATTACHMENT D

HEADCOUNT Enrollment
Undergraduate

 State Universities
 Community Colleges
 Charter Oak
 Total Undergraduate

HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY21 Revised Projection vs. FY20 Actual					
FY20 Actual			FY21 Revised Projection			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)
21,197	4,624	25,821	19,330	4,470	23,799	(1,868)	-8.8%	(154)	-3.3%	(2,022)	-7.8%
13,187	30,470	43,657	11,787	24,986	36,772	(1,401)	-10.6%	(5,485)	-18.0%	(6,885)	-15.8%
376	1,240	1,616	387	1,201	1,588	11	2.9%	(39)	-3.1%	(28)	-1.7%
34,760	36,334	71,094	31,503	30,656	62,159	(3,257)	-9.4%	(5,678)	-15.6%	(8,935)	-12.6%
1,323	3,360	4,683	1,456	3,225	4,681	133	10.1%	(135)	-4.0%	(2)	0.0%
2	66	67	2	66	67	-	0.0%	-	0.0%	-	0.0%
1,325	3,425	4,750	1,458	3,290	4,748	133	10.0%	(135)	-3.9%	(2)	0.0%
22,520	7,983	30,504	20,786	7,694	28,480	(1,735)	-7.7%	(289)	-3.6%	(2,024)	-6.6%
13,187	30,470	43,657	11,787	24,986	36,772	(1,401)	-10.6%	(5,485)	-18.0%	(6,885)	-15.8%
377	1,306	1,683	388	1,267	1,655	11	2.9%	(39)	-3.0%	(28)	-1.7%
36,084	39,759	75,843	32,960	33,946	66,906	(3,124)	-8.7%	(5,813)	-14.6%	(8,937)	-11.8%

Total Undergraduate & Graduate

 State Universities
 Community Colleges
 Charter Oak
 Total Headcount

FTE Enrollment
Undergraduate

 State Universities
 Community Colleges
 Charter Oak
 Total Undergraduate

FTE - Avg Fall and Spring Semesters						FTE FY21 Revised Projection vs. FY20 Actual					
FY20 Actual			FY21 Revised Projection			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)
20,654	1,940	22,594	18,788	1,892	20,680	(1,866)	-9.0%	(48)	-2.5%	(1,913)	-8.5%
11,687	13,021	24,708	10,509	10,599	21,108	(1,178)	-10.1%	(2,422)	-18.6%	(3,600)	-14.6%
316	472	788	324	464	788	8	2.4%	(8)	-1.6%	0	0.0%
32,657	15,432	48,090	29,621	12,955	42,576	(3,036)	-9.3%	(2,477)	-16.1%	(5,513)	-11.5%
1,205	1,341	2,546	1,304	1,311	2,616	99	8.3%	(29)	-2.2%	70	2.8%
2	29	30	2	28	30	-	0.0%	(1)	-1.8%	(1)	-1.7%
1,207	1,369	2,576	1,306	1,339	2,645	99	8.2%	(30)	-2.2%	70	2.7%
21,859	3,280	25,139	20,093	3,203	23,296	(1,766)	-8.1%	(77)	-2.3%	(1,843)	-7.3%
11,687	13,021	24,708	10,509	10,599	21,108	(1,178)	-10.1%	(2,422)	-18.6%	(3,600)	-14.6%
318	500	818	326	492	818	8	2.4%	(8)	-1.6%	(0)	-0.1%
33,864	16,802	50,665	30,927	14,294	45,222	(2,937)	-8.7%	(2,507)	-14.9%	(5,444)	-10.7%

Total Undergraduate & Graduate

 State Universities
 Community Colleges
 Charter Oak
 Total FTE

CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY21 Revised Projection vs. FY20 Actual

	HEADCOUNT - Avg Fall and Spring Semesters						Headcount FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
HEADCOUNT Enrollment Undergraduate												
CCSU	6,862	1,781	8,643	6,294	1,834	8,128	(568)	-8.3%	53	3.0%	(515)	-6.0%
ECSU	3,891	764	4,655	3,495	716	4,210	(397)	-10.2%	(48)	-6.3%	(445)	-9.6%
SCSU	6,537	1,172	7,709	5,939	1,159	7,098	(598)	-9.1%	(13)	-1.1%	(611)	-7.9%
WCSU	3,907	907	4,814	3,602	761	4,363	(305)	-7.8%	(146)	-16.1%	(451)	-9.4%
CSU Total Undergraduate	21,197	4,624	25,821	19,330	4,470	23,799	(1,868)	-8.8%	(154)	-3.3%	(2,022)	-7.8%
Graduate												
CCSU	473	1,593	2,065	517	1,502	2,019	45	9.4%	(91)	-5.7%	(46)	-2.2%
ECSU	78	100	177	88	80	168	11	13.5%	(20)	-20.1%	(10)	-5.4%
SCSU	695	1,111	1,806	769	1,122	1,891	74	10.6%	11	1.0%	85	4.7%
WCSU	78	557	635	82	522	604	4	5.1%	(36)	-6.4%	(32)	-5.0%
CSU Total Graduate	1,323	3,360	4,683	1,456	3,225	4,681	133	10.1%	(135)	-4.0%	(2)	0.0%
Total												
CCSU	7,335	3,374	10,708	6,811	3,336	10,147	(524)	-7.1%	(38)	-1.1%	(561)	-5.2%
ECSU	3,969	863	4,832	3,583	795	4,378	(386)	-9.7%	(68)	-7.9%	(454)	-9.4%
SCSU	7,232	2,283	9,515	6,708	2,281	8,989	(524)	-7.2%	(2)	-0.1%	(526)	-5.5%
WCSU	3,985	1,464	5,449	3,684	1,283	4,967	(301)	-7.6%	(182)	-12.4%	(483)	-8.9%
CSU Total Headcount	22,520	7,983	30,504	20,786	7,694	28,480	(1,735)	-7.7%	(289)	-3.6%	(2,024)	-6.6%

	FTE - Avg Fall and Spring Semesters						FTE FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Revised Projection			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment Undergraduate												
CCSU	6,618	819	7,436	6,046	836	6,882	(572)	-8.6%	17	2.1%	(555)	-7.5%
ECSU	3,878	230	4,108	3,464	223	3,687	(413)	-10.7%	(7)	-3.1%	(420)	-10.2%
SCSU	6,346	503	6,849	5,772	506	6,278	(574)	-9.0%	3	0.6%	(571)	-8.3%
WCSU	3,813	388	4,201	3,506	327	3,834	(307)	-8.0%	(60)	-15.5%	(367)	-8.7%
CSU Total Undergraduate	20,654	1,940	22,594	18,788	1,892	20,680	(1,866)	-9.0%	(48)	-2.5%	(1,913)	-8.5%
Graduate												
CCSU	415	639	1,054	451	589	1,040	36	8.7%	(50)	-7.8%	(14)	-1.3%
ECSU	70	35	105	79	29	109	10	13.6%	(6)	-16.4%	4	3.6%
SCSU	640	434	1,074	692	456	1,147	52	8.1%	22	5.0%	73	6.8%
WCSU	80	233	313	82	237	320	2	3.1%	5	2.0%	7	2.2%
CSU Total Graduate	1,205	1,341	2,546	1,304	1,311	2,616	99	8.3%	(29)	-2.2%	70	2.8%
Total												
CCSU	7,033	1,458	8,491	6,497	1,425	7,922	(536)	-7.6%	(33)	-2.3%	(569)	-6.7%
ECSU	3,947	265	4,212	3,543	252	3,796	(404)	-10.2%	(13)	-4.8%	(417)	-9.9%
SCSU	6,986	937	7,923	6,463	962	7,425	(522)	-7.5%	24	2.6%	(498)	-6.3%
WCSU	3,893	620	4,513	3,589	564	4,153	(304)	-7.8%	(56)	-9.0%	(360)	-8.0%
CSU Total FTE	21,859	3,280	25,139	20,093	3,203	23,296	(1,766)	-8.1%	(77)	-2.3%	(1,843)	-7.3%

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 Revised Projection			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	411	823	1,233	(95)	-18.7%	(377)	-31.4%	(472)	-27.7%
Capital	619	2,360	2,979	481	2,059	2,540	(138)	-22.3%	(301)	-12.7%	(439)	-14.7%
Gateway	1,719	4,788	6,507	1,731	3,954	5,685	12	0.7%	(834)	-17.4%	(822)	-12.6%
Housatonic	1,372	3,138	4,510	1,213	2,354	3,567	(159)	-11.6%	(784)	-25.0%	(943)	-20.9%
Manchester	1,645	3,597	5,242	1,365	2,953	4,317	(281)	-17.1%	(645)	-17.9%	(925)	-17.6%
Middlesex	763	1,536	2,299	697	1,286	1,983	(66)	-8.7%	(251)	-16.3%	(317)	-13.8%
Naugatuck Valley	1,872	3,875	5,747	1,651	3,227	4,878	(222)	-11.8%	(648)	-16.7%	(870)	-15.1%
Northwestern	378	943	1,321	400	754	1,154	22	5.8%	(190)	-20.1%	(168)	-12.7%
Norwalk	1,547	3,371	4,918	1,271	2,903	4,174	(276)	-17.8%	(468)	-13.9%	(744)	-15.1%
Quinebaug Valley	451	838	1,289	408	662	1,069	(43)	-9.5%	(177)	-21.1%	(220)	-17.0%
Three Rivers	1,013	2,531	3,544	942	2,037	2,979	(71)	-7.0%	(494)	-19.5%	(565)	-15.9%
Tunxis	1,305	2,295	3,600	1,219	1,977	3,196	(86)	-6.6%	(319)	-13.9%	(404)	-11.2%
CCC Total Headcount	13,187	30,470	43,657	11,787	24,986	36,772	(1,401)	-10.6%	(5,485)	-18.0%	(6,885)	-15.8%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						FTE FY21 Revised Projection vs. FY20 Actual					
	FY20 Actual			FY21 Revised Projection			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	387	314	701	(92)	-19.2%	(138)	-30.5%	(230)	-24.7%
Capital	535	1,043	1,577	425	902	1,328	(109)	-20.4%	(140)	-13.5%	(250)	-15.8%
Gateway	1,508	2,074	3,581	1,514	1,687	3,201	7	0.4%	(387)	-18.7%	(380)	-10.6%
Housatonic	1,190	1,328	2,517	1,067	956	2,023	(123)	-10.3%	(371)	-28.0%	(494)	-19.6%
Manchester	1,464	1,535	2,998	1,227	1,250	2,477	(236)	-16.1%	(285)	-18.5%	(521)	-17.4%
Middlesex	679	648	1,326	633	533	1,166	(45)	-6.7%	(115)	-17.8%	(160)	-12.1%
Naugatuck Valley	1,656	1,688	3,343	1,468	1,399	2,867	(188)	-11.3%	(288)	-17.1%	(476)	-14.2%
Northwestern	344	382	725	365	319	684	21	6.2%	(62)	-16.4%	(41)	-5.7%
Norwalk	1,375	1,476	2,851	1,131	1,270	2,401	(244)	-17.7%	(206)	-14.0%	(450)	-15.8%
Quinebaug Valley	403	344	747	362	270	632	(41)	-10.1%	(74)	-21.5%	(115)	-15.4%
Three Rivers	910	1,097	2,007	852	878	1,731	(58)	-6.3%	(219)	-19.9%	(276)	-13.8%
Tunxis	1,148	958	2,106	1,078	821	1,900	(70)	-6.1%	(137)	-14.3%	(206)	-9.8%
CCC Total FTE	11,687	13,021	24,708	10,509	10,599	21,108	(1,178)	-10.1%	(2,422)	-18.6%	(3,600)	-14.6%

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 Revised Projection			Full Time		Part Time		Total	
College	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>Undergraduate</u>												
Charter Oak	376	1,240	1,616	387	1,201	1,588	11	2.9%	(39)	-3.1%	(28)	-1.7%
<u>Graduate</u>												
Charter Oak	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 Revised Projection			Full Time		Part Time		Total	
College	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>Undergraduate</u>												
Charter Oak	316	472	788	324	464	788	8	2.4%	(8)	-1.6%	0	0.0%
<u>Graduate</u>												
Charter Oak	2	29	30	2	28	30	-	0.0%	(1)	-1.8%	(1)	-1.7%

FY 21 CT State Community College Hiring Plan

Executive	Head Count	Status	FY 21 Filled PS	FY 21 Filled FB	FY 21 To Be Hired PS	FY 21 To Be Hired FB	GRAND TOTAL
Interim President	1	Filled	288,354	188,872			
Interim CFO, VP of Finance & Administration	1	Filled	170,000	111,350			
	2		458,354	300,222			758,576

Regional	Head Count	Status	FY 21 Filled PS	FY 21 Filled FB	FY 21 To Be Hired PS	FY 21 To Be Hired FB	GRAND TOTAL
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	48,994	32,091			
Administrative Assistant to Regional President	1	Filled	51,907	33,999			
Administrative Assistant to Regional President	1	Filled	47,512	31,120			
	12		1,696,046	1,110,910			2,806,955

Academic Affairs	Head Count	Status	FY 21 Filled PS	FY 21 Filled FB	FY 21 To Be Hired PS	FY 21 To Be Hired FB	GRAND TOTAL
Interim Provost* (Salary Split with NWCC)	1	Filled	91,194	59,732			
Interim Assoc VP of Academic Programs and Curriculum	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 Accreditation	1	Filled	115,031	75,345			
Interim Director of the College Catalog	1	Filled	83,290	54,555			
Interim Director of Education Technology & Curriculum	1	Filled	45,388	29,729			
Assoc VP for Inst Effect and Assess & Planning* (Salary Split w/SO)	1	Filled	27,395	17,943			
Interim Assoc VP of Academic Operations* (Salary Split with NW)	1	Filled	27,395	17,943			
Instructional Technologist	1	Filled	22,134	14,498			
Faculty Curriculum Manager - Course Release	n/a	To be Hired			14,000	9,170	23,170
Faculty Curriculum Manager - Course Release	n/a	Filled	18,000	11,790			
Faculty Curriculum Manager - Course Release	n/a	Filled	12,000	7,860			
Faculty Gen Ed Curriculum Manager - Course Release	n/a	Filled	6,000	3,930			
Faculty Curriculum Alignment Stipends - Summer 2020	n/a	Stipend	176,000	115,280			
Faculty Mentoring for Educational Technology (PD)	n/a	Stipend	25,000	16,375			
APRC Faculty - Adjunct Contracts	n/a	Stipend	168,000	110,040			
APRC Faculty - Administrators Adjunct Contract	n/a	Stipend	40,000	26,200			
	10		1,282,450	840,005	14,000	9,170	2,145,625

FY 21 CT State Community College Hiring Plan

Enrollment Management Student Affairs	Head Count	Status	FY 21 Filled PS	FY 21 Filled FB	FY 21 To Be Hired PS	FY 21 To Be Hired FB	GRAND TOTAL
VP of Enrollment	1	Filled	172,286	112,847			
Assoc VP for Enrollment & Retention Services / CC Registrar	1	Filled	134,550	88,130			
Assoc VP for Financial Aid Services & Title IV Compliance	1	Filled	136,310	89,283			
Assoc VP for Recruitment, Admissions & Community Outreach	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			
Support Specialist Student Academic Information Systems	1	Filled	112,114	73,435			
Support Specialist Student Academic Information Systems	1	Filled	88,198	57,770			
Associate Director Student Success Technology	1	To be Hired			20,115	13,175	
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	To be Hired			21,456	14,054	
Administrative Assistant	1	To be Hired			5,829	3,818	
Financial Aid Regional Director	1	To be Hired			22,989	15,057	
Loan Specialist	1	To be Hired			7,663	5,019	
Work Study Coordinator	1	To be Hired			7,663	5,019	
Student Information System Specialist	1	To be Hired			15,326	10,038	
Admissions Operations Specialist	2	To be Hired			15,326	10,038	
Associate Registrar of Student Communications and Appeals	1	To be Hired			14,368	9,411	
Associate Registrar of Reporting & Compliance	1	To be Hired			5,747	3,764	
Regional Director of Financial Aid, Operations, Outreach	1	To be Hired			16,858	11,042	
Reporting Specialist (Registrars Office)	1	To be Hired			4,981	3,262	
Director of Operations for Registrar	1	To be Hired			7,663	5,019	
Admissions Nursing Specialist	1	To be Hired			4,598	3,011	
Assistant Director of Technical Operations and Processing	1	To be Hired			4,981	3,262	
Enrollment Management Overtime	n/a	Other	25,000	16,375			
Two SAIS Contracts: Loan from Capital and TWR	n/a	Other	25,000	16,375			
Loan of Staff from ACC: CRM Recruit Technical Staff	n/a	Other	5,000	3,275			
Loan of Staff from NWCC: CRM Recruit Technical Staff	n/a	Other	6,000	3,930			
	26		1,254,785	821,884	175,561	114,993	2,367,223

Guided Pathways	Head Count	Status	FY 21 Filled PS	FY 21 Filled FB	FY 21 To Be Hired PS	FY 21 To Be Hired FB	GRAND TOTAL
Regional Advising Director	1	Filled	34,483	22,586			
Regional Advising Director	1	Filled	38,314	25,096			
Regional Advising Director	1	Filled	38,314	25,096			
Campus Advising Lead	1	To be Hired			12,238	8,016	
Campus Advising Lead	1	To be Hired			12,238	8,016	

FY 21 CT State Community College Hiring Plan

Campus Advising Lead	1	To be Hired	12,238	8,016		
GP Advisor I HCC	12	To be Hired	52,969	34,695		
GP Advisor II HCC	3	To be Hired	15,537	10,176		
GP Advisor I MXCC	8	To be Hired	35,313	23,130		
GP Advisor II MXCC	1	To be Hired	5,173	3,388		
GP Advisor I NWCC	4	To be Hired	17,656	11,565		
GP Advisor II NWCC	1	To be Hired	5,179	3,392		
	35		111,111	72,778	168,541	110,394
						462,823
GRAND TOTAL	85		4,802,746	3,145,799	358,102	234,557
						8,541,203