



Board of Regents

AGENDA

Finance & Infrastructure Committee

2:00 p.m. Wednesday, June 12, 2024

Conducted Remotely

Meeting will stream live at: <https://youtube.com/live/U08614rGmtk?feature=share>

- 1. Call to Order and Declaration of Quorum
- 2. Approval of Previous Finance Meeting Minutes
 - a. March 13, 2024.....Page 2
- 3. Action Items
 - a. CSCU FY25 Spending Plan.....Page 6

Finance & Infrastructure Committee members

- Richard J. Balducci, Chair
- Marty Guay
- Ari Santiago
- Erin Stewart
- Ted Yang

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
Minutes of Finance & Infrastructure Meeting
March 13, 2024
Conducted Via Remote Participation**

REGENTS - PARTICIPATING (Y = yes / N = no)	
Richard J. Balducci, Committee Chair	Y
Marty Guay	Y
JoAnn Ryan, BOR Chair	Y
Ari Santiago	Y
Erin Stewart	N
Ted Yang	Y
*Brendan Cunningham, FAC Chair	Y
Carla Galaise, Student Regent	N
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Lloyd Blanchard, VP of Administration / Chief Financial Officer
 Lisa Bucher, Chief Budget & Compliance Officer, Central Connecticut State University
 Terrence Cheng, Chancellor
 Rachel Cunningham, Admin Assistant to Lloyd Blanchard (recorder)
 Beatrice Fevry, VP for Finance & Administration, Western Connecticut State University
 Pamela Heleen, Secretary of the Board of Regents
 James Howarth, VP for Finance & Administration, Eastern Connecticut State University
 Lori Lamb, Interim Assistant Vice Chancellor of Human Resources & Labor Relations
 Michael Moriarty, VP for Administration & Chief Financial Officer, Charter Oak State College
 Jessica Paquette, Vice Chancellor of System Affairs & Chief of Staff
 Mark Rozewski, Exec VP for Finance & Administration, Southern Connecticut State University

CALL TO ORDER:

Committee Chair Balducci called the meeting to order at 11:02 AM. Following the roll call, Rachel Cunningham recorded a quorum present.

APPROVAL OF PREVIOUS MEETING MINUTES:

Chair Balducci requested a motion to accept the minutes of the February 14, 2024, meeting, seconded by Regent Yang, which was approved by a unanimous vote.

ACTION ITEMS:

CSCU – Equitable Access Program Fee

CFO Blanchard welcomed the CFOs from the Universities and Charter Oak and provided a detailed overview of the program, Attachment A.

Q: Regent Guay asked for further info on the RFP development process and the decision-making regarding Barnes & Noble as the best deal.

CFO Blanchard explained that the Barnes & Noble contract hasn't been signed yet. The normal RFP process was followed; for this RFP, each of the campuses developed requirements regarding what they need in terms of bookstore services through their committees as shown in the slides. The requirements were reconciled for the final RFP that was posted to the public. 4 vendors submitted proposals. The RFP committee reviewed all the proposals for the set criteria and in the end, Barnes & Noble met their requirements more than the other proposals.

Q: Regent Guay asked what the negotiated terms are for the proposed contract and if there are any kind of performance clauses or provisions.

CFO Blanchard responded the term of the contract would be five years with one-year extensions. There are performance provisions, but those are still being negotiated with a termination clause for either side of the contract.

Q: Regent Guay asked what the default setting is for students who opt-out and if it is for the entire year.

CFO Blanchard responded that “opting out” is by semester and coincides with selecting courses every semester.

Regent Guay requested that the students be made aware in a formal communication as part of the routine communication process every semester that they must opt-out if that is what they'd like to do.

CFO Blanchard referenced a recent news story of a UConn student who at first was opposed to the plan and along with a large portion of their population opted out in the beginning. After learning more about the benefits and convenience provided to students now support it. This is an example of something we fully expect from our CSCU students.

Q: Regent Yang asked if CT State was part of this plan or if they intend to join in the future.

CFO Blanchard stated CT State's contract dates were not aligned with the universities and Charter Oak. There are a few years on their current contract, but when the time comes, it will be addressed.

Prof. Cunningham stated there are some inaccuracies in the information shared for this meeting. The pie charts of sample sizes do not add up to the 701 students surveyed about this topic and questioned where they came from. He stated further that faculty and students were not adequately prepared to discuss the program.

Chair Balducci thanked Prof Cunningham for his comments and stated that survey respondents are never 100% of the entire population and can be sporadic numbers of students based on how many completed the survey. He confirmed that the full BOR meeting will determine if this resolution is passed or not by the Regents and the faculty and students are welcome to bring their comments.

Chair Balducci stated his initial concerns and opposition to the program. Through communication with CSU faculty and their awareness, as well as the research by the Obama/Biden administration that it supports lower and middle-class students' success, he is now in favor of it.

Chair Balducci highlighted the following information and expectations for the program to be successful:

- All the communications on the opt-in/opt-out material distributed to students must be clear and equally visible.
- There will be penalties that students are responsible for paying if the book is damaged (broken spine/torn pages), but clarified highlighting and usage are acceptable, they are borrowed materials that must be returned.

Prof. Cunningham commented that he has data to share that the plan does not save money based on national averages and reiterated that his point was not about the small sample size of the surveys, but about the basic arithmetic that does not add up.

Q: Regent Yang asked about what news is being circulated, and what is known and not known about the federal recommendations for opt-in/opt-out programs.

CFO Blanchard clarified that the sample sizes on the slides are different as the footnote shows, they are samples from 2022 and 2023.

CFO Blanchard commented that when it comes to rulemaking, there are ongoing debates between consumer groups and policymakers.

Regent Santiago stated the program doesn't limit the professors in any way and allows the students to get the materials on time with a seamless start while giving an opportunity to opt-out for those who look for options to find books and materials at a lower cost.

Prof. Cunningham stated many faculty are upset about the program and choose books that are free from OER (open education resources).

Q: Regent Yang asked what percentage of faculty are using OER materials and if it can be shared before the next full BOR meeting.

CFO Blanchard stated this program does not preclude the use of OER and appreciates the faculty who use those materials to lower costs for students. He clarified that the OER program shifts the cost of the fees for the materials provided from the students to the institutions.

Chair Balducci requested a motion to support the adoption of the resolution to bring forward to the full BOR meeting next week for further discussion, seconded by Regent Santiago, which was approved by a unanimous vote.

Chair Balducci stated he would like to have further discussion about the AAUP's opposition to the retirement incentive program.

EXECUTIVE SESSION:

At 11:54 AM on a motion by Chair Balducci, seconded by Regent Yang, the committee voted unanimously to go to Executive Session to discuss matters under the Connecticut General Statute section 1- 210b 9, no votes will be taken.

ADJOURNMENT:

Chair Balducci adjourned the meeting at 1:00 PM.



Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

FY2025 SPENDING PLAN

FOR

THE CONNECTICUT STATE COLLEGES & UNIVERSITIES

June 27, 2024

WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, “...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system [currently, CT State Community College] and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets...”; and

WHEREAS, Each College, University and the System Office has submitted a spending plan for FY2025 to the Board of Regents summarized in Attachment A; and

WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds; and

WHEREAS, The FY2025 spending plan reflects the significant amount of new one-time funding included in the recently enacted state budget for FY2025; and

WHEREAS, The Universities, Charter Oak State College and CT State Community College each commit to adhere to the approved budget, maintaining expenditure control within the authorized spending levels; and

WHEREAS, The proposed FY2025 Spending Plan is based on the state appropriations to CSCU now effective for the coming year and the institutional budgets incorporate information provided by the Governor’s office, OPM, the Office of the State Comptroller, legislative pronouncements, and collective bargaining agreements, including provisions of SEBAC; therefore, be it

RESOLVED, The Board of Regents approves the FY2025 Spending Plan as summarized in Attachments A through F; and be it further

RESOLVED, That the CSCU Chancellor shall continue to lead all CSCU institutions in a comprehensive effort to review academic and student support programs to ensure that they meet the mission of CSCU in a cost-effective manner; and be it further

RESOLVED, That the CSCU Chancellor continue to carry out communications plans to ensure that efforts under this resolution reflect CSCU's commitment to shared governance and public transparency.

A Certified Copy:

Pamela Heleen, Secretary
Board of Regents for Higher Education

ACTION ITEM

CSCU FY 2025 Spending Plan

Item Includes:

Executive Summary

Connecticut State Universities

Connecticut State Community College

Charter Oak State College

System Office / Shared Services

Attachment A – CSCU FY25 Operating Budget

Attachment B – CSCU FY24 Operating Budget

Attachment C – CSCU FY24 Estimate

Attachment D – CSCU FY25 Budget, FY24 Estimate vs Budget

Attachment E – CSU FY25 Budget, FY24 Estimate vs Budget

Attachment F – CT State FY25 Budget, FY24 Estimate vs Budget

Attachment G – Institutional Enrollment HC and FTE

EXECUTIVE SUMMARY

The Board of Regents under its statutory authority - CGS 10a-99 and Public Act 11-48 - reviews and approves annual spending plans for the Connecticut State Colleges and Universities (CSCU). Building on the guidelines from the deficit mitigation plan, the Connecticut State Universities, Connecticut State Community College, and Charter Oak State College submitted FY25 spending plans to the BOR Finance Committee for their review and recommendation to the full BOR for its approval.

It will be helpful to understand the FY25 budget within the context of its history of spending over the past decade. Of course, the 2020 pandemic was a force that changed a great deal, but in terms of enrollment trends and state funding support, it accelerated enrollment declines already underway and while additional state funding was helpful, these temporary funds were allocated to support permanent (i.e., recurring) costs. Moreover, the majority of CSCU's costs (56% in FY23) are out of its control—collectively bargained wage increases and fringe costs. What we are able to control—personnel hiring and other expenses—we control very carefully.

Personnel expenditures represent around three quarters of the budget. Since FY12, personnel expenditures grew by \$431M, from \$748M in FY12 to \$1,179M in FY23. Over the same time span, collectively bargained raises accounted for \$180 million and fringe costs

grew by \$268 million, which totals cost growth of \$448 million, an amount greater than total personnel cost growth. The cost lever over which we do have control—personnel hiring—was utilized to maintain service levels to students as best we can while offsetting the uncontrollable costs by reducing the overall number of personnel and saving \$17 million in non-collectively bargained salary costs since FY12.

The other cost lever over which we have control—other expenses (OE)—were up \$52 million since FY12, an average increase of 2.2% per year, which is far below current inflation levels. This increase came from OE expenditures over which we have little control—\$31 million in new utility costs, \$8 million in additional waivers—and OE expenditures over which we have more control—\$15 million in additional financial aid, \$3 million in more other expenses, and a \$5 million reduction in debt service costs.

The impression that CSCU is spending irresponsibly is not supported by the facts. The spending increases within CSCU's control are managed effectively to offset the substantial cost growth in areas beyond our control. Moreover, the fringe policy change only served to increase fringe costs on CSCU.

In response to the enactment of the Governor's FY24/25 biennial budget that reduced CSCU's FY25 funding by more than \$100 million, CSCU developed and began implementing a mitigation plan that included \$36 million in expenditure reductions in FY24, and \$48 million in expenditure reductions in FY25. As a result, we balanced the FY24 budget and asked the State for \$80 million to cover the remaining projected \$48 million deficit and the \$33 million cost of the collectively bargained wage increases in FY25.

Thankfully, the State supported our request. We sought help from the State to help prevent additional cuts and maintain services that most impact students. This FY25 spending plan represents an opportunity for our institutions to receive the critical support they need while recognizing that the temporary support will soon expire, and we must adjust our fiscal posture accordingly throughout this and coming fiscal years.

This presentation contains updated estimates for the FY24 budget and recommendations for the FY25 budget, summarized in the table below. In the table above, one might consider the FY24 Budget as a "pre-mitigation" budget and the FY24 Estimate as the "post-mitigation" budget. The projected results moved from the FY24 Budget deficit of \$13 million to the FY24 Estimate of \$64 million surplus. This represents a \$75 million mitigation effort in FY24—\$39 million of which in expenditure reductions—that outperformed our \$63 million FY24 mitigation target.

For FY25, we project a \$6 million surplus. The total FY25 projected revenue of \$1,226 million is \$2.5 million less than the FY24 Estimate, and the total FY25 projected expenditures of \$1,219 million is \$53.6 million more than the FY24 Estimate, but only \$14M more than FY24 Budget. The added costs of FY25 SEBAC raises (\$33 million) and the additional FY25 impact of the fringe policy change (Impacts of \$69 million in FY24 and \$85 million in FY25 means \$16 million more fringe costs were added in FY25) explain \$49 million of the \$66 million in added personnel costs, mostly offset by \$31 million reduction in net out transfers.

Revenues

CSCU is always grateful to State leaders for their support, including the annual block grant and additional funding. In FY25, we project \$1,226 million in revenue that includes State Aid of \$412 million; \$156 million in additional operating support via one-time funding (the \$80 million of one-time ARPA funding in HB 5523 and the previously approved \$76 million in the FY24/FY25 biennium budget); and \$658 million in operating revenue.

<u>Millions (\$)</u>	<u>FY24</u>			<u>FY25 Bud vs. FY24 Est</u>	
	<u>Budget</u>	<u>Estimate</u>	<u>FY25 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
<u>Revenue</u>					
State Aid	\$ 399.8	\$ 399.8	\$ 411.7	\$ 11.8	3%
Additional Operations Support (one-time funding)	202.7	202.7	150.7	(52.0)	-26%
Operating Revenue	<u>589.6</u>	<u>625.5</u>	<u>657.6</u>	<u>32.1</u>	<u>5%</u>
	\$ 1,192.2	\$ 1,228.1	\$ 1,219.9	\$ (8.1)	-1%
<u>Expenditures</u>					
Salaries	668.1	635.7	685.8	50.0	8%
Fringe Benefits	179.9	158.9	174.8	15.9	10%
Inst. Financial Aid & Waivers	80.5	82.0	87.7	5.7	7%
All Other Expenses, Utilities and Debt Service	275.1	265.2	271.4	6.2	2%
Transfers, Set-aside Funds and Commitments	<u>1.8</u>	<u>21.7</u>	<u>(3.7)</u>	<u>(25.5)</u>	<u>-117%</u>
	\$ 1,205.3	\$ 1,163.6	\$ 1,216.0	52.4	4.5%
Projected Net	<u>\$ (13.2)</u>	<u>\$ 64.4</u>	<u>\$ 3.9</u>	<u>\$ (60.6)</u>	<u>-94%</u>

The \$412 million in block grant support has grown an average of 3.4% per year since FY12. The \$11.8 million increase in this permanent State Aid in FY25 represents the reclassification of \$6.5 million from ARPA to the General Fund for enhanced student retention at the Community Colleges (Guided Pathways Advisors) and minor adjustments to General Fund Appropriations.

Despite the additional support from the General Assembly, the total amount of one-time funding in FY25 of \$156 million is \$46.4 million less than in FY24 and represents a 23% drop to additional operations support provided by the State year over year. We view this decrease as the beginning of a path that will guide our fiscal adjustments as these one-time funds expire.

Over the past few years since the pandemic, the additional support we have received via one-time funding streams (e.g., state carryforward and emergency funds, federal funds, etc.) helped cover increased costs due to lost tuition and fee revenues, prior and current SEBAC agreements, fringe benefits cost increases, and inflationary increases in operating expenses. Given the imminent expiration of a large pool of one-time federal funding, we expect a large increase in the overall budget gap beginning in FY26, as the costs covered by these funds will remain with the next round of collective bargaining on the horizon.

The projected operating revenue from tuition and fees of \$658 million is increased by \$32.1 million (due to some increases in enrollments and the BOR approved 5% tuition and fee increase) before adjusting for financial aid, waivers, and debt service requirements. However, this increase in gross revenue includes the food service revenue before offsetting the cost of food service contracts. Unfortunately, the increase in operating revenue falls short of covering the collective bargaining requirements and other inflation-driven operating

expenses. In general, a 5% tuition and fee increase covers only about two-thirds of a 5% increase in collectively bargained wages.

State Aid to CSCU

According to the approved General Fund appropriations in FY25, the legislature did not make any adjustments to the biennial budget. CSCU’s General Fund for FY24 and FY25 remains the same as approved per HB6941. However, increases to General Fund appropriations for FY25 wage adjustments resulting from the most recently negotiated collective bargaining agreements are expected to be allocated to CSCU. Currently, we’re waiting for the Secretary of the Office of Policy and Management (OPM) to provide this information.

Approved adjustments to operations support per HB 5523 – Section 1 increases the FY25 ARPA allocation to CSCU by \$80 million from \$48.8 million to \$128.8 million. Section 7 of HB 5523 provides for an additional ARPA allocation of up to \$20 million that is contingent on state budget projections. The bill passed as amended by House “A” provides language clarifying the process for the \$20 million contingent ARPA funding. Due to the uncertainty of its availability, this funding has not been included in FY25 spending projections.

The table below presents details by categories of state operating support that has been allocated to CSCU for FY24 and FY25 based on the approved State budget:

Account Name	State Appropriations			Variance
	HB 6941 2024	2025	HB 5523 2025	Approved vs. Prior Year 2025 vs 2024
				\$ Inc/Dec)
General Fund Appropriations				
Charter Oak State College (1)	3,127,472	3,182,468	3,182,468	54,996
Connecticut State Community College (1) (2)	208,495,341	217,494,271	217,494,271	8,998,930
Connecticut State University (1)	176,054,688	178,635,888	178,635,888	2,581,200
BOR	460,084	466,906	466,906	6,822
Developmental Services	10,042,069	10,190,984	10,190,984	148,915
Outcomes-Based Funding Incentive	1,354,341	1,374,425	1,374,425	20,084
O’Neill Chair	315,000	315,000	315,000	-
	\$ 399,848,995	\$ 411,659,942	\$ 411,659,942	\$ 11,810,947
<u>Additional State Appropriations</u>				
PACT Program - Debt Free Community College	23,500,000	28,500,000	28,500,000	5,000,000
Enhance Student Retention at Community Colleges (1)	6,500,000	-	-	(6,500,000)
Provide Operations Support Through Short-Term Recovery Funds (ARPA) (2)	147,700,000	48,800,000	128,800,000	(18,900,000)
Provide Temporary Operating Support	55,000,000	27,500,000	27,500,000	(27,500,000)
GRAND Total State Support	\$ 632,548,995	\$ 516,459,942	\$ 596,459,942	\$ (36,089,053)

Notes:

- (1) Restructure Fringe Benefits allotments were included within each block grant.
- (2) Beginning with FY25, funding for Enhance Student Retention (GP) has been reallocated to CT State Community College General Fund.
- (3) HB 5523 includes an additional ARPA allocation up to \$20 million that is contingent on state budget projections. Due to uncertainty, this allocation is not included above.

Enrollment

The FY25 FTE Enrollment status is based on the projections provided by the State Universities, CT State Community College, and Charter Oak College. The enrollment represents the average FTE between the fall and spring semesters. CSCU's overall FTE enrollment of full-time and part-time undergraduate and graduate students remains relatively flat. The State Universities FTE enrollment is projected to be 2% higher than FY24 in full-time and part-time

undergraduate and graduate students. CT State Community College is projecting a 2% decline in full-time and part-time enrollment. Charter Oak State College is experiencing an increase of 5.5%. However, a recent demographic analysis projects sustained enrollment declines after a couple of years, suggesting a serious need to access alternative markets for students.

CSCU - Enrollment FTE	FY2024	FY2025 Proj	Change	
	AVG Fall & Spring	AVG Fall & Spring	#s	%
UNDERGRADUATE				
State Universities	18,463	18,817	354	2%
Community Colleges	19,944	19,546	(398)	-2%
Charter Oak	937	990	53	6%
Total Undergraduate	39,344	39,353	9	0%
GRADUATE				
State Universities	2,652	2,696	44	2%
Charter Oak	48	49	1	2%
	2,700	2,745	45	2%

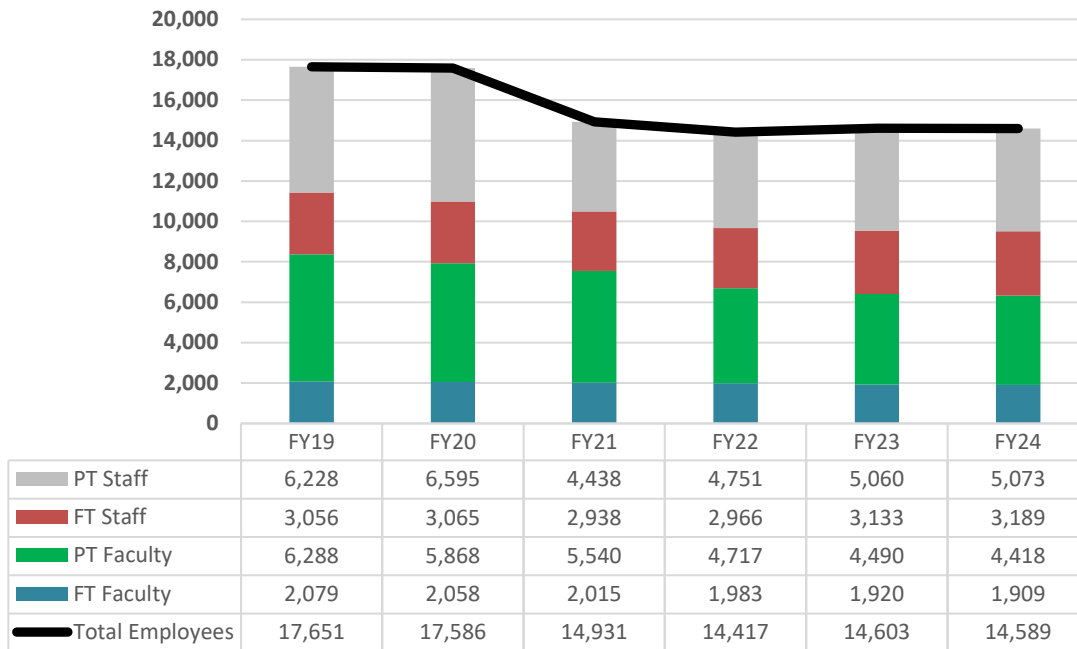
Expenditures

This proposed FY25 spending plan includes \$1,219 million in expenditures, an increase of 4.6% over current estimated FY24 expenditures and only 1% over budgeted FY24 expenditures at the beginning of FY24. This \$53 million increase includes mostly the \$33 million in SEBAC wage increases and \$20 million for everything else. This will allow us to maintain service levels that would have been cut if we did not receive the additional \$80 million in state support in HB 5523.

Other expenses including utilities, IT services, and food service contracts reflect an increase in costs, 3%, that is below current inflation levels, suggesting effective active cost control. Indeed, our mitigation plan reductions were required to absorb the additional fringe costs related to the recent policy change made by the State.

The FY25 expenses are comprised predominantly of \$861 million in personnel expenses. The \$65.9 million increase from the FY24 Estimate represents \$32 million in SEBAC wage increases and \$36 million for restoration and growth, including continued recruitment to fulfill vacancies that have been difficult to fill in addition to the FY24 turnover in critical positions from retirements, resignations, and reductions. This will keep CCSU moving forward and achieving our strategic goals while keeping an eye on controlling costs.

The chart below reveals clearly that CSCU has been managing its staff counts in response to the increasing uncontrollable costs. Since 2019, CSCU reduced 2,722 positions. We cannot keep reducing staff to pay for costs we do not control.



One example of our strict fiscal management is at Central CT State University, which continues with our hiring freeze process implemented in FY21 as well as looking for opportunities to produce alternative revenue sources and refine efforts to increase enrollment and retention. Numerous examples exist across the system exist that create fiscal savings where possible.

Of the remaining expenditures, \$271 million is for utilities (\$32M), debt service (\$33M), and other expenses (\$206M); and \$63 million is for financial aid and tuition waivers. With the exception of the \$11 million increase in financial aid, these expenses remain relatively flat over time. The \$206 million in other expenses is \$4.5 million less than FY24 Budget and \$4.5 million more than FY24 Estimate.

Update on Fringe Benefits Changes

The General Assembly passed new legislation changing the allocation of fringe benefits costs for higher education constituent units. Beginning with FY24 the state will cover the fringe benefits for retirement-related costs and the higher education units will fund “non-state retirement” costs such as medical insurance, life insurance, unemployment compensation, and employers’ social security tax (FICA & MED) for all employees.

OPM intended to develop a budget-neutral process, but it resulted in an additional increase in fringe benefits cost covered by student tuition. The CSCU system estimates additional costs of \$69.3 million and \$85.2 million, respectively in FY24 and FY25, when compared to FY23. The impact on institutional budgets to cover the additional costs of fringe benefits is significant. This was not a budget-neutral change.

The following table presents the impact on each institutional budget after the implementation of the new fringe benefits process. The data shows that compared to FY23, the State Universities will pay \$48.6 million more in fringe costs, CT State will pay \$35 million more, and Charter Oak will pay \$1.6 million more in FY25.

Additional Fringe Benefits Cost paid by Tuition									
Millions (\$)	FY23 Actual			FY24 Estimate			FY24 Estimate vs. FY23 Actual		
	Total FB Cost	FB Paid by State	Net Paid by Tuition	Total FB Cost	State Funds applied to FB Cost	Net Paid by Tuition	(\$) Change	% Change	
Charter Oak State College	6.6	4.6	2.0	2.7	(0.6)	3.3	1.3	62%	
CT State Community College	195.2	196.4	(1.2)	65.3	40.0	25.4	26.6	-2210%	
State Universities	242.6	195.5	47.1	90.9	2.3	88.6	41.5	88%	
	\$ 444.4	\$ 396.4	\$ 47.9	\$ 158.9	\$ 41.7	\$ 117.2	\$ 69.3	145%	

Additional Fringe Benefits Cost paid by Tuition									
Millions (\$)	FY23 Actual			FY25 Budget			FY25 Budget vs. FY23 Actual		
	Total FB Cost	FB Paid by State	Net Paid by Tuition	Total FB Cost	State Funds applied to FB Cost	Net Paid by Tuition	(\$) Change	% Change	
Charter Oak State College	6.6	4.6	2.0	3.0	(0.6)	3.6	1.6	78%	
CT State Community College	195.2	196.4	(1.2)	73.8	40.0	33.8	35.0	-2910%	
State Universities	242.6	195.5	47.1	98.1	2.3	95.7	48.6	103%	
	\$ 444.4	\$ 396.4	\$ 47.9	\$ 174.8	\$ 41.7	\$ 133.1	\$ 85.2	178%	

CONNECTICUT STATE UNIVERSITIES

CENTRAL CONNECTICUT STATE UNIVERSITY

FY 2024

CCSU is projecting a surplus of approximately \$7.6M for FY24 which was made possible by the additional one-time ARPA and RSA adjustments we received in addition to our actuals on enrollment and housing coming in above projections. The recruitment of new talent continues but remains challenging with the job market demands coupled with normal attrition through retirements and resignations. In addition, favorable interest credits for the CHEFA payments on the residence hall and garages, and additional revenue from interest income have added to the funds available for CCSU to set aside for future known expenses such as Debt Service payments and anticipated Central CT Workforce & Innovation Hub match. Investments continue to be made in critical lab equipment and technology needs to better serve our students including meeting additional requirements to maintain the safety of the campus community.

Our original projections assumed a flat enrollment for FT and PT from FY23 with the tuition and fee increase of 3% applied, as well as a conservative housing occupancy of 2,000 students, which has shown positive signs of rebounding to pre-pandemic levels and reached 2,267 for Fall 2023 and 2,138 for Spring 2024, which is nearing full capacity.

- ❖ Our enrollment for Fall 2023 was up 2.6% versus Fall 2022 and our Spring 2024 enrollment was up 4.2% in comparison to Spring 2023.

Without the additional one-time state funding along with the hiring best practices in place, CCSU

would have experienced a deficit of \$13.6M and would not have been able to set funds aside that will benefit CCSU in the future.

FY 2025

CCSU is projecting a preliminary surplus of approximately \$1.3M for FY25. Our projections assume a 2% increase in enrollment over the FY24 figures for Fall and Spring for FT and PT with the tuition and fee increase of 5% applied, as well as a conservative housing occupancy of 2,200 students. This preliminary surplus assumes a 4.5% wage increase for all employees. We are also considering additional increases in rental income and interest income with continued higher interest rates. The revenue projections include the additional one-time funds from carryforwards based on the appropriations committee proposal for FY25 but do not include any additional funding from the State to cover the wage increase. Any negative changes to what has been proposed so far could impact decisions being made in FY25.

The expenses include continued recruitment to fulfill vacancies that have been difficult to fill in addition to FY24 turnover in critical positions from either retirements or resignations. This will keep CCSU moving forward and achieving our strategic goals.

Central continues with our hiring freeze process implemented in FY21 as well as looking for opportunities to produce alternative revenue sources and refine our efforts on increasing enrollment and retention, in addition to increasing fiscal savings where possible.

Short list of Initiatives in Progress, Refining or Completed

- ❖ Expanding the market for student recruitment, including building international partnerships with Governments from Ghana and Indonesia.
- ❖ Expanding concurrent and dual enrollment programs, as well as developing more career-based K-12 pipelines.
- ❖ Enhancing personalized approach for student recruitment and outreach to high schools.
- ❖ Enhancing the use of Campus ESP to improve family communication and engagement.
- ❖ Refining Slate software implementation for continued improvement in recruitment and retention.
- ❖ Expanding the use of Slate for Student Success module through the implementation of Success Matters, replacing the home-grown Early Alert system, as well as improving ways to support and monitor academic standing.
- ❖ Continuing to refine our academic advising to support student success through the dual advising model and use of Slate through leveraging multiple data points and refining communication strategies.
- ❖ Enhancing the use of the Civitas scheduler to help build class schedules.
- ❖ Opening the new College of Health and Rehabilitation Sciences in July 2024, which will include new programs, Master of Social Work, and an Accelerated Nursing program.
- ❖ Expanding services and programs within the newly (October 2023) opened Community Health Education Clinic.

- ❖ Expanding the development of Graduate Programs, such as (but not limited to) Artificial Intelligence, Cybersecurity, and numerous accelerated (3+2/4+1) programs.

We are optimistic that with the current allocation of state funding coupled with the initiatives in progress or completed, we will enable the University to move forward with its strategic goals including achieving financial stability.

EASTERN CONNECTICUT STATE UNIVERSITY

FY 2024 Current Estimate vs. FY 2024 Revised Budget (Deficit Mitigation Plan)

ECSU is projecting to complete FY 2024 with a \$3.0 million surplus. The ability to do so is largely due in part to the \$17.0 million in Operations Support provided through Short-Term Recovery Funds (ARPA) and Temporary Operating Support (State Carry Forward Funds).

Our overall Total Revenue is projected to increase by \$1.1 million. This increase is mainly due to a projected \$1.0 million increase in interest income with STIF rates averaging 5.4% so far, this fiscal year. Our overall full-time enrollment declined 2.8% from the prior year, in line with our forecasted budget. As a result, our projected tuition, fees, and auxiliary revenues, along with offsetting Contra Revenue are only \$0.1 million over budget.

Total Personnel Services are \$0.3 million lower than budgeted, which reflects the reductions in the use of adjunct faculty and University Assistants. Both full-time and part-time positions continue to be strategically managed.

Our ability to reduce our overall level of financial aid did not materialize but is expected to improve each year as cohorts graduate and a new model is implemented. Our Utilities projection has decreased by \$0.4 million and while we expected inflation to have an impact on almost every expense line in the Other Expenses category, we still managed to find savings of about \$0.2 million. As savings were identified, we took advantage of judiciously replacing some aging equipment, and failing UPS units around campus, increasing targeted advertising, and covering the cost of the presidential search.

Our debt service payment for the South Residential Village was less than expected because of credits, saving us \$0.3 million in Designated Transfers.

Overall, we project a surplus of \$3.0 million, an additional \$1.0 million from the budget surplus projected, but it is important to understand that this would not have been possible without the \$17.0 million in additional state and federal funds we received.

FY 2025 Spending Plan vs. FY 2024 Current Projection

In the fiscal year to come, Eastern will have to absorb the negotiated 4.5% wage increases and associated fringe benefits and continued inflationary costs, while the pool of traditional college-

age students shrinks, and one-time federal/state funding dollars are reduced. A deficit of \$4.5 million has been projected largely due in part to the loss of \$10.0 million in federal/state funding.

To mitigate this deficit, it is important to note the following outstanding items that need to occur:

- An increase in State Appropriations to accompany the 4.5% negotiated wage increases.
- ECSU receives a share of funds set aside for the Retirement Incentive Plan
- That the increased level of admitted students and the attendance at the Admitted Students events manifest as registered students.
- That positions continue to be strategically filled and at the minimum salary where possible.

With an approved 5% tuition and fees rate increase and an estimated 2.0% increase in full-time enrollment, overall tuition, fees, and auxiliary revenues are estimated to increase by \$4.4 million. We've implemented the following enrollment strategies and are expecting an even greater impact for the 2024-2025 academic year:

- All Out-of-State students, including International, paying the equivalent of the NEBHE rate.
- Targeted recruitment in Michigan, New York, New Jersey, and Ohio.
- The hiring of a new Admissions Director and the move to new admissions software that allows us to communicate more effectively with prospective students and to improve data analytics.
- A new nursing major is expected to bring in a cohort of 60 new students each fall.
- Four new online grad programs through a partnership with Bisk.

While these new strategies are projected to increase the revenue stream from students, it will not be enough to make up for the \$10.0 million decrease in the additional federal/state support. The overall Total Revenue is expected to decrease by \$5.6 million. Personal Services and fringe benefits are expected to increase by \$3.7 million, the result of a 4.5% wage increase and the strategic refilling of positions, in a manner that best supports the students.

Our Total Other Expenses are expected to increase by \$0.5 million. Institutional Financial Aid is expected to decrease by \$0.9 million with the implementation of a new model for awarding and the phasing out of prior cohorts. Those savings are offset by a \$1.2 million increase in Utilities and Other Expenses, the impact of inflation on our utilities, repairs, travel, and food contract costs, as well as increasing our targeted advertising.

The \$1.4 million change in Designated Transfers over FY 2024, represents the inability to budget for the 3% of the housing and food service revenue for the board mandated set aside funds for Auxiliary Renewal and Replacement. The \$0.9 million change in Total Other Designated Fund Requests is for the use of \$0.9 million of the \$4.5 million set aside in FY 2023 for IT Equipment - Cisco.

FY 2025 Budget Compared to the FY 2024 Deficit Mitigation Plan

Eastern is still projecting an increase in both undergrad and graduate enrollment over FY2024, just not at the rate anticipated back in October. The FY 2025 Deficit Mitigation Plan held the

Personal Services relatively flat, while the latest projection includes the 4.5% negotiated pay increases and the filling of some much-needed vacant positions. The increases in Other Expenses over FY 2024 for Financial Aid, Waivers, and All Other Expenses are in line with the increased enrollment and expected inflation.

Because of the projected deficit, as opposed to the break-even we projected back in October, we will not be able to comply with the board mandated requirement to set aside the minimum 3% of housing and food service revenue for Auxiliary Renewal and Replacement and use of reserves will be needed to fund the second payment of the 7-year Cisco contract.

FY 2025 Budget Compared to the FY 2025 Deficit Mitigation Plan

Early projections for the impact Bisk would have on enrollment are not at the rate anticipated. We believe this is related in part to the concern over the possible cancellation of the contract due to System Office concerns. We are seeing increasing interest in the four online programs but have chosen to budget conservatively until we have more tangible data about them.

The preliminary Personal Services projections made in October did not include any pay increases per the instructions, as it is normal for the budget to only include increases that were approved in the contract. We expect the impact of the pay increases to be about \$2.7 million plus fringe of about \$0.2 million. We have also included in our budget the filling of some vacant positions that are needed.

Though it is still early in the enrollment cycle, we believe the aggressive change in our financial aid model will not reduce our awards to the level projected in October. We are making progress in this area and believe the new model will move us to an alignment of financial aid that is representative of a university of our size.

Conclusion

Eastern has been fiscally conservative for many years and will continue to do so. Our enrollment strategies will continue to increase our enrollment, however after the one-time federal and state support funds are gone, the enrollment strategies and fiscal prudence will not be enough to balance Eastern's budget. The needs of a residential public liberal arts university, coupled with the increased needs of today's students and the desire to help students succeed in attaining their degrees, require a more sustainable base funding, which we are hopeful can be addressed in the next revision of the distribution model.

SOUTHERN CONNECTICUT STATE UNIVERSITY

The full understanding of the FY25 Spending Plan requires an update on the current status of the FY24 Spending Plan. This update is as follows:

FY 2024

The June 21, 2023 approval of the FY 2024 spending plan projected a surplus of \$5.5 million. In November 2023 at a special BOR meeting on Deficit Mitigation, Southern reported that our estimated surplus had risen to about \$8 million.

At mid-year, we reported that the surplus was about \$ 9 million. Our final estimate for the year shows a surplus of \$10.6 million. This overperformance is the product of several campaigns of delayed and selectively reduced hiring, substantial enrollment growth in excess of projections, and exceeding projections for housing occupancy and meal plan consumption.

FY2025

At the same June 21, 2023 BOR meeting, we preliminarily estimated a deficit for FY 2025 of \$12.1 million, primarily driven by the loss of revenue from the partial phase-out of ARPA funding. Our deficit mitigation plan, filed in November 2023, substantially addressed the deficit for FY2025, by relying on additional enrollment growth, as well as growth in housing occupancy and dining revenue. The plan also proposed selective expense reductions and a very slight (less than 1% of budget) use of reserves.

The essential parameters for the FY 2025 spending plan are a 5% tuition and fee increase, a 3.5% enrollment increase for full-time, (UG and G), a 3% housing fee increase, and no increase in the meal plan charge.

Also, material to the bottom line, is the certainty of bargaining unit increases for faculty and staff. Increases were not contemplated at all in earlier versions of the plan for FY 2025, as per instructions from the System. Now, increases of 2.5% plus 2.0% for those who are eligible for step increases are planned. This is estimated to be an additional \$5.9 million in expenses, composed of \$5.5 million for salary and \$.4 million for fringe. For this spending plan, it is assumed, as per instructions, that none of the salary/fringe attendant to the bargaining unit increases will be covered by additional appropriation. If this changes, the projected deficit will be substantially reduced.

We note for the record that the November deficit mitigation plan proposed a \$1.4 million savings from an innovative retirement incentive plan that ultimately did not come to pass. The spending plan now being put forth therefore does not rely on those savings, and this contributes to the deficit.

Southern plans to use some of its 2024 surplus for a new \$2 million scholarship program to hopefully buttress enrollment in 2025. This responsibly puts part of this resource into service for Southern students. Similar to the deficit mitigation plan; substantially less than 1%, (\$1.9 million, or .0085%), of Southern's \$223 million budget for 2025 would be supported from reserves while continued efforts to identify and implement savings opportunities present themselves over the coming year.

WESTERN CONNECTICUT STATE UNIVERSITY**Executive Summary (May 2024):**

For the FY25 spending plan, WCSU is projecting a deficit of -\$12.1 million vs. the 10/16/23 mitigated projection deficit of -\$11.3 million [which excluded SEBAC wage increases]. Total **revenue** of \$115.7 million for FY25 reflects a decrease of -3.63% (-\$4.4 million) over FY24 revenue of \$120.1 million. Although tuition revenue from enrollment increased by +7.42 % (\$1.9 million) in FY25, it is not sufficient to mitigate increases in expenses. As shown in the chart below, the System Office has also been providing additional one-time (ARPA, RSA, S-T recovery) funding support to WCSU (about \$47.1 million from FY23 to FY25). Note that revenue is also reduced in FY25 by the loss of “one-time funding” of approximately \$10 million.

ADDITIONAL ONE TIME FUNDING TO WCSU FROM SYSTEM OFFICE	
FY23	\$ 14,726,673
FY24	\$ 21,410,977
FY25	\$ 10,954,791
Total FY23-FY25	\$ 47,092,441

Total **expenses** of \$121 million for FY25 reflects an increase of 6.6% (\$7.5 million) over FY24 expenses of \$113.5 million, driven by:

- a) total salary & fringe SEBAC YoY (year over year) pay increases of \$4.9 million (+6.4%);
- b) increase in total operating expenditures of \$2.6 million (+7%: from \$37.2 to \$39.8 million). The increases are as follows: institutional financial aid increase of \$1.6 million (+22%: from \$6.9 to \$8.5 million) driven by new initiatives to provide \$1,500 housing scholarships to some students; and, by all other expenses (includes inflationary increases in utilities, Sodexo food contract, and shuttle bus).

Enrollment Headcounts (FY25 vs. FY24):

FY 24 Full-Time headcounts (census): Fall 2023 were 3,067; Spring 2024 were 2,830.

FY 25 Full-Time headcount projection assumes a conservative 1% increase: Fall 2024 at 3,098; and Spring 2025 at 2,856.

FY 24 Part-Time headcounts (census): Fall 2023 were 1,070; Spring 2024 were 1,112.

FY 25 Part-Time headcount projection assumes a conservative 1% increase: Fall 2024 at 1,080; and Spring 2025 at 1,123.

Athletics FYI: For FY25, WCSU is adding men’s and women’s indoor and outdoor track [4 teams]; women’s golf; and men’s and women’s ice hockey [2 teams] for a total of 7 new teams. The university is simultaneously discontinuing men’s and women’s swimming teams effective 7/1/24. One F-T coach for swimming has been eliminated while hiring 2 new F-T coaches [net 1]. The

additional costs for this new endeavor total about \$531.8K [excluding about \$200K in savings from the discontinuation of swimming teams].

Staffing: Additionally, as of the end of April 2024, WCSU has been actively recruiting for about 27 vacant positions with associated salary and fringe projected at approximately \$3.6 million.

As demonstrated in the chart below, WCSU’s structural deficit and path to financial sustainability needs serious strategic consideration, especially as the university’s ability to meet debt obligations is also at great risk.

WCSU FY24-FY26 REVENUE & EXPENSE Trends					
	FY24 5/13/24	FY25 5/17/24	FY26-Mitigated Projection	VAR \$ FY25 vs. FY24	VAR \$ FY26 vs. FY25
Total Revenue	\$ 120,092,665	\$ 115,734,409	\$ 108,809,525	\$ (4,358,256)	\$ (6,924,884)
Total Expense	\$ (113,550,997)	\$ (121,006,865)	\$ (116,939,018)	\$ (7,455,868)	\$ 4,067,847
Sub-total before Debt Service/SO Transfers	\$ 6,541,668	\$ (5,272,456)	\$ (8,129,493)	\$ (11,814,124)	\$ (2,857,037)
Less: Debt Service/SO	\$ (6,857,763)	\$ (6,818,174)	\$ (7,227,616)	\$ 39,589	\$ (409,442)
Net Surplus/(Deficit)	\$ (316,095)	\$ (12,090,630)	\$ (15,357,109)	\$ (11,774,535)	\$ (3,266,479)

Without the additional one-time state funding listed above, WCSU would have experienced deficits of -\$21.7 million and -\$23.0 million for FY24 and FY25, respectively. Hence, the university is still “facing devastating financial challenges” and is currently not able to set funds aside that would benefit its future as it aims to meet NECHE’s Standard 7 requirements.

CONNECTICUT STATE COMMUNITY COLLEGE

FY 2024 Fiscal Year End Estimates

The enacted state budget did not sustain the level of funding necessary for CT State to maintain its current level of services resulting in a projected FY 24 operating deficit of \$33.63 million. CT State management engaged its stakeholders in deficit mitigation across its twelve main campuses, satellite locations, and central office achieving \$28.11 million in net expenditure reductions to moderate the anticipated shortfall. Additional net revenue gains, expenditure reductions and savings achieved by shared services and system office results in a projected balance of \$32.2 million for FY 24.

Revenue

Overall, FY 24 revenues have improved by \$14.3 million, or 3.4% from the original adopted budget.

FY 24 Revenue (in millions)						
Account Name	FY24 Original Budget	Diff. Due to Deficit Mitigation Plan	Diff. Beyond Deficit Mitigation Plan	Cummulative Differences: FY24 Orig to FY24 Final Estim	FY24 Final Estimate	
Revenue:						
Tuition (Gross)	100.82	3.13	1.71	4.85	105.67	
Fees	50.54	(1.68)	6.51	4.84	55.37	
State Appropriations	139.97	-	-	-	139.97	
Addtl State Appropriation (Dev Edu and Outcomes)	9.65	-	-	-	9.65	
GF Fringe Benefits Paid by State	39.98	-	-	-	39.98	
Deficiency Funding for Wages (Leg. Source ARPA FY23)	63.51	-	-	-	63.51	
Provide Operations Support Through Short-Term Recovery Funds	20.05	-	-	-	20.05	
Private Gifts, Grants and Contracts	0.10	-	0.03	0.03	0.13	
Sales of Educational Activities	0.97	-	(0.19)	(0.19)	0.78	
All Other Revenue	2.02	0.18	5.51	5.69	7.72	
Less Contra Revenue	(5.55)	(5.20)	4.33	(0.87)	(6.42)	
Total Revenue	422.06	(3.56)	17.90	14.34	436.40	

Through deficit mitigation, various technical re-estimates of revenues resulted in a projected net revenue deterioration of \$3.56 million. Subsequent re-estimates forecast an improvement of \$17.9 million, a net increase of \$14.34 million. The cumulative changes include:

- \$9.6 million in increased tuition and fees as fall and spring enrollment exceeded a forecasted decline of 3%, (actual enrollments were nearly flat to the prior year); and
- \$5.1 million increase in All Other Revenue, due to higher interest rates realized on reserve fund balances and changes in the way these funds are recognized between the college and system office; and
- \$0.8 million improvement in FY 24 contra revenue for the allowance for doubtful accounts as more students with outstanding tuition bills made payment.

Expenditures:

The original FY 24 expenditure budget of \$425.16 million for the college (all 12 campuses and college office, excluding Shared Services and System Office) was reduced by \$28.11 or 6.6% through deficit mitigation. Additional net savings of \$17.5 million are forecast resulting in a cumulative FY 24 savings of \$45.62 or a 10.7 % reduction from the original budget.

FY 24 Expenditures						
Account Name	FY24 Original Budget	Diff. Due to Deficit Mitigation Plan	Diff. Beyond Deficit Mitigation Plan	Cummulative Differences: FY24 Orig to FY24 Final Estim	FY24 Final Estimate	
Expenditures:						
Personnel Services:						
Full Time	174.71	(8.34)	(3.73)	(12.07)	162.64	
Continuing Part Time	0.45	-	(0.45)	(0.45)	-	
Temporary Part Time	12.06	(1.33)	(0.94)	(2.27)	9.78	
Clinical EA	6.84	(0.13)	0.26	0.13	6.97	
Contractual PTL	49.43	(5.02)	0.91	(4.11)	45.31	
Contractual NCL	6.37	(0.15)	(2.43)	(2.59)	3.79	
Contractual ECL	9.37	(0.41)	(0.45)	(0.86)	8.51	
Student Labor	2.52	(0.12)	(0.32)	(0.44)	2.09	
Overtime	1.11	(0.11)	(0.06)	(0.17)	0.93	
All Other Personnel Services	5.38	(0.04)	0.09	0.05	5.43	
Subtotal Personnel Services	268.24	(15.67)	(7.12)	(22.79)	245.45	
Fringe Benefits	80.25	(10.12)	(9.99)	(20.11)	60.14	
Total P.S. & Fringe Benefits	348.49	(25.79)	(17.12)	(42.90)	305.59	
Other Expenses:						
Inst. Financial Aid/Match	14.43	-	0.79	0.79	15.22	
Waivers	3.24	-	(0.14)	(0.14)	3.10	
Utilities	11.06	-	(0.14)	(0.14)	10.92	
All Other Expenses	47.94	(2.33)	(0.91)	(3.24)	44.70	
Total Other Expenses	76.67	(2.33)	(0.39)	(2.72)	73.95	
Total Expenditures	425.16	(28.11)	(17.51)	(45.62)	379.54	

Personnel & Fringe Benefits

Overall, personnel savings of \$22.79 million or 8.5%, is forecast from the original budget.

These cumulative changes include:

- \$12.07 million in full-time personnel savings. This reflects \$8.34 million identified as part of the deficit mitigation plan which: eliminates vacant positions, holds positions vacant, delays the refill of vacant positions, and made permanent changes to the management structure. An additional \$3.73 million in savings is projected, due to delays in hiring vacant positions. Although significant savings have been achieved in full-time positions, CT State filled an estimated 145 full-time positions during FY 24, of which 128 are bargained positions.
- \$2.6 million in part time staff savings. This reflects \$1.46 million in savings identified as part of the deficit mitigation plan which reduced temporary, part-time educational assistants by reducing hours or not renewing contracts when they expire. Additional net savings of \$1.13 million is forecast for part-time workers due to lower utilization of educational assistants, or delays in hiring them.
- \$4.11 million in savings for part-time lecturers. This is achieved by aligning enrollments with expenditures through strategic course scheduling, filling classes to course caps,

keeping certain sections inactive until other sections have been filled, and modifying the drop for non-payment date to avoid contractual penalty payments when sections are cancelled. Although the deficit mitigation plan forecast \$5.02 million in savings, this was not achieved as spring enrollment exceeded forecasted levels, resulting in a \$0.9 million additional cost, reducing the projected savings to \$4.11 million.

- \$3.45 million in non-credit lecturers and extension credit lecturers. This reflects \$0.56 million identified as part of the deficit mitigation plan. An additional savings of \$2.89 million is forecast based on lower than anticipated expenditures. Although savings have occurred in this area, CT State is engaged in continuous recruitment, and hiring is on-going.

Fringe Benefits

Beginning in FY 24, the state pays the retirement-related fringe benefit costs for all employees of the constituent units of higher education, rather than only the General Fund supported employees. CT State Community College funds the employee health and life insurance, unemployment compensation, and employers' social security tax for all employees. This results in significant revenue and expenditure presentational changes to the FY 24 budget.

A total reduction of \$20.11 million in fringe benefits is forecast, of which \$5.3 million, or 26.5% is due to lower than anticipated personnel expenditures. The balance of \$14.78 million is due to a technical re-estimate of fringe benefits based on actual expense. In the original FY 24 budget, the forecast blended rate of fringe benefits for employees was 29%, whereas the re-estimated blended rate is 24.5%.

Overview of FY 24 Fringe Benefit Savings (in millions)			
	Savings through Reduced Personnel Expenditures	Savings through Technical Re- estimates	Cumulative Savings
Part of Deficit Mitigation	\$ 3.62	\$ 6.50	\$ 10.12
Additional Forecast Savings	\$ 1.71	\$ 8.28	\$ 9.99
TOTAL	\$ 5.33	\$ 14.78	\$ 20.11

Other Expenses

Cumulative savings of \$2.72 million is forecast, of which \$2.33 million is achieved through the deficit mitigation plan, and net additional savings of \$0.39 million.

FY 25 Spending Plan

As with nearly all institutions of higher education across the nation, the pandemic has exacerbated CT State Community College's underlying fiscal stability. CT State Community College is proposing a FY 25 spending plan of \$468.1 million, supported by revenues of \$465.9 million, resulting in shortfall of \$2.24 million. The consolidated FY 25 budget for the CT State Community College is balanced, through: 1) the annualization of deficit mitigation strategies, 2) the use of one-time state aid, and 3) unallocated temporary support aid or if necessary reserves.

Revenues

Historically, the primary source of revenue for the community college has been state funding. During the pandemic as enrollments declined, federal resources were used to shore up lost tuition revenue. However, as these federal funds expire the state is providing \$42.85 million in FY 25 for short term recovery funds. This provides temporary relief as CT State works to achieve structural balance.

Tuition

Consistent with institutions of higher education in the region and nationally, CT State estimates a 2% enrollment decline in FY 25. The financial impact of these declines is partially offset by the enacted tuition and college services fee increase of 5%, resulting in an increase of \$15 per credit, or \$246 annually. The net impact of the forecast enrollment decline and increased tuition and fees yields \$3.8 million revenue gain, or 2.4% over FY 24.

Expenditure

The FY 25 proposed budget is \$10.4 million, or 2.2% lower than the FY 24 budget. Despite fiscal challenges, CT State presents a budget that continues to invest in strategic priorities including:

- Teaching and Learning,
- Student Support Services
- Diversity, Equity, Inclusion and Belonging Principles,
- Campus and Physical Safety, and
- Physical Plant and Technological Infrastructure.

CT State used a current services approach to FY 25 budget development, yet asked campuses to identify new strategic investments or items reduced through deficit mitigation that should be restored. Campuses recommended 81 items with net costs of \$6.3 million. Although funding was not available to fund all these areas, approximately \$1.2 million, or 19% is funded in FY 25. CT State will continue to assess the budget throughout the year and evaluate other areas of strategic investment. This spending plan invests funding to:

- **Expand Manufacturing Instruction** – by providing operating funds to open the newly renovated 14,500 square foot Spring Lane facility at the Tunxis campus to serve two cohorts of manufacturing students. The budget provides \$0.5 million to hire:
 - two manufacturing instructors,
 - one director of STEAM,
 - one AMTC academic advisor, and
 - one maintainer.

Funding also provides instructional materials and additional contracted security at the new facility.

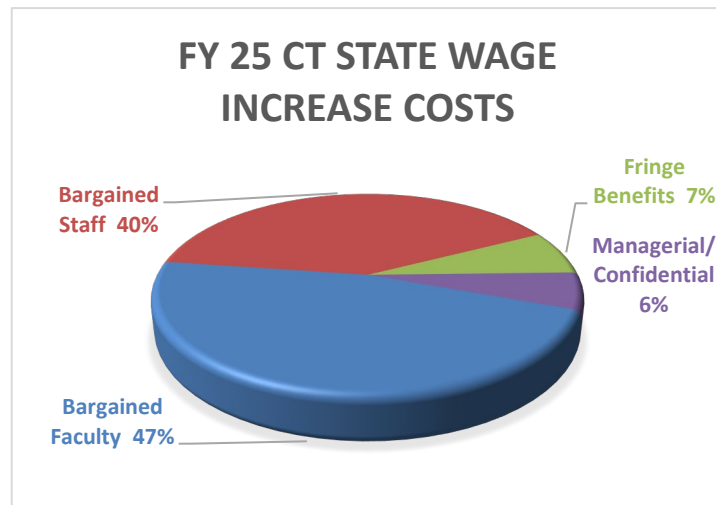
- **Enhance Public Safety** – by expanding sworn officers to three more campuses. Currently, five campuses (CA, GW, HO, MA, and NV) have sworn officers. A sixth campus, Norwalk,

is in the process of hiring a Sergeant and Police Officer. During the current fiscal year, Northwestern added three Buildings and Grounds Officers to enhance campus safety. For FY 25, \$0.72 million provides a:

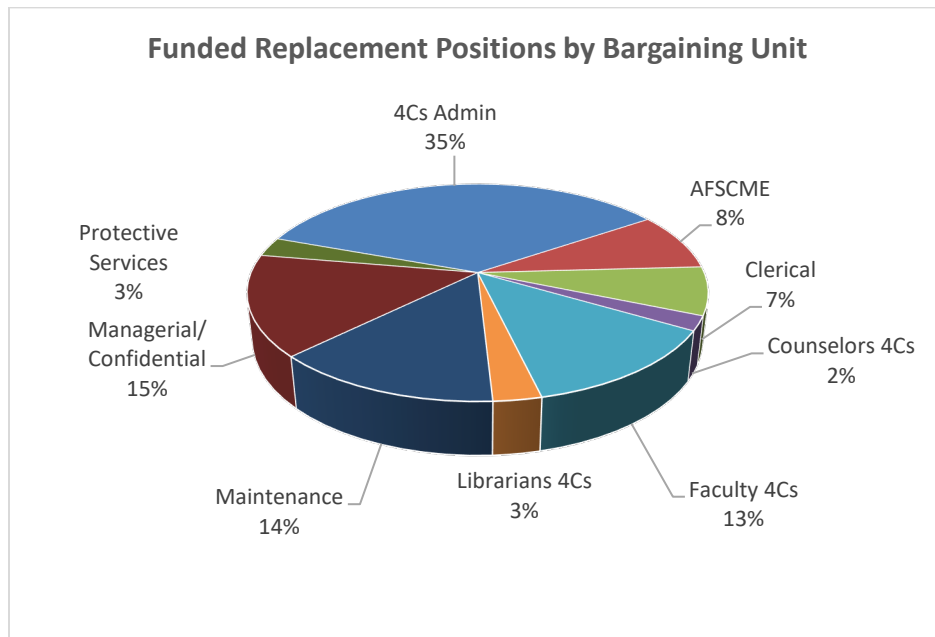
- Sergeant and Police Officer at Middlesex;
 - Sergeant and Police Officer at Three Rivers;
 - Sergeant and Police Officer at Tunxis; and
 - An additional Police Officer at the Gateway.
- **Stabilize Campus Information Technology** – by hiring additional staff including three IT staff at Manchester and one IT staff at Naugatuck Valley with FY 25 costs of \$0.35 million.
 - **Expand Nursing Instruction** - by opening six more course sections, enrolling 40 additional nursing students at Capital. Funding of \$0.05 million provides additional part-time faculty and supplies and results in a net revenue gain of \$0.14 million from tuition and fees.
 - **Expand Manufacturing Pipeline** – by investing \$0.17 million in a continuing education aide and additional non-credit lecturers at Three Rivers to work with manufacturing industry partners for more employee training. This results in a net gain in non-credit revenue of approximately \$0.2 million in FY 25.

Personnel & Fringe Benefit Costs

Personnel and related costs have always been the largest area of expenditure and represents approximately 78% of the FY 24 budget. The FY 25 budget is \$10.2 million, or 2.7% lower than the FY 24 budget despite: 1) \$14.1 million in additional SEBAC related wage increases, and 2) the pickup of \$8.0 million in expiring federal funds for the Guided Pathways advisors.



Although CT State Community College employed a current services approach to developing the FY 25 budget that delays or defers many positions, strategic vacancies continue to be refilled. The budget funds 140 critical vacancies, of which 85% are bargained positions.



Realigning Human Resources

Last year, CT State and CSCU engaged with the American Association of State and Colleges and Universities (AASCU) to assess human resources and payroll organizational design, process evaluation, and areas for improvement. The report recommends CT State hire its own Vice President of Human Resources and realign the human resources generalist function from shared services to CT State (<https://ct-edu.b-cdn.net/files/bor/Minutes-3-18-2024-Special-Meeting.pdf>). The FY 25 budget funds the inaugural CT State Vice President of Human Resources, funds three new Human Resources Assistants and realigns \$1.75 million from Shared Services to CT State for this purpose. The exact structure and timeline will be developed by the CT State VP of Human Resources who is expected to be on board later this summer.

Investing in Free Community College

The Pledge to Advance Connecticut (PACT) program, renamed the Mary Ann Handley Scholarship, is a last dollar scholarship program that covers the gap between federal and state grants and the community college tuition and fees. For students who have aid packages that cover the cost of tuition and fees, PACT provides a minimum award. PA 24-81 increases the program's minimum awards from \$250 to \$500 for full-time students, and \$150 to \$300 for part-time students. These recently enacted changes result in increased costs of \$5.65 million beginning in FY 25. No specific funding was provided for this purpose, however CSCU allocated \$5.65 million from the \$80 million one-time ARPA aid for this purpose.

CHARTER OAK STATE COLLEGE

Fiscal Year 2024 Results Summary

Charter Oak State College will end the FY24 year in a positive position due to the temporary ARPA funding allocated to the College. With ARPA funding set to expire, Charter Oak embarked on a 3-year budget deficit mitigation plan with deliverable goals in FY24, FY25, and FY26.

The following table summarizes the College’s performance compared to the goals established:

FY24 Goal (Set 8/23)		Results
9% Enrollment Growth	Achieved	+9% Headcount +14% Credit Count
Model and Fund New Program Development	Achieved	3 New Programs Funded Expected Go-live Fall 2025 2.5 Year ROI Break-Even
Launch Corporate Tax Benefit Enrollment Program	Proceeding w/ Caution	Framework Complete Soft Launched Spring 2024 No Traction
Create Fully Online Non-Credit Division	Achieved	Non-Credit Division Created Inaugural 150 Student Cohort 100% Grant Funded
Expand Opportunities Through Grant Revenue	Achieved	10 Grants Applied To 7 Grants Awarded \$578K Total Award
Program Alignment To College Mission & Market Demand	Achieved	APP Process Completed 19 Programs Discontinued 9 Programs on Watchlist 3 Programs Added
Institutional Aid Reductions	On Hold	Institutional Aid reallocated to more impactful merit and need based segments.

Charter Oak has successfully completed Year 1 of its 3-Year deficit mitigation plan which relies heavily on revenue growth. Of the 7 goals listed above, the College is very satisfied with 5 and will be closely examining the feasibility of the Corporate Tax Benefit Program as launch efforts continue. Institutional aid reductions will be utilized as a “late lever” should the need arise, although this lever may directly impact enrollment.

Although Charter Oak’s projected reserve increase for FY24 is \$1.4 million, when removing the impact of temporary ARPA funding, the College would experience a \$2 million loss. This loss is

the target budget gap being closed across FY25 and FY26 and thus the College's focus on growing to the right size. The FY24 financial results of the College exceeded initial expectations as a result of outperforming enrollment targets without sacrificing any of its academic quality, student services, or outcomes.

FY 2025 Deficit Mitigation Goals

FY 2025 represents the second year of Charter Oak's three-year deficit mitigation plan which continues to be anchored in growing top line revenue. The following goals have been set:

FY25 Goal	Additional Info
9% Enrollment Growth	+9% Annual Headcount +6% Annual Credit Count EOY Year 2 Milestone +18%
Launch Three New Programs	Develop and Go-live Fall 2025
Launch Corporate Tax Benefit Enrollment Program	Firm Launch Planned Spring 2025
Expand the Non-Credit Division	Explore End User Funding Model for Sustainability
Increase Opportunities Through Grant Revenue	Expand New Programs & Services Through Grant Portfolio

Charter Oak State College - FY 25 Outlook

Charter Oak is projecting a \$2.1 million loss in FY25 primarily driven by a \$1.2 million investment of funding attributable to the development of new programs. The remaining \$900k deficit is attributable to core operations at the College driven by personnel expenses and cost escalations.

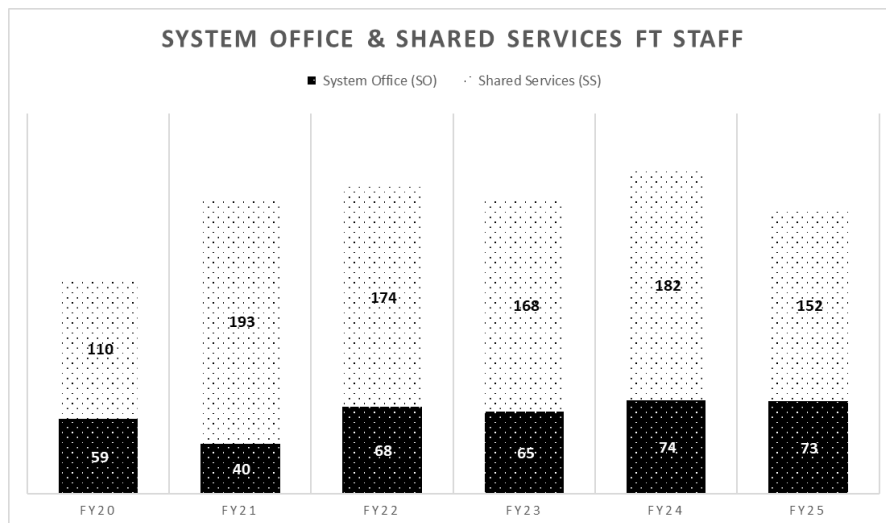
The allocation of additional ARPA appropriations will reverse the deficit for Charter Oak in FY 2025 and balance the budget without the use of reserves.

SYSTEM OFFICE / SHARED SERVICES

CSCU is making good progress on the Chancellor’s goal of making the System Office and Shared Services (SO/SS) smaller and more efficient. The table below shows that the SO/SS spending decreased by \$12 million from FY24 to FY25 budgets.

<i>\$ Millions</i>	FY24			FY25 Budget vs. FY24 Budget	
	Budget	Current Estimate	FY25 Budget	\$ Change	% Change
Revenue	\$37.6	\$37.3	\$31.9	(\$6)	-15%
Expenditures					
Personnel Cost (salaries)	29.1	26.5	25.4	(4)	-13%
Fringe Benefits Cost	8.2	6.5	6.5	(2)	-20%
Other Expenditures	<u>37.2</u>	<u>33.4</u>	<u>30.5</u>	<u>(7)</u>	<u>-18%</u>
Total Expenditures	\$74.5	\$66.4	\$62.4	(\$12)	-16%
Transfers	36.9	31.0	30.5	(6)	-17%
Net Change	<u>\$0.0</u>	<u>\$1.9</u>	<u>\$0.0</u>	<u>\$0</u>	<u>n.a.</u>

The chart below shows a 6-year trend in SO/SS full-time staffing. Explaining \$4 million of the \$12 million in savings above, the chart below shows a reduction of 31 SO/SS employees from FY24 to FY25. The full-time SS employees decreased from 182 in FY24 to 152 in FY25, and the SO full-time employee count went from 74 in FY24 to 73 in FY25.



When CT State began its consolidation in FY21, much of its administrative capacity was centralized to the System Office. The chart shows that this consolidation led to the SO/SS to increase from 169 in FY20 to 233 in FY21. CT State and System Office have agreed to a more hybrid version of Shared Services where scalable administrative functions will remain at System Office or CT State in New Britain while “high-touch” administrative functions will be returned to CT State campuses. Our interest here is providing the new CT State—now one of the largest colleges in New England—with an appropriate administrative infrastructure to support student success.

What follows is a summary of other shared services:

Accounting Shared Services serve CT State and CSCU System Office in providing daily accounting activities, handling audits and compliance, and reporting and financial statement preparation. This department oversees the day-to-day accounting work including journal entries, cash and bank reconciliations, and also prepares financial reporting, oversees internal controls, and maintains the chart of accounts. This team handles the annual financial statement audit, which is conducted by an outside audit firm, and the Single Audit for federal expenditures, which is conducted by the Auditors for Public Accounts. In December, the final fiscal year 2023 audited financial statements for CT State were presented to the Audit Committee, noting an unqualified opinion on the financial statements with no auditor adjusting entries and no auditor identified control issues. Accounting Shared Services works jointly with the CT State business office and other cross-functional teams to ensure the Banner chart of accounts structure and CORE-CT structure work seamlessly in the new CT State organization. The department is working on fine-tuning processes associated with the merger.

Accounts Payable and Procurement Shared Services serve the System Office and all 6 institutions with shared contracts and guidance. These functions manage all procure-to-pay requirements. During FY24 several technology-based solutions were implemented. Currently, there are 11 CT State campuses plus the System Office that have transitioned to online purchase requisitions. The remaining campus will be transitioned by July 1st. We continue to review our services with the CT State campuses to determine the gaps and successes.

Overall, we now have one online repository for all our procure-to-pay documentation that we now intend to allow campuses access to review their documents. We continue to train employees about the procure-to-pay process with focused attention to student affairs, facilities, and federal funding purchases.

We also completely redesigned the P-card administrative process to a respected, efficient procedure that prioritizes compliance and lowers administrative costs related to the procurement and invoice payment processes. For examples:

- Procurement has processed over 7K purchase requisitions.
- Contracting received 200 requests since the start of FY2024.
- Accounts Payable has processed over 18K invoices and processed over 43K checks with over 31K student refund checks.
- We have updated and added over 1,500 vendors into our system.
- The adoption rate of the procurement card program increased by 50% from last year.

Accounts Receivable Shared Services serve CT State and CSCU System Office with student billing and payment plans and managing receivables and student receipts. We manage the drop for non-payment process, student refunding, student account reconciliation, and other related duties. We also manage the Accounts Receivable Finance Support and provide backend financial system support and access, term setup, support for receipts, system updates and testing, and customer

service for all of the campuses. In January, we issued approximately 28,000 Tax Form 1098-Ts to students.

Grants Shared Services continue to be in development and serve CT State and CSCU System Office. The intent is to develop a unit focused on post-award grant administration. Existing grant fiscal staff have been reassigned to the post-award fiscal team. An Executive Director of Sponsored Programs was hired to lead the pre-award team. The organization will support federal, state, private, and workforce development grants. There has been significant work with the grant pre-award side to develop new grant implementation forms and a grant development process. This process includes approvals by CT State Leadership and Grants Shared Services before grants post-July 1, 2023, are submitted to a funder/sponsor. The sign-off process includes a grant budget review and approval.

An inventory of all current grant awards across the 12 Colleges and the CSCU System Office has been completed. A grant repository has been populated with current grant awards including award documents, fiscal reconciliations, and grant funder reports. A significant accomplishment in the first half of FY2024 is the successful merger of all CT State financial aid awards under one federal ID. The post award administration and cash management are being handled by the post award team. Grant Shared Services is supporting all ARPA reconciliation and reporting to OPM, the legislature, and the federal government. There are currently nine OPM-awarded ARPA projects awarded funding supporting the Connecticut State Universities, the Community Colleges, and Charter Oak. Consortium and system-wide grants are also being supported by grant shared services. Policies and procedures for post-award administration have been reviewed and in the final stages of being updated to ensure grant accounting and reporting compliance.

Fixed Assets Shared Services serve CT State and CSCU System Office. The Fixed Asset Specialists are responsible for traveling to each of the CT State campuses and System Office to manage each college's inventory process and maintain the fixed asset system. The goal of Fixed Assets Shared Services is to maintain a perpetual inventory system once all campuses have been inventoried and audited. In the future, this shared service will also assist with managing the Surplus Property process.

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2024-25 Operating Budget**

ATTACHMENT A

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	Miscellaneous Transfers	NET Change
State Universities									
Central Connecticut State University	238,213,182	116,772,325	30,197,619	71,800,024	218,769,968	(13,183,234)	(1,366,434)	1,250,867	6,144,413
Eastern Connecticut State University	125,404,296	63,316,435	15,973,632	39,992,321	119,282,388	(5,655,611)	(1,366,434)	900,137	-
Southern Connecticut State University	231,188,065	129,281,198	32,922,498	61,145,244	223,348,940	(8,472,691)	(1,366,434)	2,000,000	-
Western Connecticut State University	127,822,718	63,822,997	17,417,386	39,764,161	121,004,544	(5,451,740)	(1,366,434)	-	-
CSU System Office	8,304,344	6,765,392	1,538,952	5,465,736	13,770,080	-	5,465,736	-	-
State Universities Total	730,932,605	379,958,347	98,050,087	218,167,486	696,175,920	(32,763,276)	-	4,151,004	6,144,413
Community Colleges									
CT State Community College	442,775,866	274,970,486	68,742,622	76,271,757	419,984,866	n/a	(25,037,750)	n/a	(2,246,750)
Shared Services	17,271,433	13,329,864	3,941,569	22,946,411	40,217,844	n/a	22,946,411	n/a	-
System Office	5,870,933	4,802,314	1,068,619	2,091,339	7,962,272	n/a	2,091,339	n/a	-
Community Colleges Total	465,918,232	293,102,664	73,752,810	101,309,507	468,164,982	-	-	-	(2,246,750)
Charter Oak State College	22,611,370	12,238,681	3,028,544	6,920,202	22,187,428	n/a	(423,942)	n/a	-
Board of Regents	466,906	466,906	-	-	466,906	n/a	-	-	-
GRAND TOTAL CSCU	1,219,929,113	685,766,598	174,831,441	326,397,195	1,186,995,236	(32,763,276)	(423,942)	4,151,004	3,897,663

Notes:
(1) Total Revenue includes One Time Funding

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2023-24 Operating Budget**

ATTACHMENT B

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	Miscellaneous Transfers	NET
State Universities									
Central Connecticut State University	236,198,896	111,086,342	28,383,382	67,815,700	207,285,424	(12,499,497)	(1,596,900)	(1,320,731)	13,496,344
Eastern Connecticut State University	125,699,581	62,186,134	15,711,802	40,410,225	118,308,161	(5,820,660)	(1,596,900)	26,140	-
Southern Connecticut State University	221,068,963	122,844,387	27,017,543	56,848,267	206,710,197	(7,271,701)	(1,596,900)	-	5,490,165
Western Connecticut State University	116,799,834	63,733,630	17,470,144	40,729,246	121,933,020	(5,300,287)	(1,596,900)	-	(12,030,373)
CSU System Office	8,554,343	6,610,148	1,694,695	6,637,100	14,941,943	-	6,387,600	-	-
State Universities Total	708,321,617	366,460,641	90,277,566	212,440,538	669,178,745	(30,892,145)	-	(1,294,591)	6,956,136
Community Colleges									
CT State Community College	422,060,418	268,243,483	80,247,662	76,666,064	425,157,209	n/a	(30,541,279)	n/a	(33,638,070)
Shared Services	22,882,150	17,565,692	5,316,458	29,163,210	52,045,360	n/a	29,163,210	n/a	-
System Office	5,660,837	4,486,056	1,174,781	1,378,069	7,038,906	n/a	1,378,069	n/a	-
Community Colleges Total	450,603,405	290,295,231	86,738,901	107,207,343	484,241,475	-	-	-	(33,638,070)
Charter Oak State College	19,272,052	10,847,301	2,910,757	5,023,800	18,781,858	n/a	(474,215)	n/a	15,980
Board of Regents	460,084	460,084	-	-	460,084	n/a	-	-	-
(2) Operations Support Funding									13,500,000
GRAND TOTAL CSCU	1,178,657,158	668,063,257	179,927,224	324,671,681	1,172,662,162	(30,892,145)	(474,215)	(1,294,591)	(13,165,955)

Notes:

(1) Total Revenue includes One Time Funding

(2) Reserved for System Initiatives from the Operations Support Through Short-Term Recovery Funds Allocation

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2023-24 Estimate**

ATTACHMENT C

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	Miscellaneous Transfers	NET CHANGE
State Universities									
Central Connecticut State University	246,810,229	110,249,893	28,354,905	70,163,077	208,767,875	(12,168,232)	(1,596,900)	(16,706,929)	7,570,293
Eastern Connecticut State University	126,581,857	60,219,164	15,349,784	39,540,892	115,109,840	(5,482,278)	(1,596,900)	(1,362,352)	3,030,487
Southern Connecticut State University	231,707,849	121,791,040	29,795,831	57,023,746	208,610,617	(7,691,661)	(1,596,900)	(3,200,000)	10,608,671
Western Connecticut State University	120,092,664	60,304,299	16,079,772	37,166,926	113,550,997	(5,260,863)	(1,596,900)	-	(316,096)
CSU System Office	8,304,343	6,301,642	1,302,696	5,167,395	12,771,733.00	-	6,387,600	-	1,920,210
State Universities Total	733,496,942	358,866,038	90,882,988	209,062,036	658,811,062	(30,603,034)	-	(21,269,281)	22,813,565
Community Colleges									
CT State Community College	436,399,755	245,452,135	60,135,773	73,948,954	379,536,862	n/a	(26,877,332)	-	29,985,561
Shared Services	22,882,150	15,776,154	4,444,983	25,933,986	46,155,124	n/a	24,579,488	-	1,306,514
System Office	5,660,837	3,958,260	762,341	2,297,844	7,018,445	n/a	2,297,844	-	940,236
Community Colleges Total	464,942,742	265,186,549	65,343,097	102,180,784	432,710,431	-	-	-	32,232,311
Charter Oak State College	21,173,728	11,225,069	2,714,477	5,357,156	19,296,702	n/a	(474,215)	n/a	1,402,811
Board of Regents	460,084	460,084	-	-	460,084	n/a	-	-	-
(2) Operations Support Funding									8,000,000
GRAND TOTAL CSCU	1,220,073,496	635,737,740	158,940,562	316,599,976	1,111,278,279	(30,603,034)	(474,215)	(21,269,281)	64,448,687

Notes:

(1) Total Revenue includes One Time Funding

(2) Operations Support Through Short-Term Recovery funding reserved for system initiatives.

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY25 Budget, FY24 Estimate vs Budget

ATTACHMENT D

Account Name	FY24 Budget	FY24 Estimate Dollars (\$)	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Incr (Decr) Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	270,446,481	282,007,437	297,817,097	15,809,660	5.6%
Student Fees	220,277,339	226,740,167	239,152,324	12,412,157	5.5%
State Appropriations	346,431,565	346,431,565	358,073,513	11,641,948	3.4%
Additional State Approp (Dev Edu, Outcomes and IMRP)	11,711,410	11,711,410	11,880,408	168,998	1.4%
Fringe Benefits Paid By State	41,706,020	41,706,020	41,706,020	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages (Leg. Source ARPA FY23)	147,700,000	147,700,000	123,150,000	(24,550,000)	-16.6%
* Provide Operations Support Through Short-Term Recovery Funds	41,500,000	47,000,000	27,500,000	(19,500,000)	-41.5%
Accident Insurance	457,560	558,857	577,974	19,117	3.4%
Housing	62,160,102	65,947,722	69,417,928	3,470,206	5.3%
Food	28,567,016	30,492,309	32,569,151	2,076,842	6.8%
All Other Revenue	22,532,441	37,923,683	35,868,032	(2,055,651)	-5.4%
Less: Contra Revenue	(14,832,778)	(18,145,675)	(17,783,334)	362,341	-2.0%
Total Revenue	1,178,657,155	1,220,073,495	1,219,929,113	(144,382)	0.0%
Expenditures:					
Personnel Services:					
Full-Time	492,585,506	472,546,131	516,744,223	44,198,092	9.4%
Part-Time					
Lecturers (PTLs)	101,003,540	94,422,583	98,472,232	4,049,649	4.3%
Lecturer (NCLs)	9,584,224	6,966,027	7,061,419	95,392	1.4%
Permanent Part-time	2,101,442	1,353,072	1,408,563	55,491	4.1%
Temporary Part-time	21,231,010	19,111,125	19,474,308	363,183	1.9%
University Assistants	4,378,076	3,986,905	4,141,235	154,330	3.9%
Graduate Assistants	2,340,233	2,187,536	2,320,233	132,697	6.1%
Student Labor	13,277,147	12,774,291	13,537,979	763,688	6.0%
Overtime	5,170,360	4,929,494	5,194,330	264,836	5.4%
All Other Personnel Services	16,391,717	17,460,576	17,412,077	(48,499)	-0.3%
Subtotal Personnel Services	668,063,256	635,737,740	685,766,599	50,028,859	7.9%
Fringe Benefits	179,927,224	158,940,562	174,831,441	15,890,879	10.0%
Total P.S. & Fringe Benefits	847,990,480	794,678,302	860,598,040	65,919,738	8.3%
Other Expenses:					
Inst. Financial Aid/Match	67,419,850	68,471,035	74,329,110	5,858,075	8.6%
Waivers	13,045,046	13,535,116	13,400,130	(134,987)	-1.0%
Utilities	33,636,193	32,912,962	32,571,512	(341,449)	-1.0%
All Other Expenses	210,570,592	201,680,863	206,096,443	4,415,580	2.2%
Total Other Expenses	324,671,681	316,599,976	326,397,195	9,797,219	3.1%
Total Expenditures	1,172,662,161	1,111,278,278	1,186,995,235	75,716,957	6.8%
Addition to (Use of) Funds Before Transfers	5,994,995	108,795,217	32,933,878	(75,861,339)	-69.7%
CSUs Transfers					
Debt Service	(30,892,145)	(30,603,034)	(32,763,276)	(2,160,242)	7.1%
Auxiliary Renewal and Replacement	(1,355,242)	(1,894,640)	-	1,894,640	-100.0%
CSUs Transfers (details on State Universities exhibit)	60,651	(19,374,641)	4,151,004	23,525,645	-121.4%
Total CSU Transfers	(32,186,736)	(51,872,315)	(28,612,272)	23,260,043	-44.8%
CCC Transfers					
CCC Transfer in	30,541,279	34,205,226	25,037,750	(9,167,476)	-26.8%
CCC Transfer out	(30,541,279)	(34,205,226)	(25,037,750)	9,167,476	-26.8%
Total CCC Transfers	-	-	-	-	NA
Charter Oak Transfers	(474,215)	(474,215)	(423,943)	50,272	-10.6%
Additional State Appropriations					
* Undistributed ARPA Funding	13,500,000	8,000,000	-	(8,000,000)	-100.0%
Net Change	(13,165,957)	64,448,687	3,897,663	(60,551,024)	-94.0%

Note:

* One Time Funding

State Universities

Expenditure Plan General & Operating Funds

FY25 Budget, FY24 Estimate vs Budget

ATTACHMENT D

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	157,534,355	163,296,858	175,055,698	11,758,840	7.2%
Student Fees	169,246,732	170,917,114	182,737,050	11,819,936	6.9%
State Appropriations	173,747,818	173,747,818	176,329,018	2,581,200	1.5%
Additional State Approp (Dev Edu, Outcomes and IMRP)	2,061,446	2,061,446	2,087,344	25,898	1.3%
Fringe Benefits Paid By State	2,306,870	2,306,870	2,306,870	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages (Leg. Source ARPA FY23)	83,418,242	83,418,242	56,978,825	(26,439,417)	-31.7%
* Provide Operations Support Through Short-Term Recovery Funds	19,767,356	24,267,356	16,383,678	(7,883,678)	-32.5%
Accident Insurance	457,560	558,857	577,974	19,117	3.4%
Housing	62,160,102	65,947,722	69,417,928	3,470,206	5.3%
Food Service	28,567,016	30,492,309	32,569,151	2,076,842	6.8%
All Other Revenue	18,339,543	28,206,184	28,703,487	497,303	1.8%
Less: Contra Revenue	(9,285,425)	(11,723,835)	(12,214,418)	(490,583)	4.2%
Total Revenue	708,321,614	733,496,941	730,932,605	(2,564,336)	-0.3%
Expenditures:					
Personnel Services:					
Full-Time	288,551,572	283,337,397	301,877,319	18,539,922	6.5%
Part-Time					
Lecturers (PTLs)	39,137,162	37,100,272	38,539,436	1,439,164	3.9%
Lecturers (NCLs)	3,210,002	3,180,959	3,282,489	101,530	3.2%
Perm/Intermit PT	1,250,407	982,068	1,020,864	38,796	4.0%
University Assistants	4,313,076	3,986,905	4,141,235	154,330	3.9%
Graduate Assistants	2,340,233	2,187,536	2,320,233	132,697	6.1%
Student Labor	10,752,763	10,686,570	10,871,226	184,656	1.7%
Other Part Time	2,190,789	2,218,592	2,406,798	188,208	8.5%
Overtime	4,064,327	3,987,073	4,135,814	148,741	3.7%
All Other Personnel Services (Vac, Sick, Accr Abs)	10,650,310	11,198,666	11,362,933	164,267	1.5%
Subtotal Personnel Services	366,460,641	358,866,038	379,958,347	21,092,309	5.9%
Fringe Benefits	90,277,566	90,882,988	98,050,087	7,167,099	7.9%
Total P.S. & Fringe Benefits	456,738,207	449,749,026	478,008,434	28,259,408	6.3%
Other Expenses:					
Inst. Financial Aid/Match	51,769,717	51,916,727	57,281,531	5,364,804	10.3%
Waivers	9,606,409	9,739,871	9,858,972	119,101	1.2%
Utilities	22,500,288	21,909,223	21,287,673	(621,550)	-2.8%
All Other Expenses	128,564,124	125,496,215	129,739,310	4,243,095	3.4%
Total Other Expenses	212,440,538	209,062,036	218,167,486	9,105,450	4.4%
Total Expenditures	669,178,745	658,811,062	696,175,920	37,364,858	5.7%
Addition to (Use of) Funds Before Transfers	39,142,870	74,685,880	34,756,685	(39,929,195)	-53.5%
Transfers, Additional Funds and Commitments					
Debt Service	(30,892,145)	(30,603,034)	(32,763,276)	(2,160,242)	7.1%
Auxiliary Renewal and Replacement	(1,355,242)	(1,894,640)	-	1,894,640	-100.0%
Transfer into Reserves for Scholarships (SCSU)		(2,000,000)	2,000,000	4,000,000	-200.0%
CHEFA Debt Prefunding (CCSU)		(8,900,000)		8,900,000	-100.0%
CT Workforce & Innovation Hub Match (CCSU)		(5,600,000)		5,600,000	-100.0%
Reserved for IT Equip (CISCO Financing Funds set aside)	901,471	1,250,867	2,151,004	900,137	72.0%
Transfer to Reserves Housing, Food Services and Telecom (CCSU & SCSU)	(840,820)	(2,125,508)		2,125,508	-100.0%
Energy Center Critical Maintenance / Repairs (CCSU)	-	(1,000,000)	-	1,000,000	-100.0%
Reserved for potential unforeseen expenses	-	(1,000,000)	-	1,000,000	-100.0%
Total Transfers, Additional Funds and Commitments	(32,186,736)	(51,872,315)	(28,612,272)	23,260,043	-44.8%
Net Change	6,956,134	22,813,565	6,144,413	(16,669,152)	-73.1%

Note:

* One Time Funding

Connecticut State Community College
 Expenditure Plan General & Operating Funds
 FY25 Budget, FY24 Estimate vs Budget

ATTACHMENT D

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	100,821,126	105,667,959	108,936,222	3,268,263	3.1%
Student Fees	50,536,207	55,373,597	55,938,851	565,254	1.0%
State Appropriations	168,514,962	168,514,962	177,513,892	8,998,930	5.3%
Additional State Approp (Dev Edu, Outcomes Based Funding)	9,649,964	9,649,964	9,793,064	143,100	1.5%
Fringe Benefits Paid By State	39,980,379	39,980,379	39,980,379	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages (Leg. Source ARPA FY23)	63,506,329	63,506,329	63,791,833	285,504	0.4%
* Provide Operations Support Through Short-Term Recovery Funds	20,048,893	20,048,893	10,524,446	(9,524,446)	-47.5%
All Other Revenue	3,092,898	8,622,499	5,008,461	(3,614,038)	-41.9%
Less: Contra Revenue	(5,547,353)	(6,421,840)	(5,568,916)	852,924	-13.3%
Total Revenue	450,603,405	464,942,742	465,918,232	975,491	0.2%
Expenditures:					
Personnel Services:					
Full-Time	196,260,668	181,490,357	206,498,265	25,007,908	13.8%
Part-Time					
Lecturers (PTL and ECL, 601302 and 601301)	58,796,831	53,821,639	56,085,837	2,264,198	4.2%
Contractual (NCL, 601300)	6,374,222	3,785,068	3,778,930	(6,138)	-0.2%
Permanent Part-time (601100)	451,465	-	-	-	NA
Temporary Part-time (601200, 02, 03, 04, 601303)	19,040,221	16,892,533	17,067,510	174,977	1.0%
Student Labor (601400, 01, 02, 601406)	2,524,384	2,085,721	2,661,753	576,032	27.6%
Overtime (601501, 601502)	1,106,033	942,421	1,058,516	116,095	12.3%
All Other Personnel Services	5,741,407	6,168,810	5,951,854	(216,956)	-3.5%
Subtotal Personnel Services	290,295,231	265,186,549	293,102,665	27,916,116	10.5%
Fringe Benefits	86,738,901	65,343,097	73,752,810	8,409,713	12.9%
Total P.S. & Fringe Benefits	377,034,132	330,529,646	366,855,475	36,325,829	11.0%
Other Expenses:					
Inst. Financial Aid/Match (1)	14,425,133	15,219,994	15,642,093	422,099	2.8%
Waivers	3,238,637	3,417,117	3,151,686	(265,432)	-7.8%
Utilities	11,058,605	10,923,217	11,170,089	246,873	2.3%
All Other Expenses	78,484,968	72,620,457	71,345,639	(1,274,818)	-1.8%
Total Other Expenses	107,207,343	102,180,785	101,309,507	(871,278)	-0.9%
Total Expenditures	484,241,475	432,710,431	468,164,982	35,454,551	8.2%
Addition to (Use of) Funds Before Transfers	(33,638,070)	32,232,311	(2,246,750)	(34,479,060)	-107.0%
Transfers, Additional Funds and Commitments					
CCC Transfer in	30,541,279	34,205,226	25,037,750	(9,167,476)	-26.8%
CCC Transfer out	(30,541,279)	(34,205,226)	(25,037,750)	9,167,476	-26.8%
Total Transfers, Additional Funds and Commitments	-	-	-	-	NA
Net Change	(33,638,070)	32,232,311	(2,246,750)	(34,479,060)	-107.0%

Note:

* One Time Funding

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	12,091,000	13,042,620	13,825,177	782,557	6.0%
Student Fees	494,400	449,456	476,423	26,967	6.0%
State Appropriations	3,708,701	3,708,701	3,763,697	54,996	1.5%
Fringe Benefits Paid By State	(581,229)	(581,229)	(581,229)	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages (Leg. Source ARPA FY23)	775,429	775,429	2,379,342	1,603,913	206.8%
* Provide Operations Support Through Short-Term Recovery Funds	1,683,751	2,683,751	591,875	(2,091,876)	-77.9%
All Other Revenue	1,100,000	1,095,000	2,156,084	1,061,084	96.9%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	19,272,052	21,173,728	22,611,370	1,437,642	6.8%
Expenditures:					
Personnel Services:					
Full-Time	7,313,183	7,258,293	7,901,733	643,440	8.9%
Part-Time					
Lecturers	3,069,548	3,500,672	3,846,959	346,287	9.9%
Permanent Part-time	399,570	371,004	387,699	16,695	4.5%
University Assistants	65,000	-	-	-	NA
Student Labor	-	2,000	5,000	3,000	150.0%
Temporary Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	93,100	97,290	4,190	4.5%
Subtotal Personnel Services	10,847,301	11,225,069	12,238,681	1,013,612	9.0%
Fringe Benefits	2,910,757	2,714,477	3,028,544	314,067	11.6%
Total P.S. & Fringe Benefits	13,758,058	13,939,546	15,267,225	1,327,679	9.5%
Other Expenses:					
Inst. Financial Aid/Match	1,225,000	1,334,314	1,405,486	71,172	5.3%
Waivers	200,000	378,128	389,472	11,344	3.0%
Utilities	77,300	80,522	113,750	33,228	41.3%
All Other Expenses	3,521,500	3,564,192	5,011,494	1,447,302	40.6%
Total Other Expenses	5,023,800	5,357,156	6,920,202	1,563,046	29.2%
Total Expenditures	18,781,858	19,296,702	22,187,427	2,890,725	15.0%
Addition to (Use of) Funds Before Transfers	490,195	1,877,026	423,943	(1,453,083)	-77.4%
Transfers In/Out					
SO and Shared Services Cost Allocation	(474,215)	(474,215)	(423,943)	50,272	-10.6%
Total Transfers	(474,215)	(474,215)	(423,943)	50,272	-10.6%
Net Change	15,980	1,402,811	-	(1,402,811)	-100.0%

Note:

* One Time Funding

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
** State Appropriations	460,084	460,084	466,906	6,822	1.5%
Additional State Approp (Dev Edu, Outcomes and IMRP)				-	NA
Fringe Benefits Paid By State	-	-	-	-	NA
Additional OF Fringe Paid by State				-	NA
* Operations Support, Deficiency Funding for Wages (Leg. Source ARPA FY23)				-	NA
* Provide Operations Support Through Short-Term Recovery Funds				-	NA
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Less: Contra Revenue				-	NA
Total Revenue	460,084	460,084	466,906	6,822	1.5%
Expenditures:					
Personnel Services:					
Full-Time	460,084	460,084	466,906	6,822	1.5%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	460,084	460,084	466,906	6,822	1.5%
Fringe Benefits	-	-	-	-	NA
Total P. S. & Fringe Benefits	460,084	460,084	466,906	6,822	1.5%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
Total Other Expenses	-	-	-	-	NA
Total Expenditures	460,084	460,084	466,906	6,822	1.5%
Addition to (Use of) Funds Before Transfers				-	NA
Net Change				-	NA

Note:

* One Time Funding

CONNECTICUT STATE UNIVERSITIES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT E

	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition FT and PT (Gross)	157,534,355	163,296,858	175,055,698	11,758,840	7.2%
Student Fees	169,246,732	170,917,114	182,737,050	11,819,936	6.9%
State Appropriations	173,747,818	173,747,817	176,329,017	2,581,200	1.5%
Additl State Appropriation (Dev Education and IMRP)	2,061,446	2,061,447	2,087,344	25,898	1.3%
Fringe Benefits Paid By State	2,306,870	2,306,870	2,306,870	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	83,418,242	83,418,242	56,978,825	(26,439,417)	-31.7%
* Provide Operations Support Through Short-Term Recovery Funds (CF)	19,767,356	24,267,356	16,383,678	(7,883,678)	-32.5%
Accident Insurance	457,560	558,857	577,974	19,117	3.4%
Housing	62,160,102	65,947,722	69,417,928	3,470,206	5.3%
Food Service	28,567,016	30,492,309	32,569,151	2,076,842	6.8%
All Other Revenue	18,339,543	28,206,184	28,703,487	497,303	1.8%
Less: Contra Revenue	(9,285,425)	(11,723,835)	(12,214,418)	(490,582)	4.2%
Total Revenue	708,321,614	733,496,940	730,932,604	(2,564,336)	-0.3%
Expenditures:					
Personnel Services:					
Total Full Time	288,551,572	283,337,397	301,877,319	18,539,922	6.5%
Part Time:					
Lecturers (PTLs)	39,137,162	37,100,272	38,539,436	1,439,164	3.9%
Lecturers (NCLs)	3,210,002	3,180,959	3,282,489	101,530	3.2%
Perm/Intermit PT	1,250,407	982,068	1,020,864	38,796	4.0%
University Assistants	4,313,076	3,986,905	4,141,235	154,330	3.9%
Graduate Assistants	2,340,233	2,187,536	2,320,233	132,697	6.1%
Student Labor	10,752,763	10,686,570	10,871,226	184,656	1.7%
Other Part Time	2,190,789	2,218,592	2,406,798	188,206	8.5%
Total Part Time	63,194,432	60,342,902	62,582,281	2,239,379	3.7%
Overtime	4,064,327	3,987,073	4,135,814	148,741	3.7%
All Other Personnel Services	10,650,310	11,198,666	11,362,933	164,267	1.5%
Subtotal Personnel Services	366,460,641	358,866,038	379,958,347	21,092,309	5.9%
Fringe Benefits	89,776,623	90,192,709	97,345,808	7,153,099	7.9%
Worker's Comp. Recovery	500,943	690,279	704,279	14,000	2.0%
Total P.S. & Fringe Benefits	456,738,207	449,749,026	478,008,434	28,259,408	6.3%
Other Expenses:					
Inst. Financial Aid/Match	51,769,717	51,916,727	57,281,531	5,364,804	10.3%
Waivers	9,606,409	9,739,871	9,858,972	119,101	1.2%
Utilities	22,500,288	21,909,223	21,287,673	(621,550)	-2.8%
All Other Expenses	128,564,124	125,496,215	129,739,310	4,243,095	3.4%
Total Other Expenses	212,440,538	209,062,036	218,167,486	9,105,450	4.4%
Total Expenditures	669,178,745	658,811,062	696,175,919	37,364,857	5.7%
Addition to (Use of) Funds Before Transfers	39,142,870	74,685,878	34,756,685	(39,929,193)	-53.5%
Designated Transfers					
Debt Service (University Fee)	(18,382,769)	(19,112,363)	(20,277,328)	(1,164,965)	6.1%
Debt Service (Residence Halls)	(9,308,075)	(8,352,987)	(9,088,863)	(735,876)	8.8%
Debt Service (Parking Garages)	(3,201,301)	(3,137,684)	(3,397,085)	(259,401)	8.3%
Auxiliary Renewal and Replacement	(1,355,242)	(1,894,640)	-	1,894,640	-100.0%
Total Designated Transfers	(32,247,387)	(32,497,674)	(32,763,276)	(265,602)	0.8%
Other Requests, Transfers and Additional Commitments					
Transfer To/From SO - GF OF swap	-	-	-	-	NA
Transfer to GEAR UP Grant (SCSU) and Scholarships	-	(2,000,000)	2,000,000	4,000,000	-200.0%
Contingency for potential unforeseen expenses	-	(1,000,000)	-	1,000,000	-100.0%
Reserved for IT Equip (CISCO Financing Funds set aside)	901,471	1,250,867	2,151,004	900,137	72.0%
Energy Center Critical Maintenance/Repairs	-	(1,000,000)	-	1,000,000	-100.0%
Transfer to Reserves Housing, Food Service and Telecom (CCSU and SCSU)	(840,820)	(2,125,508)	-	2,125,508	-100.0%
CHEFA Debt Prefunding	-	(8,900,000)	-	8,900,000	-100.0%
Central CT Workforce & Innovation Hub Match	-	(5,600,000)	-	5,600,000	-100.0%
Total Transfers and Commitments	60,651	(19,374,641)	4,151,004	23,525,645	-121.4%
Net Change	6,956,133	22,813,563	6,144,413	(16,669,150)	-73.1%

Note:

* One Time Funding

CONNECTICUT STATE UNIVERSITIES

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

FY25 Spending Plan

	CSU Total	Central	Eastern	Southern	Western	System Office
Revenue:						
Tuition FT and PT (Gross)	175,055,698	63,237,793	23,984,117	60,667,090	27,166,698	-
Student Fees	182,737,050	63,689,942	25,687,743	66,233,592	27,125,773	-
State Appropriations	176,329,018	53,798,404	31,853,161	51,163,747	31,209,362	8,304,344
Addtl State Appropriation (Dev Education, Outcomes and Fringe Benefits Paid By State	2,087,344	758,086	443,086	443,086	443,086	-
Fringe Benefits Paid By State	2,306,870	798,205	379,547	751,048	378,070	-
Additional OF Fringe Paid by State	-	-	-	-	-	-
* Operations Support, Deficiency Funding for Wages FY23 (L	56,978,825	14,467,843	8,984,796	17,054,864	16,471,323	-
* Provide Operations Support Through Short-Term Recovery	16,383,678	3,953,329	2,124,544	3,734,027	6,571,777	-
Accident Insurance	577,974	-	171,402	277,781	128,791	-
Housing	69,417,928	18,857,833	21,659,204	18,802,121	10,098,770	-
Food Service	32,569,151	10,739,401	6,608,307	9,737,476	5,483,967	-
All Other Revenue	28,703,487	12,114,017	4,307,337	8,158,233	4,123,900	-
Less: Contra Revenue	(12,214,418)	(4,201,670)	(798,949)	(5,835,000)	(1,378,799)	-
Total Revenue	730,932,605	238,213,182	125,404,296	231,188,065	127,822,718	8,304,344
Expenditures:						
Personnel Services:						
Total Full Time	301,877,319	93,785,436	50,562,155	100,336,425	50,520,979	6,672,324
Part Time:						
Lecturers (PTLs)	38,539,436	12,251,270	4,824,886	15,396,085	6,067,195	-
Lecturers (NCLs)	3,282,489	1,035,000	364,137	1,510,589	372,763	-
Perm/Intermit PT	1,020,864	175,000	200,436	552,049	93,379	-
University Assistants	4,141,235	1,040,000	1,083,339	1,200,000	817,896	-
Graduate Assistants	2,320,233	615,000	260,000	1,236,433	208,800	-
Student Labor	10,871,226	3,032,000	2,540,137	3,010,290	2,288,799	-
Other Part Time	2,406,798	755,019	527,247	454,911	655,312	14,309
Total Part Time	62,582,281	18,903,289	9,800,182	23,360,357	10,504,144	14,309
Overtime	4,135,814	800,600	1,040,475	1,359,525	935,214	-
All Other Personnel Services	11,362,933	3,283,000	1,913,623	4,224,891	1,862,660	78,759
Subtotal Personnel Services	379,958,347	116,772,325	63,316,435	129,281,198	63,822,997	6,765,392
Fringe Benefits	97,345,808	29,947,403	15,838,459	32,647,498	17,373,496	1,538,952
Worker's Comp. Recovery	704,279	250,216	135,173	275,000	43,890	-
Total P.S. & Fringe Benefits	478,008,434	146,969,944	79,290,067	162,203,696	81,240,383	8,304,344
Other Expenses:						
Inst. Financial Aid/Match	57,281,531	19,458,128	13,555,000	15,731,516	8,536,887	-
Waivers	9,858,972	2,898,202	1,670,467	4,050,883	1,239,420	-
Utilities	21,287,673	6,000,000	4,416,050	6,350,000	4,521,623	-
All Other Expenses	129,739,310	43,443,694	20,350,804	35,012,845	25,466,231	5,465,736
Total Other Expenses	218,167,486	71,800,024	39,992,321	61,145,244	39,764,161	5,465,736
Total Expenditures	696,175,920	218,769,968	119,282,388	223,348,940	121,004,544	13,770,080
Addition to (Use of) Funds Before Transfers	34,756,685	19,443,214	6,121,908	7,839,125	6,818,174	(5,465,736)
Designated Transfers						
Debt Service	(32,763,276)	(13,183,234)	(5,655,611)	(8,472,691)	(5,451,740)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
Total Designated Transfers	(32,763,276)	(13,183,234)	(5,655,611)	(8,472,691)	(5,451,740)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,366,434)	(1,366,434)	(1,366,434)	(1,366,434)	5,465,736
Reserved for IT Equip (CISCO Financing Funds set aside)	2,151,004	1,250,867	900,137	-	-	-
Transfer \$2 Million from Reserves to Scholarships	2,000,000	-	-	2,000,000	-	-
Total Transfers and Commitments	4,151,004	(115,567)	(466,297)	633,566	(1,366,434)	5,465,736
Net Change	6,144,413	6,144,413	-	-	0	-

Note:

* One Time Funding

CONNECTICUT STATE UNIVERSITIES

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

FY24 Estimate

	CSU Total	Central	Eastern	Southern	Western	System Office
Revenue:						
Tuition FT and PT (Gross)	163,296,858	59,909,975	22,272,203	55,824,330	25,290,350	-
Student Fees	170,917,114	59,963,209	24,016,403	61,122,100	25,815,402	-
State Appropriations	173,747,818	52,407,616	31,526,935	50,055,641	31,453,284	8,304,343
Addtl State Appropriation (Dev Education, Outcomes and Fringe Benefits Paid By State)	2,061,448	751,612	436,612	436,612	436,612	-
Additional OF Fringe Paid by State	2,306,870	798,205	379,547	751,048	378,070	-
	-	-	-	-	-	-
* Operations Support, Deficiency Funding for Wages FY23 (L)	83,418,242	28,863,714	13,724,725	27,158,477	13,671,326	-
* Provide Operations Support Through Short-Term Recovery	24,267,356	6,839,743	3,252,304	6,435,658	7,739,651	-
Accident Insurance	558,857	-	164,000	267,303	127,554	-
Housing	65,947,722	18,689,054	20,831,106	17,392,364	9,035,198	-
Food Service	30,492,309	10,674,755	6,415,930	9,283,124	4,118,500	-
All Other Revenue	28,206,184	12,114,017	4,307,337	8,381,192	3,403,638	-
Less: Contra Revenue	(11,723,835)	(4,201,670)	(745,245)	(5,400,000)	(1,376,920)	-
Total Revenue	733,496,942	246,810,229	126,581,857	231,707,849	120,092,664	8,304,343
Expenditures:						
Personnel Services:						
Total Full Time	283,337,397	87,638,450	48,092,488	94,281,372	47,377,257	5,947,830
Part Time:						
Lecturers (PTLs)	37,100,272	11,875,824	4,617,116	14,589,631	6,017,701	-
Lecturers (NCLs)	3,180,959	1,035,000	423,055	1,379,833	343,071	-
Perm/Intermit PT	982,068	175,000	228,377	489,333	89,358	-
University Assistants	3,986,905	1,040,000	858,065	1,220,944	867,896	-
Graduate Assistants	2,187,536	615,000	191,570	1,172,166	208,800	-
Student Labor	10,686,570	3,032,000	2,438,351	3,010,290	2,205,929	-
Other Part Time	2,218,592	755,019	491,713	393,728	551,845	26,287
Total Part Time	60,342,902	18,527,843	9,248,247	22,255,925	10,284,600	26,287
Overtime	3,987,073	800,600	996,746	1,294,785	894,942	-
All Other Personnel Services	11,198,666	3,283,000	1,881,683	3,958,958	1,747,500	327,525
Subtotal Personnel Services	358,866,038	110,249,893	60,219,164	121,791,040	60,304,299	6,301,642
Fringe Benefits	90,192,709	28,123,065	15,208,845	29,520,831	16,037,772	1,302,196
Worker's Comp. Recovery	690,279	231,840	140,939	275,000	42,000	500
Total P.S. & Fringe Benefits	449,749,026	138,604,798	75,568,948	151,586,871	76,384,071	7,604,338
Other Expenses:						
Inst. Financial Aid/Match	51,916,727	17,875,002	14,415,853	12,635,395	6,990,477	-
Waivers	9,739,871	2,898,202	1,605,851	4,016,990	1,218,828	-
Utilities	21,909,223	7,500,000	4,170,579	5,803,405	4,435,239	-
All Other Expenses	125,496,215	41,889,873	19,348,609	34,567,956	24,522,382	5,167,395
Total Other Expenses	209,062,036	70,163,077	39,540,892	57,023,746	37,166,926	5,167,395
Total Expenditures	658,811,062	208,767,875	115,109,840	208,610,617	113,550,997	12,771,733
Addition to (Use of) Funds Before Transfers	74,685,880	38,042,354	11,472,016	23,097,232	6,541,668	(4,467,390)
Designated Transfers						
Debt Service	(30,603,034)	(12,168,232)	(5,482,278)	(7,691,661)	(5,260,863)	-
Auxiliary Renewal and Replacement	(1,894,640)	(532,288)	(1,362,352)	-	-	-
Total Designated Transfers	(32,497,674)	(12,700,520)	(6,844,630)	(7,691,661)	(5,260,863)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,596,900)	(1,596,900)	(1,596,900)	(1,596,900)	6,387,600
Other Transfer - Housing Reserve	(1,725,508)	(925,508)	-	(800,000)	-	-
Other Transfer - Food Service Reserve	(400,000)	-	-	(400,000)	-	-
Transfer into Reserves for Scholarships (SCSU)	(2,000,000)	-	-	(2,000,000)	-	-
Contingency for potential unforeseen expenses	(1,000,000)	(1,000,000)	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set aside)	1,250,867	1,250,867	-	-	-	-
Energy Center Critical Maintenance/Repairs	(1,000,000)	(1,000,000)	-	-	-	-
CHEFA Debt Prefunding	(8,900,000)	(8,900,000)	-	-	-	-
Central CT Workforce & Innovation Hub Match	(5,600,000)	(5,600,000)	-	-	-	-
Total Transfers and Commitments	(19,374,641)	(17,771,541)	(1,596,900)	(4,796,900)	(1,596,900)	6,387,600
Net Change	22,813,565	7,570,293	3,030,486	10,608,671	(316,095)	1,920,210

Note:

* One Time Funding

CENTRAL CONNECTICUT STATE UNIVERSITY

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

FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT E

	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
	Dollars (\$)			Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	43,901,641	46,816,668	49,210,291	2,393,623	5.1%
Part Time Tuition (Gross)	13,264,839	13,093,307	14,027,502	934,195	7.1%
General University Fee (PT students)	12,032,934	11,766,897	12,573,790	806,893	6.9%
University General Fee (excluding Accident Ins.)	27,620,000	29,234,000	31,209,000	1,975,000	6.8%
University Fee (DS)	6,296,000	6,664,000	6,988,000	324,000	4.9%
Extension Fee (Gross)	10,754,655	10,103,575	10,724,415	620,840	6.1%
All Other Student Fees	2,102,503	2,194,737	2,194,737	-	0.0%
Accident Insurance	-	-	-	-	NA
State Appropriations	52,407,616	52,407,616	53,798,404	1,390,788	2.7%
Additl State Appropriation (Dev Education and IMRP)	751,612	751,612	758,086	6,474	0.9%
Fringe Benefits Paid By State	798,205	798,205	798,205	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	28,863,714	28,863,714	14,467,843	(14,395,871)	-49.9%
* Provide Operations Support Through Short-Term Recovery Funds CF	6,839,743	6,839,743	3,953,329	(2,886,413)	-42.2%
Housing	16,816,404	18,689,054	18,857,833	168,779	0.9%
Food Service	9,598,212	10,674,755	10,739,401	64,646	0.6%
All Other Revenue	7,582,001	12,114,017	12,114,017	-	0.0%
Less: Contra Revenue	(3,431,183)	(4,201,670)	(4,201,670)	-	0.0%
Total Revenue	236,198,895	246,810,229	238,213,182	(8,597,047)	-3.5%
Expenditures:					
Personnel Services:					
Total Full Time	88,474,899	87,638,450	93,785,436	6,146,986	7.0%
Part Time:					
Lecturers (PTLs)	11,875,824	11,875,824	12,251,270	375,446	3.2%
Lecturers (NCLs)	1,035,000	1,035,000	1,035,000	-	0.0%
Perm/Intermit PT	175,000	175,000	175,000	-	0.0%
University Assistants	1,040,000	1,040,000	1,040,000	-	0.0%
Graduate Assistants	615,000	615,000	615,000	-	0.0%
Student Labor	3,032,000	3,032,000	3,032,000	-	0.0%
Other Part Time	755,019	755,019	755,019	-	0.0%
Total Part Time	18,527,843	18,527,843	18,903,289	375,446	2.0%
Overtime	800,600	800,600	800,600	-	0.0%
All Other Personnel Services	3,283,000	3,283,000	3,283,000	-	0.0%
Subtotal Personnel Services	111,086,342	110,249,893	116,772,325	6,522,432	5.9%
Fringe Benefits	28,103,065	28,123,065	29,947,403	1,824,338	6.5%
Worker's Comp. Recovery	280,317	231,840	250,216	18,376	7.9%
Total P.S. & Fringe Benefits	139,469,724	138,604,798	146,969,944	8,365,146	6.0%
Other Expenses:					
Inst. Financial Aid/Match	17,683,549	17,875,002	19,458,128	1,583,126	8.9%
Waivers	2,622,571	2,898,202	2,898,202	-	0.0%
Utilities	7,500,000	7,500,000	6,000,000	(1,500,000)	-20.0%
All Other Expenses	40,009,580	41,889,873	43,443,694	1,553,821	3.7%
Total Other Expenses	67,815,700	70,163,077	71,800,024	1,636,947	2.3%
Total Expenditures	207,285,424	208,767,875	218,769,968	10,002,093	4.8%
Addition to (Use of) Funds Before Transfers	28,913,471	38,042,354	19,443,214	(18,599,140)	-48.9%
Designated Transfers					
Debt Service (University Fee)	(6,205,000)	(6,573,000)	(6,894,000)	(321,000)	4.9%
Debt Service Residence Halls	(4,811,854)	(4,271,801)	(4,807,677)	(535,876)	12.5%
Debt Service Parking Garage (Welte & W/D Design)	(86,778)	(77,284)	(86,729)	(9,445)	12.2%
Debt Service Parking Garage (W/D Garage Construction)	(1,395,865)	(1,246,147)	(1,394,828)	(148,681)	11.9%
Auxiliary Renewal and Replacement	(479,911)	(532,288)	-	532,288	-100.0%
Total Designated Transfers	(12,979,408)	(12,700,520)	(13,183,234)	(482,714)	3.8%
Other Requests, Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,596,900)	(1,596,900)	(1,366,434)	230,466	-14.4%
Other Transfer - Housing Reserve	(840,820)	(925,508)	-	925,508	-100.0%
Contingency for potential unforeseen expenses	-	(1,000,000)	-	1,000,000	-100.0%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	1,250,867	1,250,867	-	0.0%
Energy Center Critical Maintenance/Repairs	-	(1,000,000)	-	1,000,000	-100.0%
CHEFA Debt Prefunding	-	(8,900,000)	-	8,900,000	-100.0%
Central CT Workforce & Innovation Hub Match	-	(5,600,000)	-	5,600,000	-100.0%
Total Transfers and Commitments	(2,437,720)	(17,771,541)	(115,567)	17,655,974	-99.3%
Net Change	13,496,343	7,570,293	6,144,413	(1,425,880)	-18.8%

Note:

* One Time Funding

EASTERN CONNECTICUT STATE UNIVERSITY

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

FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT E

	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	Percent %
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	21,120,877	21,054,465	22,619,018	1,564,553	7.4%
Part Time Tuition (Gross)	1,280,724	1,217,738	1,365,099	147,361	12.1%
General University Fee (PT students)	1,397,900	1,215,924	1,323,954	108,030	8.9%
University General Fee (excluding Accident Ins.)	17,137,543	16,960,979	18,178,314	1,217,335	7.2%
University Fee (DS)	3,247,380	3,240,866	3,415,104	174,238	5.4%
Extension Fee (Gross)	2,395,029	2,082,947	2,169,900	86,953	4.2%
All Other Student Fees	443,618	515,687	600,471	84,784	16.4%
Accident Insurance	143,560	164,000	171,402	7,402	4.5%
State Appropriations	31,526,935	31,526,935	31,853,161	326,227	1.0%
Additl State Appropriation (Dev Education and IMRP)	436,612	436,612	443,086	6,475	1.5%
Fringe Benefits Paid By State	379,547	379,547	379,547	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	13,724,725	13,724,725	8,984,796	(4,739,929)	-34.5%
* Provide Operations Support Through Short-Term Recovery Funds	3,252,304	3,252,304	2,124,544	(1,127,760)	-34.7%
Housing	20,334,511	20,831,106	21,659,204	828,098	4.0%
Food Service	6,572,014	6,415,930	6,608,307	192,377	3.0%
All Other Revenue	3,027,692	4,307,337	4,307,337	-	0.0%
Less: Contra Revenue	(721,390)	(745,245)	(798,949)	(53,704)	7.2%
Total Revenue	125,699,581	126,581,857	125,404,296	(1,177,561)	-0.9%
Expenditures:					
Personnel Services:					
Total Full Time	48,754,195	48,092,488	50,562,155	2,469,667	5.1%
Part Time:					
Lecturers (PTLs)	5,510,541	4,617,116	4,824,886	207,770	4.5%
Lecturers (NCLs)	394,227	423,055	364,137	(58,918)	-13.9%
Perm/Intermit PT	284,000	228,377	200,436	(27,941)	-12.2%
University Assistants	1,205,841	858,065	1,083,339	225,274	26.3%
Graduate Assistants	280,000	191,570	260,000	68,430	35.7%
Student Labor	2,609,426	2,438,351	2,540,137	101,786	4.2%
Other Part Time	413,052	491,713	527,247	35,534	7.2%
Total Part Time	10,697,087	9,248,247	9,800,182	551,935	6.0%
Overtime	1,074,000	996,746	1,040,475	43,729	4.4%
All Other Personnel Services	1,660,852	1,881,683	1,913,623	31,940	1.7%
Subtotal Personnel Services	62,186,134	60,219,164	63,316,435	3,097,271	5.1%
Fringe Benefits	15,533,676	15,208,845	15,838,459	629,614	4.1%
Worker's Comp. Recovery	178,126	140,939	135,173	(5,766)	-4.1%
Total P.S. & Fringe Benefits	77,897,936	75,568,948	79,290,067	3,721,119	4.9%
Other Expenses:					
Inst. Financial Aid/Match	14,439,000	14,415,853	13,555,000	(860,853)	-6.0%
Waivers	1,515,049	1,605,851	1,670,467	64,616	4.0%
Utilities	4,560,047	4,170,579	4,416,050	245,471	5.9%
All Other Expenses	19,896,128	19,348,609	20,350,804	1,002,195	5.2%
Total Other Expenses	40,410,224	39,540,892	39,992,321	451,429	1.1%
Total Expenditures	118,308,161	115,109,840	119,282,388	4,172,548	3.6%
Addition to (Use of) Funds Before Transfers	7,391,420	11,472,016	6,121,908	(5,350,108)	-46.6%
Designated Transfers					
Debt Service (University Fee)	(3,247,380)	(3,224,033)	(3,397,366)	(173,333)	5.4%
Debt Service Residence Halls	(2,573,280)	(2,258,245)	(2,258,245)	-	0.0%
Debt Service Parking Garage	-	-	-	-	NA
Auxiliary Renewal and Replacement	(875,331)	(1,362,352)	-	1,362,352	-100.0%
Total Designated Transfers	(6,695,991)	(6,844,630)	(5,655,611)	1,189,019	-17.4%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,596,900)	(1,596,900)	(1,366,434)	230,466	-14.4%
Reserved for IT Equip (CISCO Financing Funds set aside)	901,471	-	900,137	900,137	NA
Total Transfers and Commitments	(695,429)	(1,596,900)	(466,297)	1,130,603	-70.8%
Net Change	(0)	3,030,486	-	(3,030,486)	-100.0%

Note:

* One Time Funding

SOUTHERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT E

	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
	Dollars (\$)			Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	42,382,819	45,287,506	49,216,197	3,928,691	8.7%
Part Time Tuition (Gross)	10,083,937	10,536,824	11,450,893	914,069	8.7%
General University Fee (PT students)	10,440,449	10,830,863	11,770,440	939,577	8.7%
University General Fee (excluding Accident Ins.)	27,778,636	29,365,488	31,912,944	2,547,456	8.7%
University Fee (DS)	5,916,701	6,296,066	6,842,250	546,184	8.7%
Extension Fee (Gross)	13,129,683	12,429,683	13,507,958	1,078,275	8.7%
* ARPA Funding (Lecturers Pay)	-	-	-	-	NA
All Other Student Fees	2,200,000	2,200,000	2,200,000	-	0.0%
Accident Insurance	250,000	267,303	277,781	10,478	3.9%
State Appropriations	50,055,641	50,055,641	51,163,747	1,108,106	2.2%
Additl State Appropriation (Dev Education and IMRP)	436,612	436,612	443,086	6,474	1.5%
Fringe Benefits Paid By State	751,048	751,048	751,048	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	27,158,477	27,158,477	17,054,864	(10,103,613)	-37.2%
* Provide Support for Salary Cost of the 27th Payroll	-	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	6,435,658	6,435,658	3,734,027	(2,701,631)	-42.0%
HEERF Institutional (Loss Revenue)	-	-	-	-	NA
CRF Funding(reimbursement for Room and Board refunds)	-	-	-	-	NA
Housing	16,118,274	17,392,364	18,802,121	1,409,757	8.1%
Food Service	8,231,028	9,283,124	9,737,476	454,352	4.9%
All Other Revenue	4,200,000	8,381,192	8,158,233	(222,959)	-2.7%
Less: Contra Revenue	(4,500,000)	(5,400,000)	(5,835,000)	(435,000)	8.1%
Total Revenue	221,068,962	231,707,849	231,188,065	(519,784)	-0.2%
Expenditures:					
Personnel Services:					
Total Full Time	95,034,293	94,281,372	100,336,425	6,055,053	6.4%
Part Time:					
Lecturers (PTLs)	14,733,096	14,589,631	15,396,085	806,454	5.5%
Lecturers (NCLs)	1,437,704	1,379,833	1,510,589	130,756	9.5%
Perm/Intermit PT	702,049	489,333	552,049	62,716	12.8%
University Assistants	1,154,339	1,220,944	1,200,000	(20,944)	-1.7%
Graduate Assistants	1,236,433	1,172,166	1,236,433	64,267	5.5%
Student Labor	2,857,408	3,010,290	3,010,290	-	0.0%
Other Part Time	435,322	393,728	454,911	61,183	15.5%
Total Part Time	22,556,351	22,255,925	23,360,357	1,104,432	5.0%
Overtime	1,294,785	1,294,785	1,359,525	64,740	5.0%
All Other Personnel Services	3,958,958	3,958,958	4,224,891	265,933	6.7%
Subtotal Personnel Services	122,844,387	121,791,040	129,281,198	7,490,158	6.2%
Fringe Benefits	27,017,543	29,520,831	32,647,498	3,126,667	10.6%
Worker's Comp. Recovery	-	275,000	275,000	-	0.0%
Total P.S. & Fringe Benefits	149,861,930	151,586,871	162,203,696	10,616,825	7.0%
Other Expenses:					
Inst. Financial Aid/Match	12,635,395	12,635,395	15,731,516	3,096,121	24.5%
Waivers	4,403,229	4,016,990	4,050,883	33,893	0.8%
Utilities	6,000,000	5,803,405	6,350,000	546,595	9.4%
All Other Expenses	33,809,643	34,567,956	35,012,845	444,889	1.3%
Total Other Expenses	56,848,267	57,023,746	61,145,244	4,121,498	7.2%
Total Expenditures	206,710,197	208,610,617	223,348,940	14,738,323	7.1%
Addition to (Use of) Funds Before Transfers	14,358,766	23,097,232	7,839,125	(15,258,107)	-66.1%
Designated Transfers					
Debt Service (University Fee)	(5,871,701)	(6,296,066)	(6,842,250)	(546,184)	8.7%
Debt Service Residence Halls	(500,000)	(400,000)	(600,000)	(200,000)	50.0%
Debt Service Parking Garage	(900,000)	(995,595)	(1,030,441)	(34,846)	3.5%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(7,271,701)	(7,691,661)	(8,472,691)	(781,030)	10.2%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,596,900)	(1,596,900)	(1,366,434)	230,466	-14.4%
Transfer \$2 Million into Reserves for Scholarships	-	(2,000,000)	2,000,000	4,000,000	-200.0%
Other Transfer - Housing Reserve	-	(800,000)	-	800,000	-100.0%
Other Transfer - Food Service Reserve	-	(400,000)	-	400,000	-100.0%
Total Transfers and Commitments	(1,596,900)	(4,796,900)	633,566	5,430,466	-113.2%
Net Change	5,490,165	10,608,671	-	(10,608,671)	-100.0%

Note:

* One Time Funding

WESTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT E

	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
	Dollars (\$)			Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	20,704,310	20,637,332	22,234,012	1,596,680	7.7%
Part Time Tuition (Gross)	4,795,208	4,653,018	4,932,686	279,668	6.0%
General University Fee (PT students)	3,948,181	3,728,960	3,951,594	222,634	6.0%
University General Fee (excluding Accident Ins.)	14,325,652	14,141,006	14,992,272	851,266	6.0%
University Fee (DS)	3,058,688	3,019,264	3,143,712	124,448	4.1%
Extension Fee (Gross)	3,541,180	3,343,688	3,511,918	168,230	5.0%
All Other Student Fees	1,480,000	1,582,484	1,526,277	(56,207)	-3.6%
Accident Insurance	64,000	127,554	128,791	1,237	1.0%
State Appropriations	31,453,284	31,453,284	31,209,362	(243,922)	-0.8%
Additl State Appropriation (Dev Education and IMRP)	436,612	436,612	443,086	6,474	1.5%
Fringe Benefits Paid By State	378,070	378,070	378,070	-	0.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	13,671,326	13,671,326	16,471,323	2,799,997	20.5%
* Provide Operations Support Through Short-Term Recovery Funds	3,239,651	7,739,651	6,571,777	(1,167,873)	-15.1%
Housing	8,890,913	9,035,198	10,098,770	1,063,572	11.8%
Food Service	4,165,762	4,118,500	5,483,967	1,365,467	33.2%
All Other Revenue	3,279,850	3,403,638	4,123,900	720,262	21.2%
Less: Contra Revenue	(632,852)	(1,376,920)	(1,378,799)	(1,878)	0.1%
Total Revenue	116,799,834	120,092,664	127,822,718	7,730,054	6.4%
Expenditures:					
Personnel Services:					
Total Full Time	49,713,588	47,377,257	50,520,979	3,143,722	6.6%
Part Time:					
Lecturers (PTLs)	7,017,701	6,017,701	6,067,195	49,494	0.8%
Lecturers (NCLs)	343,071	343,071	372,763	29,692	8.7%
Perm/Intermit PT	89,358	89,358	93,379	4,021	4.5%
University Assistants	912,896	867,896	817,896	(50,000)	-5.8%
Graduate Assistants	208,800	208,800	208,800	-	0.0%
Student Labor	2,253,929	2,205,929	2,288,799	82,870	3.8%
Other Part Time	551,845	551,845	655,312	103,467	18.7%
Total Part Time	11,377,600	10,284,600	10,504,144	219,544	2.1%
Overtime	894,942	894,942	935,214	40,272	4.5%
All Other Personnel Services	1,747,500	1,747,500	1,862,660	115,160	6.6%
Subtotal Personnel Services	63,733,630	60,304,299	63,822,997	3,518,698	5.8%
Fringe Benefits	17,428,144	16,037,772	17,373,496	1,335,724	8.3%
Worker's Comp. Recovery	42,000	42,000	43,890	1,890	4.5%
Total P.S. & Fringe Benefits	81,203,775	76,384,071	81,240,383	4,856,312	6.4%
Other Expenses:					
Inst. Financial Aid/Match	7,011,773	6,990,477	8,536,887	1,546,410	22.1%
Waivers	1,065,560	1,218,828	1,239,420	20,592	1.7%
Utilities	4,440,241	4,435,239	4,521,623	86,384	1.9%
All Other Expenses	28,211,672	24,522,382	25,466,231	943,849	3.8%
Total Other Expenses	40,729,246	37,166,926	39,764,161	2,597,235	7.0%
Total Expenditures	121,933,021	113,550,997	121,004,544	7,453,547	6.6%
Addition to (Use of) Funds Before Transfers	(5,133,186)	6,541,668	6,818,174	276,506	4.2%
Designated Transfers					
Debt Service (University Fee)	(3,058,688)	(3,019,264)	(3,143,712)	(124,448)	4.1%
Debt Service Residence Halls	(1,422,941)	(1,422,941)	(1,422,941)	-	0.0%
Debt Service Parking Garage	(751,453)	(751,453)	(817,822)	(66,369)	8.8%
Debt Service WS Parking Garage	(67,205)	(67,205)	(67,265)	(60)	0.1%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(5,300,287)	(5,260,863)	(5,451,740)	(190,877)	3.6%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,596,900)	(1,596,900)	(1,366,434)	230,466	-14.4%
Total Transfers and Commitments	(1,596,900)	(1,596,900)	(1,366,434)	230,466	-14.4%
WCSU Foundation Reserves - Tuition Offset					
Net Change	(12,030,374)	(316,095)	-	316,095	-100.0%

Note:

* One Time Funding

SYSTEM OFFICE/SYSTEMWIDE/MANDATES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT E

	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
	Dollars (\$)			Inc (Dec)	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	8,304,343	8,304,343	8,304,344	1	0.0%
Additl State Appropriation (Dev Education and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	-	-	-	-	NA
Additional OF Fringe Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	-	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	-	-	-	-	NA
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	250,000	-	-	-	NA
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	8,554,343	8,304,343	8,304,344	1	0.0%
Expenditures:					
Personnel Services:					
Total Full Time	6,574,597	5,947,830	6,672,324	724,494	12.2%
Part Time:					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	-	-	-	-	NA
University Assistants	-	-	-	-	NA
Graduate Assistants	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	35,551	26,287	14,309	(11,978)	-45.6%
Total Part Time	35,551	26,287	14,309	(11,978)	-45.6%
Overtime	-	-	-	-	NA
All Other Personnel Services	-	327,525	78,759	(248,766)	-76.0%
Subtotal Personnel Services	6,610,148	6,301,642	6,765,392	463,750	7.4%
Fringe Benefits	1,694,195	1,302,196	1,538,952	236,756	18.2%
Worker's Comp. Recovery	500	500	-	(500)	-100.0%
Total P.S. & Fringe Benefits	8,304,842	7,604,338	8,304,344	700,006	9.2%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	6,637,101	5,167,395	5,465,736	298,341	5.8%
Total Other Expenses	6,637,101	5,167,395	5,465,736	298,341	5.8%
Total Expenditures	14,941,943	12,771,733	13,770,080	998,347	7.8%
Addition to (Use of) Funds Before Transfers	(6,387,600)	(4,467,390)	(5,465,736)	(998,346)	22.3%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	6,387,600	6,387,600	5,465,736	-	
Misc. Transfers to Universities	-	-	-	-	NA
Total Transfers and Commitments	6,387,600	6,387,600	5,465,736	(921,864)	-14.4%
Net Change	(0)	1,920,210	-	(1,920,210)	-100.0%

Note:

* One Time Funding

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT F

Consolidated Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	100,821,126	105,667,959	108,936,222	3,268,263	3.1%
Fees	50,536,207	55,373,597	55,938,851	565,254	1.0%
State Appropriations	168,514,962	168,514,962	177,513,892	8,998,930	5.3%
Addtl State Appropriation (Dev Edu and Outcomes)	9,649,964	9,649,964	9,793,064	143,100	1.5%
GF Fringe Benefits Paid by State	39,980,379	39,980,379	39,980,379	-	0.0%
OF Fringe Benefits Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	63,506,329	63,506,329	63,791,833	285,504	0.4%
* Provide Operations Support Through Short-Term Recovery Funds	20,048,893	20,048,893	10,524,446	(9,524,446)	-47.5%
Private Gifts, Grants and Contracts	100,125	126,600	125,925	(675)	-0.5%
Sales of Educational Activities	970,128	780,881	881,250	100,369	12.9%
All Other Revenue	2,022,645	7,715,018	4,001,286	(3,713,732)	-48.1%
Less Contra Revenue	(5,547,353)	(6,421,840)	(5,568,916)	852,924	-13.3%
Total Revenue	450,603,405	464,942,742	465,918,232	975,491	0.2%
Expenditures:					
Personnel Services:					
Full Time (601000)	196,260,668	181,490,357	206,498,264	25,007,907	13.8%
Continuing Part Time (601100)	451,465	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	12,201,900	9,925,658	10,069,761	144,103	1.5%
Clinical EA (601201)	6,838,322	6,966,875	6,997,749	30,874	0.4%
Contractual PTL (601302)	49,426,649	45,312,938	46,989,169	1,676,231	3.7%
Contractual NCL (601300)	6,374,222	3,785,068	3,778,930	(6,138)	-0.2%
Contractual ECL (601301)	9,370,182	8,508,701	9,096,668	587,967	6.9%
Student Labor (601400, 01, 02, 601406)	2,524,384	2,085,721	2,661,753	576,032	27.6%
Overtime (601501, 601502)	1,106,033	942,421	1,058,516	116,095	12.3%
All Other Personnel Services	5,741,407	6,168,810	5,951,854	(216,956)	-3.5%
Subtotal Personnel Services	290,295,231	265,186,549	293,102,664	27,916,115	10.5%
Fringe Benefits	86,738,901	65,343,097	73,752,810	8,409,713	12.9%
Total P.S. & Fringe Benefits	377,034,132	330,529,646	366,855,474	36,325,828	11.0%
Other Expenses:					
Inst. Financial Aid/Match	14,425,133	15,219,994	15,642,093	422,099	2.8%
Waivers	3,553,637	3,417,117	3,151,686	(265,432)	-7.8%
Utilities	11,058,605	10,923,217	11,170,089	246,873	2.3%
All Other Expenses	78,169,968	72,620,456	71,345,640	(1,274,816)	-1.8%
Total Other Expenses	107,207,343	102,180,785	101,309,508	(871,277)	-0.9%
Total Expenditures	484,241,475	432,710,431	468,164,982	35,454,551	8.2%
Addition to (Use of) Funds Before Transfers	(33,638,070)	32,232,311	(2,246,750)	(34,479,061)	-107.0%
Transfers, Additional Funds and Commitments					
Transfer in	30,541,279	34,205,226	25,037,750	(9,167,476)	-26.8%
Transfer out	(30,541,279)	(34,205,226)	(25,037,750)	9,167,476	-26.8%
Total Transfers, Additional Funds and Commitments	-	-	-	-	NA
Net Change	(33,638,070)	32,232,311	(2,246,750)	(34,479,061)	-107.0%

Note:

* One Time Funding

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY25 Budget

ATTACHMENT F

Account Name	CSCC Consolidated	CT State CC	Shared Services	System Office
Revenue:				
Tuition (Gross)	108,936,222	108,936,222	-	-
Fees	55,938,851	55,938,851	-	-
State Appropriations	177,513,892	154,371,526	17,271,433	5,870,933
Addtl State Appropriation (Dev Edu and Outcomes)	9,793,064	9,793,064	-	-
GF Fringe Benefits Paid by State	39,980,379	39,980,379	-	-
OF Fringe Benefits Paid by State	-	-	-	-
* Operations Support, Deficiency Funding for Wages FY23 (L	63,791,833	63,791,833	-	-
* Provide Operations Support Through Short-Term Recovery	10,524,446	10,524,446	-	-
Private Gifts, Grants and Contracts	125,925	125,925	-	-
Sales of Educational Activities	881,250	881,250	-	-
All Other Revenue	4,001,286	4,001,286	-	-
Less Contra Revenue	(5,568,916)	(5,568,916)	-	-
Total Revenue	465,918,232	442,775,866	17,271,433	5,870,933
Expenditures:				
Personnel Services:				
Full Time (601000)	206,498,264	188,857,340	12,939,720	4,701,204
Continuing Part Time (601100)	-	-	-	-
Temporary Part Time (601200, 02, 03, 04, 601303)	10,069,761	9,939,856	49,551	80,354
Clinical EA (601201)	6,997,749	6,997,749	-	-
Contractual PTL (601302)	46,989,169	46,989,169	-	-
Contractual NCL (601300)	3,778,930	3,778,930	-	-
Contractual ECL (601301)	9,096,668	9,096,668	-	-
Student Labor (601400, 01, 02, 601406)	2,661,753	2,661,753	-	-
Overtime (601501, 601502)	1,058,516	1,058,516	-	-
All Other Personnel Services	5,951,854	5,590,505	340,593	20,756
Subtotal Personnel Services	293,102,664	274,970,486	13,329,864	4,802,314
Total Personnel Services	293,102,664	274,970,486	13,329,864	4,802,314
Fringe Benefits	73,752,810	68,742,622	3,941,569	1,068,619
Total P.S. & Fringe Benefits	366,855,474	343,713,108	17,271,433	5,870,933
Other Expenses:				
Inst. Financial Aid/Match	15,642,093	15,642,093	-	-
Waivers	3,151,686	2,836,686	315,000	-
Utilities	11,170,089	11,170,089	-	-
All Other Expenses	71,345,640	46,622,890	22,631,411	2,091,339
Total Other Expenses	101,309,508	76,271,757	22,946,411	2,091,339
Total Expenditures	468,164,982	419,984,866	40,217,844	7,962,272
Addition to (Use of) Funds Before Transfers	(2,246,750)	22,791,000	(22,946,411)	(2,091,339)
Transfers, Additional Funds and Commitments				
Transfer In	25,037,750	-	22,946,411	2,091,339
Transfer Out	(25,037,750)	(25,037,750)	-	-
Total Transfers, Additional Funds and Commitments	-	(25,037,750)	22,946,411	2,091,339
Net Change	(2,246,750)	(2,246,750)	0	-

Note:

* One Time Funding

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY24 Estimate

ATTACHMENT F

<u>Account Name</u>	<u>CSCC Consolidated</u>	<u>CT State CC</u>	<u>Shared Services</u>	<u>System Office</u>
Revenue:				
Tuition (Gross)	105,667,959	105,667,959	-	-
Fees	55,373,597	55,373,597	-	-
State Appropriations	168,514,962	139,971,975	22,882,150	5,660,837
Addtl State Appropriation (Dev Edu and Outcomes)	9,649,964	9,649,964	-	-
GF Fringe Benefits Paid by State	39,980,379	39,980,379	-	-
OF Fringe Benefits Paid by State	-	-	-	-
* Operations Support, Deficiency Funding for Wages FY23 (L	63,506,329	63,506,329	-	-
* Provide Operations Support Through Short-Term Recover	20,048,893	20,048,893	-	-
Private Gifts, Grants and Contracts	126,600	126,600	-	-
Sales of Educational Activities	780,881	780,881	-	-
All Other Revenue	7,715,018	7,715,018	-	-
Less Contra Revenue	(6,421,840)	(6,421,840)	-	-
Total Revenue	464,942,742	436,399,755	22,882,150	5,660,837
Expenditures:				
Personnel Services:				
Full Time (601000)	181,490,357	162,642,836	15,139,284	3,708,237
Continuing Part Time (601100)	-	-	-	-
Temporary Part Time (601200, 02, 03, 04, 601303)	9,925,658	9,782,411	64,652	78,595
Clinical EA (601201)	6,966,875	6,966,875	-	-
Contractual PTL (601302)	45,312,938	45,312,938	-	-
Contractual NCL (601300)	3,785,068	3,785,068	-	-
Contractual ECL (601301)	8,508,701	8,508,701	-	-
Student Labor (601400, 01, 02, 601406)	2,085,721	2,085,721	-	-
Overtime (601501, 601502)	942,421	934,459	7,962	-
All Other Personnel Services	6,168,810	5,433,126	564,256	171,428
Subtotal Personnel Services	265,186,549	245,452,135	15,776,154	3,958,260
Total Personnel Services	265,186,549	245,452,135	15,776,154	3,958,260
Fringe Benefits	65,343,097	60,135,773	4,444,983	762,341
Total P.S. & Fringe Benefits	330,529,646	305,587,908	20,221,137	4,720,601
Other Expenses:				
Inst. Financial Aid/Match	15,219,994	15,219,994	-	-
Waivers	3,417,117	3,102,117	315,000	-
Utilities	10,923,217	10,922,217	1,000	-
All Other Expenses	72,620,457	44,704,626	25,617,987	2,297,844
Total Other Expenses	102,180,786	73,948,954	25,933,987	2,297,844
Total Expenditures	432,710,432	379,536,862	46,155,124	7,018,445
Addition to (Use of) Funds Before Transfers	32,232,310	56,862,893	(23,272,974)	(1,357,608)
Transfers, Additional Funds and Commitments				
Transfer In	34,205,226	3,663,947	28,243,435	2,297,844
Transfer Out	(34,205,226)	(30,541,279)	(3,663,947)	-
Total Transfers, Additional Funds and Commitments	-	(26,877,332)	24,579,488	2,297,844
Net Change	32,232,310	29,985,561	1,306,514	940,236

Note:

* One Time Funding

Connecticut State Community College
 Expenditure Plan General & Operating Funds
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT F

CT State Community College:

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	Percent %
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	100,821,126	105,667,959	108,936,222	3,268,263	3.1%
Fees	50,536,207	55,373,597	55,938,851	565,254	1.0%
State Appropriations	139,971,975	139,971,975	154,371,526	14,399,551	10.3%
Addtl State Appropriation (Dev Edu and Outcomes)	9,649,964	9,649,964	9,793,064	143,100	1.5%
GF Fringe Benefits Paid by State	39,980,379	39,980,379	39,980,379	-	0.0%
OF Fringe Benefits Paid by State	-	-	-	-	NA
* Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	63,506,329	63,506,329	63,791,833	285,504	0.4%
* Provide Operations Support Through Short-Term Recovery Funds	20,048,893	20,048,893	10,524,446	(9,524,446)	-47.5%
Private Gifts, Grants and Contracts	100,125	126,600	125,925	(675)	-0.5%
Sales of Educational Activities	970,128	780,881	881,250	100,369	12.9%
All Other Revenue	2,022,645	7,715,018	4,001,286	(3,713,732)	-48.1%
Less Contra Revenue	(5,547,353)	(6,421,840)	(5,568,916)	852,924	-13.3%
Total Revenue	422,060,418	436,399,755	442,775,866	6,376,111	1.5%
Expenditures:					
Personnel Services:					
Full Time (601000)	174,711,291	162,642,836	188,857,340	26,214,504	16.1%
Continuing Part Time (601100)	451,465	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	12,056,075	9,782,411	9,939,856	157,445	1.6%
Clinical EA (601201)	6,838,322	6,966,875	6,997,749	30,874	0.4%
Contractual PTL (601302)	49,426,649	45,312,938	46,989,169	1,676,231	3.7%
Contractual NCL (601300)	6,374,222	3,785,068	3,778,930	(6,138)	-0.2%
Contractual ECL (601301)	9,370,182	8,508,701	9,096,668	587,967	6.9%
Student Labor (601400, 01, 02, 601406)	2,524,384	2,085,721	2,661,753	576,032	27.6%
Overtime (601501, 601502)	1,106,033	934,459	1,058,516	124,057	13.3%
All Other Personnel Services	5,384,860	5,433,126	5,590,505	157,379	2.9%
Subtotal Personnel Services	268,243,483	245,452,135	274,970,486	29,518,351	12.0%
Fringe Benefits	80,247,662	60,135,773	68,742,622	8,606,849	14.3%
Total P.S. & Fringe Benefits	348,491,145	305,587,908	343,713,108	38,125,200	12.5%
Other Expenses:					
Inst. Financial Aid/Match	14,425,133	15,219,994	15,642,093	422,099	2.8%
Waivers	3,238,637	3,102,117	2,836,686	(265,432)	-8.6%
Utilities	11,058,605	10,922,217	11,170,089	247,873	2.3%
All Other Expenses	47,943,689	44,704,626	46,622,890	1,918,264	4.3%
Total Other Expenses	76,666,064	73,948,954	76,271,757	2,322,803	3.1%
Total Expenditures	425,157,209	379,536,862	419,984,866	40,448,003	10.7%
Addition to (Use of) Funds Before Transfers	(3,096,791)	56,862,893	22,791,000	(34,071,892)	-59.9%
Transfers, Additional Funds and Commitments					
Transfer in	-	3,663,947	-	(3,663,947)	-100.0%
Transfer out	(30,541,279)	(30,541,279)	(25,037,750)	5,503,529	-18.0%
Total Transfers, Additional Funds and Commitments	(30,541,279)	(26,877,332)	(25,037,750)	1,839,582	-6.8%
Net Change	(33,638,070)	29,985,561	(2,246,750)	(32,232,311)	-107.5%

Connecticut State Community College
 Expenditure Plan General & Operating Funds
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT F

Shared Services

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	Percent %
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	22,882,150	22,882,150	17,271,433	(5,610,717)	-24.5%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	-	-	-	-	NA
OF Fringe Benefits Paid by State	-	-	-	-	NA
Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	-	-	-	-	NA
Provide Operations Support Through Short-Term Recovery Funds	-	-	-	-	NA
HEERF Institutional (Loss Revenue)	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	-	-	-	-	NA
Less Contra Revenue	-	-	-	-	NA
Total Revenue	22,882,150	22,882,150	17,271,433	(5,610,717)	-24.5%
Expenditures:					
Personnel Services:					
Full Time (601000)	17,165,494	15,139,284	12,939,720	(2,199,564)	-14.5%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	56,472	64,652	49,551	(15,101)	-23.4%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	-	-	-	-	NA
Contractual NCL (601300)	-	-	-	-	NA
Contractual ECL (601301)	-	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	-	-	-	-	NA
Overtime (601501, 601502)	-	7,962	-	(7,962)	-100.0%
All Other Personnel Services	343,726	564,256	340,593	(223,663)	-39.6%
Subtotal Personnel Services	17,565,692	15,776,154	13,329,864	(2,446,290)	-15.5%
Fringe Benefits	5,316,458	4,444,983	3,941,569	(503,414)	-11.3%
Total P.S. & Fringe Benefits	22,882,150	20,221,137	17,271,433	(2,949,704)	-14.6%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	315,000	315,000	315,000	-	0.0%
Utilities	-	1,000	-	(1,000)	-100.0%
All Other Expenses	28,848,210	25,617,987	22,631,411	(2,986,576)	-11.7%
Total Other Expenses	29,163,210	25,933,987	22,946,411	(2,987,576)	-11.5%
Total Expenditures	52,045,360	46,155,124	40,217,844	(5,937,280)	-12.9%
Addition to (Use of) Funds Before Transfers	(29,163,210)	(23,272,974)	(22,946,411)	326,563	-1.4%
Transfers, Additional Funds and Commitments					
Transfer in	29,163,210	28,243,435	22,946,411	(5,297,024)	-18.8%
Transfer out	-	(3,663,947)	-	3,663,947	-100.0%
Total Transfers, Additional Funds and Commitments	29,163,210	24,579,488	22,946,411	(1,633,077)	-6.6%
Net Change	0	1,306,514	0	(1,306,514)	-100.0%

Connecticut State Community College
 Expenditure Plan General & Operating Funds
 FY25 Budget, FY24 Estimate vs. Budget

ATTACHMENT F

System Office

Account Name	FY24 Budget	FY24 Estimate	FY25 Budget	FY25 Budget vs. FY24 Estimate	
				Inc (Dec)	
	Dollars (\$)			Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Fees	-	-	-	-	NA
State Appropriations	5,660,837	5,660,837	5,870,933	210,096	3.7%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	-	-	-	-	NA
OF Fringe Benefits Paid by State	-	-	-	-	NA
Operations Support, Deficiency Funding for Wages FY23 (Leg. Source ARPA FY23)	-	-	-	-	NA
Provide Operations Support Through Short-Term Recovery Funds	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	-	-	-	-	NA
Less Contra Revenue	-	-	-	-	NA
Total Revenue	5,660,837	5,660,837	5,870,933	210,096	3.7%
Expenditures:					
Personnel Services:					
Full Time (601000)	4,383,883	3,708,237	4,701,204	992,967	26.8%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	89,352	78,595	80,354	1,759	2.2%
Clinical EA (601201)	-	-	-	-	NA
Contractual PTL (601302)	-	-	-	-	NA
Contractual NCL (601300)	-	-	-	-	NA
Contractual ECL (601301)	-	-	-	-	NA
Student Labor (601400, 01, 02, 601406)	-	-	-	-	NA
Overtime (601501, 601502)	-	-	-	-	NA
All Other Personnel Services	12,821	171,428	20,756	(150,672)	-87.9%
Subtotal Personnel Services	4,486,056	3,958,260	4,802,314	844,054	21.3%
Fringe Benefits	1,174,781	762,341	1,068,619	306,278	40.2%
Total P.S. & Fringe Benefits	5,660,837	4,720,601	5,870,933	1,150,332	24.4%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	1,378,069	2,297,844	2,091,339	(206,505)	-9.0%
Total Other Expenses	1,378,069	2,297,844	2,091,339	(206,505)	-9.0%
Total Expenditures	7,038,906	7,018,445	7,962,272	943,827	13.4%
Addition to (Use of) Funds Before Transfers	(1,378,069)	(1,357,608)	(2,091,339)	(733,731)	54.0%
Transfers, Additional Funds and Commitments					
Transfer in	1,378,069	2,297,844	2,091,339	(206,505)	-9.0%
Transfer out	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	1,378,069	2,297,844	2,091,339	(206,505)	-9.0%
Net Change	(0)	940,236	-	(940,236)	-100.0%

	Enrollment HEADCOUNT - Average Fall and Spring Semesters									Variance					
	FY23 Actual			FY24 Actual			FY25 Projection			Enrollment Headcount FY25 Projection vs. FY24					
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time		Part Time		Total	
									#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
HEADCOUNT Enrollment Undergraduate															
State Universities	17,033	4,563	21,596	17,233	4,496	21,729	17,690	4,572	22,261	457	2.6%	76	1.7%	533	2.5%
Community Colleges	10,853	23,714	34,567	10,926	22,801	33,727	10,707	22,344	33,051	(219)	-2.0%	(457)	-2.0%	(676)	-2.0%
Charter Oak	436	1,125	1,561	560	1,161	1,721	563	1,246	1,809	3	0.5%	85	7.3%	88	5.1%
Total Undergraduate	28,322	29,402	57,724	28,719	28,457	57,176	28,960	28,162	57,121	241	0.8%	(296)	-1.0%	(55)	-0.1%
Graduate															
State Universities	1,417	2,991	4,408	1,531	2,983	4,514	1,563	3,037	4,599	32	2.1%	54	1.8%	86	1.9%
Charter Oak	8	84	92	9	87	96	15	78	93	6	66.7%	(9)	-10.3%	(3)	-3.1%
Total Graduate	1,425	3,075	4,500	1,540	3,070	4,610	1,578	3,115	4,692	38	2.5%	45	1.4%	83	1.8%
Total Undergraduate & Graduate															
State Universities	18,450	7,554	26,004	18,764	7,479	26,242	19,252	7,608	26,860	489	2.6%	130	1.7%	618	2.4%
Community Colleges	10,853	23,714	34,567	10,926	22,801	33,727	10,707	22,344	33,051	(219)	-2.0%	(457)	-2.0%	(676)	-2.0%
Charter Oak	444	1,209	1,653	569	1,248	1,817	578	1,324	1,902	9	1.6%	76	6.1%	85	4.7%
Total Headcount	29,747	32,477	62,224	30,259	31,527	61,786	30,537	31,276	61,813	279	0.9%	(251)	-0.8%	28	0.0%

	FTE - Average Fall and Spring Semesters									Variance					
	FY23 Actual			FY24 Actual			FY25 Projection			FTE Enrollment FY25 Projection vs. FY24					
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time		Part Time		Total	
									#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
FTE Enrollment Undergraduate															
State Universities	16,475	1,803	18,278	16,765	1,698	18,463	17,092	1,725	18,817	327	1.9%	28	1.6%	354	1.9%
Community Colleges	9,635	10,205	19,840	9,766	10,179	19,944	9,570	9,976	19,546	(196)	-2.0%	(203)	-2.0%	(398)	-2.0%
Charter Oak	369	442	811	474	463	937	479	511	990	5	1.1%	48	10.4%	53	5.7%
Total Undergraduate	26,479	12,450	38,929	27,005	12,339	39,344	27,141	12,212	39,353	136	0.5%	(127)	-1.0%	9	0.0%
Graduate															
State Universities	1,277	1,241	2,518	1,383	1,269	2,652	1,404	1,292	2,696	22	1.6%	23	1.8%	44	1.7%
Charter Oak	7	39	46	7	41	48	13	36	49	6	85.7%	(5)	-12.2%	1	2.1%
Total Graduate	1,284	1,280	2,564	1,390	1,310	2,700	1,417	1,328	2,745	28	2.0%	18	1.3%	45	1.7%
Total Undergraduate & Graduate															
State Universities	17,752	3,044	20,796	18,148	2,967	21,114	18,496	3,017	21,512	348	1.9%	50	1.7%	398	1.9%
Community Colleges	9,635	10,205	19,840	9,766	10,179	19,944	9,570	9,976	19,546	(196)	-2.0%	(203)	-2.0%	(398)	-2.0%
Charter Oak	376	481	857	481	504	985	492	547	1,039	11	2.3%	43	8.5%	54	5.5%
Total FTE	27,763	13,730	41,493	28,394	13,649	42,043	28,558	13,540	42,097	163	0.6%	(110)	-0.8%	54	0.1%

Enrollment HEADCOUNT - Average Fall and Spring Semesters										Variance					
Enrollment Headcount FY25 Projection vs. FY24										Full Time		Part Time		Total	
FY23 Actual			FY24 Actual			FY25 Projection			#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
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	5,764	1,630	7,394	6,080	1,627	7,707	6,202	1,627	7,828	122	2.0%	(1)	0.0%	122	1.6%
ECSU	3,184	672	3,856	3,102	692	3,794	3,175	692	3,866	73	2.3%	(1)	-0.1%	72	1.9%
SCSU	5,078	1,585	6,663	5,185	1,576	6,761	5,419	1,647	7,065	234	4.5%	71	4.5%	304	4.5%
WCSU	3,007	676	3,683	2,867	601	3,467	2,895	607	3,502	29	1.0%	7	1.1%	35	1.0%
CSU Total Undergraduate	17,033	4,563	21,596	17,233	4,496	21,729	17,690	4,572	22,261	457	2.6%	76	1.7%	533	2.5%
Graduate															
CCSU	452	1,334	1,786	475	1,308	1,783	484	1,308	1,791	9	1.9%	(1)	0.0%	9	0.5%
ECSU	81	71	152	77	80	157	59	80	139	(18)	-23.4%	-	0.0%	(18)	-11.5%
SCSU	812	1,071	1,883	897	1,104	2,001	938	1,154	2,092	41	4.6%	50	4.5%	91	4.5%
WCSU	72	515	587	82	491	573	82	495	577	-	0.0%	4	0.8%	4	0.7%
CSU Total Graduate	1,417	2,991	4,408	1,531	2,983	4,514	1,563	3,037	4,599	32	2.1%	54	1.8%	86	1.9%
Total															
CCSU	6,216	2,964	9,180	6,554	2,935	9,489	6,685	2,934	9,619	131	2.0%	(1)	0.0%	130	1.4%
ECSU	3,265	743	4,008	3,179	772	3,951	3,234	772	4,005	55	1.7%	(1)	-0.1%	54	1.4%
SCSU	5,890	2,656	8,546	6,082	2,680	8,762	6,357	2,801	9,157	275	4.5%	121	4.5%	395	4.5%
WCSU	3,079	1,191	4,270	2,949	1,092	4,040	2,977	1,102	4,079	29	1.0%	11	1.0%	39	1.0%
CSU Total Headcount	18,450	7,554	26,004	18,764	7,479	26,242	19,252	7,608	26,860	489	2.6%	130	1.7%	618	2.4%

FTE - Average Fall and Spring Semesters										Variance					
FTE Enrollment FY25 Projection vs. FY24										Full Time		Part Time		Total	
FY23 Actual			FY24 Actual			FY25 Projection			#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
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	5,551	746	6,297	5,862	717	6,579	5,862	717	6,579	-	0.0%	-	0.0%	-	0.0%
ECSU	3,154	182	3,336	3,084	168	3,252	3,157	168	3,324	73	2.4%	(1)	-0.3%	72	2.2%
SCSU	4,871	588	5,459	5,029	564	5,592	5,255	590	5,844	226	4.5%	26	4.6%	252	4.5%
WCSU	2,899	287	3,186	2,791	249	3,040	2,819	251	3,070	28	1.0%	2	0.8%	30	1.0%
CSU Total Undergraduate	16,475	1,803	18,278	16,765	1,698	18,463	17,092	1,725	18,817	327	1.9%	28	1.6%	354	1.9%
Graduate															
CCSU	397	527	924	422	531	953	422	531	953	-	0.0%	-	0.0%	-	0.0%
ECSU	69	28	97	67	32	99	52	32	84	(15)	-22.4%	-	0.0%	(15)	-15.2%
SCSU	739	445	1,184	817	472	1,289	854	493	1,346	37	4.5%	21	4.3%	57	4.4%
WCSU	72	241	313	77	234	311	77	236	313	-	0.0%	2	0.9%	2	0.6%
CSU Total Graduate	1,277	1,241	2,518	1,383	1,269	2,652	1,404	1,292	2,696	22	1.6%	23	1.8%	44	1.7%
Total															
CCSU	5,948	1,273	7,221	6,283	1,248	7,531	6,283	1,248	7,531	-	0.0%	-	0.0%	-	0.0%
ECSU	3,223	210	3,433	3,151	200	3,351	3,209	200	3,408	58	1.8%	(1)	-0.3%	57	1.7%
SCSU	5,610	1,033	6,643	5,846	1,036	6,881	6,108	1,082	7,190	263	4.5%	47	4.5%	309	4.5%
WCSU	2,971	528	3,499	2,868	483	3,351	2,896	487	3,383	28	1.0%	4	0.8%	32	1.0%
CSU Total FTE	17,752	3,044	20,796	18,148	2,967	21,114	18,496	3,017	21,512	348	1.9%	50	1.7%	398	1.9%

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Average Fall and Spring Semesters									Variance					
	FY23 Actual			FY24 Actual			FY25 Projection			Enrollment Headcount FY25 Projection vs. FY24					
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time		Part Time		Total	
										#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
Asnuntuck	399	932	1,331	393	879	1,272	385	861	1,246	(8)	-2.0%	(18)	-2.0%	(26)	-2.0%
Capital	505	1,823	2,328	526	1,742	2,268	515	1,707	2,222	(11)	-2.1%	(35)	-2.0%	(46)	-2.0%
Gateway	1,476	3,894	5,370	1,557	3,897	5,454	1,526	3,819	5,345	(31)	-2.0%	(78)	-2.0%	(109)	-2.0%
Housatonic	1,003	2,185	3,187	869	1,945	2,814	851	1,906	2,757	(18)	-2.0%	(39)	-2.0%	(57)	-2.0%
Manchester	1,316	2,634	3,950	1,403	2,557	3,960	1,375	2,506	3,881	(28)	-2.0%	(51)	-2.0%	(79)	-2.0%
Middlesex	657	1,163	1,820	638	1,097	1,735	625	1,075	1,700	(13)	-2.0%	(22)	-2.0%	(35)	-2.0%
Naugatuck Valley	1,468	3,049	4,517	1,657	3,048	4,705	1,623	2,987	4,610	(34)	-2.0%	(61)	-2.0%	(95)	-2.0%
Northwestern	374	781	1,155	316	618	934	310	606	916	(6)	-1.9%	(12)	-1.9%	(18)	-1.9%
Norwalk	1,211	2,684	3,895	1,133	2,684	3,817	1,110	2,630	3,740	(23)	-2.0%	(54)	-2.0%	(77)	-2.0%
Quinebaug Valley	359	788	1,146	420	744	1,164	412	729	1,141	(8)	-1.9%	(15)	-2.0%	(23)	-2.0%
Three Rivers	910	1,897	2,807	857	1,829	2,686	839	1,792	2,631	(18)	-2.0%	(37)	-2.0%	(55)	-2.0%
Tunxis	1,178	1,887	3,064	1,159	1,762	2,921	1,136	1,726	2,862	(23)	-2.0%	(36)	-2.0%	(59)	-2.0%
CCC Total Headcount	10,853	23,714	34,567	10,926	22,801	33,727	10,707	22,344	33,051	(219)	-2.0%	(457)	-2.0%	(676)	-2.0%

FTE Enrollment	FTE - Average Fall and Spring Semesters									Variance					
	FY23 Actual			FY24 Actual			FY25 Projection			FTE Enrollment FY25 Projection vs. FY24					
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time		Part Time		Total	
										#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
Asnuntuck	373	366	739	391	378	769	383	371	754	(8)	-1.9%	(7)	-1.9%	(15)	-1.9%
Capital	442	825	1,266	506	835	1,340	496	818	1,314	(10)	-1.9%	(17)	-2.0%	(26)	-2.0%
Gateway	1,287	1,704	2,992	1,314	1,698	3,011	1,287	1,664	2,951	(27)	-2.0%	(34)	-2.0%	(60)	-2.0%
Housatonic	873	884	1,756	870	921	1,790	852	902	1,754	(18)	-2.0%	(19)	-2.0%	(36)	-2.0%
Manchester	1,183	1,130	2,313	1,293	1,100	2,393	1,267	1,078	2,345	(26)	-2.0%	(22)	-2.0%	(48)	-2.0%
Middlesex	589	502	1,091	626	558	1,184	613	547	1,160	(13)	-2.1%	(11)	-1.9%	(24)	-2.0%
Naugatuck Valley	1,302	1,349	2,651	1,324	1,311	2,635	1,297	1,285	2,582	(27)	-2.0%	(26)	-2.0%	(53)	-2.0%
Northwestern	338	324	662	315	311	626	309	305	614	(6)	-1.9%	(6)	-2.0%	(12)	-2.0%
Norwalk	1,073	1,180	2,253	963	1,115	2,078	944	1,093	2,037	(19)	-2.0%	(22)	-2.0%	(41)	-2.0%
Quinebaug Valley	322	325	648	379	351	730	372	344	716	(7)	-2.0%	(7)	-1.9%	(14)	-1.9%
Three Rivers	820	833	1,653	759	813	1,572	744	797	1,541	(15)	-2.0%	(16)	-2.0%	(31)	-2.0%
Tunxis	1,033	784	1,816	1,027	788	1,815	1,006	772	1,778	(21)	-2.0%	(16)	-2.0%	(37)	-2.0%
CCC Total FTE	9,635	10,205	19,840	9,766	10,179	19,944	9,570	9,976	19,546	(196)	-2.0%	(203)	-2.0%	(398)	-2.0%

CHARTER OAK STATE COLLEGE

ACADEMIC YEAR ENROLLMENT - HEADCOUNT & FTE
 FY25 Projection vs. FY24 Actual

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Average Fall and Spring Semesters									Variance						
	FY23 Actual			FY24 Actual			FY25 Projection			Enrollment Headcount FY25 Projection vs. FY24						
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time		Part Time		Total		
										#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
<u>Undergraduate</u>																
Charter Oak	436	1,125	1,561	560	1,161	1,721	563	1,246	1,809	3	0.5%	85	7.3%	88	5.1%	
<u>Graduate</u>																
Charter Oak	8	84	92	9	87	96	15	78	93	6	66.7%	(9)	-10.3%	(3)	-3.1%	
Total Headcount	444	1,209	1,653	569	1,248	1,817	578	1,324	1,902	9	1.6%	76	6.1%	85	4.7%	

FTE Enrollment	FTE - Average Fall and Spring Semesters									Variance						
	FY23 Actual			FY24 Actual			FY25 Projection			FTE Enrollment FY25 Projection vs. FY24						
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time		Part Time		Total		
										#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
<u>Undergraduate</u>																
Charter Oak	369	442	811	474	463	937	479	511	990	5	1.1%	48	10.4%	53	5.7%	
<u>Graduate</u>																
Charter Oak	7	39	46	7	41	48	13	36	49	6	85.7%	(5)	-12.2%	1	2.1%	
Total FTE	376	481	857	481	504	985	492	547	1,039	11	2.3%	43	8.5%	54	5.5%	