



Board of Regents

AGENDA

Finance & Infrastructure Committee

10:30 a.m. Wednesday, June 21, 2023

Conducted Remotely

Meeting will stream live at: <https://youtube.com/live/ElrZfW1qlh8?feature=share>

1. **Call to Order and Declaration of Quorum**
2. **Approval of Previous Finance Meeting Minutes**
 - a. May 10, 2023..... Page 2
3. **Action Items**
 - a. CSCU 2020 Funding Reallocations Page 6
 - b. Gateway Community College - Acceptance of Gifts..... Page 8
 - c. Salary Approval per Management Confidential Policy..... Page 11
 - d. Tuition & Fee Adjustments..... Page 14
 - e. CSCU Spending Plan..... Page 24

Finance & Infrastructure Committee members

Richard J. Balducci, Chair

Felice Gray-Kemp

Ari Santiago

Erin Stewart

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)**

Minutes of Finance & Infrastructure Meeting

Wednesday, May 10, 2023

Conducted Via Remote Participation

REGENTS - PARTICIPATING (Y = yes / N = no)	
Richard J. Balducci, Chair	Y
Felice Gray-Kemp	N
JoAnn Ryan	Y
Ari Santiago	Y
Erin Stewart	Y
*Dr. David Blitz, FAC Chair	Y
**Alexander Grant	N
**Luis Sanchez-Chiriboga	N
<i>*ex-officio, non-voting member</i>	
<i>**student regents, non-voting member</i>	

CSCU STAFF:

Benjamin Barnes, VP of Administration / Chief Financial Officer
Rachel Cunningham, Administrative Assistant to Benjamin Barnes (recorder)
Pam Heleen, Asst. Secretary of the Board of Regents
Melentina Pusztay, Director of Budgets and Planning
Natalie Wagner, AVP Administration / Deputy Chief Financial Officer

CALL TO ORDER:

Chair Balducci called the meeting to order at 10:33 a.m. following the roll call, Rachel Cunningham recorded a quorum present.

APPROVAL OF PREVIOUS MEETING MINUTES:

Chair Balducci made a motion to approve the minutes of the March 15, 2023 Finance Committee Meeting. Regent Santiago seconded the motion which was approved following a unanimous voice vote.

INFORMATIONAL ITEMS:

CFO Barnes formally introduced Deputy CFO Natalie Wagner.

Legislative Update

CFO Barnes provided an update on the current budget proposal and negotiations with the Appropriations Committee, which will continue while the Legislative Session remains open through June 7, 2023.

Chair Balducci reiterated that the negotiations are with both Democratic and Republican leaders to identify ways to stay below the Governor's spending cap while fulfilling the needs of our students, faculty, and staff.

CSCU Deficit Mitigation Plan

CFO Barnes shared preliminary projections for the shortfall in FY24 and FY25 based on the budget proposal that was advanced out of the Appropriations Committee, as well as a preliminary deficit mitigation plan (Attachment A). SO Finance staff worked with the Finance staffs of all 6 institutions to develop an update projection of spending in FY24 and FY25 on a current services basis.

Q: Chair Balducci asked with regard to the SEBAC agreement, which is approximately \$180 million, with \$51 million in FY25, where the remaining funds come from for FY23 and FY24.

CFO Barnes responded that the SEBAC agreement adds approximately \$30 million in salary costs and \$20 million in fringe, which compounds every year increasing in the third year (FY24) to approximately \$150 million. The state has proposed an increase in the block grant to pick up approximately \$14 million per year leaving the other half of the raises to be funded by student tuition increases. In the past, it has been possible to cover the increases by raising tuition in order to cover the cost of the tuition-supported faculty and staff members. Due to enrollment declines coming out of the pandemic, this approach no longer works as it would raise tuition too high and would have an adverse effect on current and future enrollment and affordability.

Q: Chair Balducci asked for clarification about whether the system would get support for the fringe benefits and wage increases.

CFO Barnes referenced the table on page 7 of the agenda, State Appropriations, and cited the line 3 "State Universities" to show the current year funding for the block grant. This demonstrates that the legislature has walked away from supporting the operating fund expenses for personnel which the State had been supporting very heavily in recent years.

Q: Professor Blitz asked what role the 2030 Plan played in the request for funding of FY24 and FY25 as CSCU 2030 were double the requests of FY23.

CFO Barnes responded that the CSCU 2030 plan entailed moving a lot of the one-time funding into block grants for maintenance of projected ongoing expenses and operations, as well as plans for growth and expansion. Using updated information, revised requests have been submitted. Regarding how the boldness and scale of the CSCU 2030 request was effective or not, it is too soon to draw any conclusions.

Q: Professor Blitz asked to what extent is the shortfall for FY24 attributable to the Colleges and to what extent the Universities?

CFO Barnes responded that the first year deficit is about $\frac{3}{4}$ attributed to the Community Colleges and a $\frac{1}{4}$ at Universities and Charter Oak. In the second year, the Universities are far more affected and by the end of the 2-year period, all of institutions have significant deficits which jeopardize their operations.

Q: Professor Blitz asked if mid-term adjustments will be made for calculations in FY24 for FY25?

CFO Barnes stated the legislators meet every year and can adjust. They did not adopt or adjust in the last biennium budget. In previous years, the changes made were minimal.

CFO Barnes stated staffing reductions and employee layoffs need to be planned for immediately due to long period of notice to be effective to offset the major structural deficit in the 2nd year. As there is a delay in the realization of any staffing-related savings, there will be a significant use of reserves used during that time and that usage cannot sustain operations for 3-4 years if no action is taken at this time.

Q: Professor Blitz asked what percentage of the approximate \$300 million in reserves can be used and what cannot be used for operating expenses in FY25?

CFO Barnes stated the reserves are not encumbered but can be restricted due to the legal obligation to use the funds for the purpose designated upon receipt (a relatively small share). All the restrictions and designations of the reserve fund balances and cash on hand are being reviewed to be sure there is a clear understanding of the full legal restrictions for their use. In addition, some universities have designated reserves to be used for specific purposes (i.e., debt service). After review, recommendations will be made as to what share of the reserves are available to balance the budget.

CFO Barnes stated that the Board has broad authority over the use of reserves and could identify specific reserves and segregate them by institution and system and make an explicit transfer of those funds for a particular purpose. The Board could also designate reserves to act as a backstop if expected savings from mitigation strategies fell short. It should be noted that the accumulating reserves scarcely account for 25% of CSCU's annual spending and this level of reserves does not support projections for the reduction of state aid.

Q: Chair Balducci asked if the reserves are from the system or under specific institutions and how they will distributed.

CFO Barnes responded that the Board of Regents, under authorizing statute, would have to direct the distribution of reserve funds among and between specific institutions. System reserves can be used to address shortfalls at specific institutions without directly utilizing reserves of another institution. There is about \$150 million in one-time funds that were not specified for any particular component of CSCU; therefore, the use of the one-time funds at different institutions is a question for the Board; recommendations will be part of the proposed spending plan presented in June. The plan will find a balance between ensuring that institutions are fairly funded from the one-time funds, making sure that every student is receiving appropriate funding, as well as addressing areas of weakness and acute financial problems.

Q: Regent Ryan asked what relationships do the campuses have with their foundations; does the money go to scholarships or is there anything that can go to operating funds?

CFO Barnes stated that each campus has a foundation with various missions and organizational documentation, but their general mission is to support students through programs and scholarships.

Chair Balducci thanked CFO Barnes, the unions, faculty, and staff members who are all working together to identify, solve, and manage the deficit.

ADJOURNMENT:

Chair Balducci made a motion to adjourn, Regent Santiago seconded, and the meeting adjourned at 11:48 a.m.

ITEM

CSCU 2020 Funding Reallocation

BACKGROUND

The CSCU 2020 program was legislatively approved as a multiyear program to fund capital improvements, equipment, telecom, land acquisitions and deferred maintenance for the universities beginning in FY 2009 and running through FY 2018. The total program funding was \$950,000,000. In FY 2016 & FY 2017, community college funding of \$103,500,000 was added to this program to support deferred maintenance, equipment and telecom purchases and construction of one community college project. In FY 2010, FY 2017 and FY 2018 some annual university funds were deferred through FY 2021. Subsequently, FY 2020 program funding was increased by \$16,000,000, compensating for projected escalation on the program's final four deferred projects. Total program funding was increased to \$1,069,500,000. Unlike traditional bond funds, the BOR is permitted to reallocate uncommitted project funds of a completed project to another CSCU 2020 project or program.

ANALYSIS

1. In 2015, Southern's Facility Master Plan Study compared academic priority program needs against existing and planned facilities. While \$60M was budgeted in FYs 15 and 16 for the new Health & Human Services Building (HHS), Southern subsequently identified a space shortfall that would limit HHS's academic delivery. On March 29, 2015, the Board of Regents addressed the concern and approved modifying Southern's CSCU 2020 program priorities. Approved by legislation, a reallocation of Southern's projects and funding occurred with HHS's budget increased by \$16M. On June 23, 2022, during the initial project closeout phase, the BOR approved reallocating \$2M of unallocated project funds to Southern's FY 17 Code Compliance/Infrastructure Improvement Program. The HHS project is now fully complete. Of the total \$76M project funding, approximately \$4.8M remains uncommitted and available to be reallocated to other CSCU 2020 projects or programs.
2. A list of current CSCU 2020 completed projects with smaller uncommitted funds balances available to reallocate, in addition to Southern's HHS Building, are listed below. The fund reallocations will financially closeout each project.

Funding Year(s)	Campus	Project	Total Project Budget	Funding Reallocation
FY16, FY17, FY19, FY20	Southern	Health & Human Services	\$ 61,085,000	\$ 4,819,140
FY14, FY15, FY16, FY17	Eastern	Goddard Hall	\$ 31,382,000	\$ 761,178
FY11, FY14, FY16	Eastern	Fine Arts Instructional Center	\$ 87,771,000	\$ 402,641
FY13, FY15, FY16	Central	Willard & Diloreto Hall	\$ 61,085,000	\$ 804,006
3. TOTAL				\$ 6,786,965

PRESIDENT'S RECOMMENDATION

Approve the reallocation of \$6,786,965 in uncommitted and available funds as listed above.

6/21/23 Finance & Infrastructure

6/28/23 Board of Regents

RESOLUTION

concerning

REALLOCATION OF CSCU 2020 FUNDING
FOR
CENTRAL, EASTERN & SOUTHERN CONNECTICUT STATE UNIVERSITIES

June 28, 2023

- WHEREAS, Pursuant to CGS 10a-91d (c), the Board of Regents shall approve reallocation of CSCU 2020 program funds at the completion of a project to other CSCU 2020 named projects and programs; and
- WHEREAS, Four named “line item” projects that were funded between FY 2011 through FY 2020 as part of the CSCU 2020 Program are complete; and
- WHEREAS, \$6,786,965 of uncommitted funding for four projects will be reallocated to their respective Universities Code Compliance/ Infrastructure Improvement programs; and
- WHEREAS, The projects and associated funding areas follows:
1. FY 2016, 17, 19 & 20 – Central Willard and DeLoreto Hall, \$804,006
 2. FY 2011, 14 & 16 – Eastern Fine Arts Instructional Center, \$402,641
 3. FY 2011, 14, 16 & 17 – Eastern Goddard & Communications Building, \$761,178
 4. FY 2016, 17, 19 & 20 – Southern Health & Human Services, \$4,819,140
- Now therefore, be it
- RESOLVED, \$6,786,965 of uncommitted funds from completed CSCU 2020 projects will be reallocated to their respective University Code Compliance/ Infrastructure Improvement programs.

A True Copy:

Pamela Heleen, Secretary
Board of Regents for Higher Education

RESOLUTION
Concerning

ACCEPTANCE OF A GIFT
GATEWAY COMMUNITY COLLEGE - AUTOMOTIVE TECHNOLOGY
PROGRAM

June 28, 2023

WHEREAS, Gateway Community College is the recipient of a generous donation of a 2021 GMC Terrain donated by Gallagher Buick, of New Britain, for laboratory and experiential instruction in the college's Automotive Technology Program; and

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

RESOLVED, The Board of Regents accepts and acknowledges with appreciation the following gift donated by Gallagher Buick:

Description:

2021 GMC Acadia, VIN: 1GKKNXLS3MZ111907
Total Current Market Value: \$12,373.22

A True Copy:

Pamela Heleen, Secretary
Board of Regents for Higher Education



OFFICE OF THE CHIEF EXECUTIVE OFFICER
William (Terry) Brown, Ph.D.

Reporting of Gifts (Other Than Money or Securities)
Connecticut General Statutes – Sec. 10a-150
Form B

Date: May 10, 2023

To: Mr. Keith Epstein

CC: Ben Barnes, Chief Financial Officer, CSCU
Dr. John Maduko, President, CT State Community College
Ann Harrison, Chief of Staff to President Maduko, CT State Community College

From: William T. Brown, Ph.D., Chief Executive Officer, Gateway Community College

Nature of Gift:

GMC Acadia – Training Vehicle

Description:

- VIN 1GKKNXLS3M2111907

Current Market Value: \$12,373.22 (total)

Determined by: Market Value

Date Received: To be determined

Donor: General Motors Corporation

Gallagher Buick GMC, Inc, 325 Columbus Boulevard, New Britain, CT 06051

Contact - Michael Gallagher – (860) 229-4881

Purpose or nature of Gift: Was the purpose specified by the donor?

☒ Yes ☐ No

Instructions or additional information:

- Per donation agreement – educational purposes only

Signature: *William J. Brown, PhD*



General Motors
General Motors Technology Donation Program
Important Time-Sensitive Memo

General Motors Corporation
DONATION AGREEMENT
DONATION TO NONPROFIT ORGANIZATION

Please note: This donation agreement must be completed, signed, title, dated and returned to the Donation Coordinator, PRIOR TO ANY DONATION BEING SHIPPED TO, OR PICKED UP BY, YOUR INSTITUTION. This is a change from current policy and is effective immediately. Once this document is completed and received, arrangements for shipping and/or pick-up will be made accordingly. Providing transportation for the donation is mandatory (at the expense of the Donee) within a 200 miles radius of the Donee. Please indicate if you are willing to pick-up from location: () Yes or () No. If no, please provide shipping address: If you do not want to participate in this donation, please check here: ()

Donation No: VEH2023-043	AD #:	
Donated By: Gallagher Buick GMC Inc. 325 Columbus Blvd. New Britain, CT 06051 Contact Person: Michael Gallagher Contact Phone: (860) 229-4881	Name & Address of School/Institution (Donee – Other) Gateway Community College 20 Church Street New Haven, CT 06510 Contact Person: Dan Fuller Contact Phone: (203) 285-2370	
Make: GMC Acadia	1GKKXLS3MZ111907	Value: \$12,373.22
Other Comments (i.e. items missing, etc.): Noise from starter when engaged.		

The item(s) identified above (the "Donated Item(s)") has/have been identified for donation to you by General Motors Corporation for nonprofit, educational, or exhibition purposes only. It is important to note that products are given in "as is" condition with no warranties expressed or implied. By completing, signing and submitting this application your organization agrees to this and the following conditions:

1. The Donated Item(s) will be used only by you for non-profit, educational or exhibition purposes and will not be sold, disposed of, or transferred by you. Upon completion of your use of the Donated Item(s), you will scrap the Donated Item(s), disposing of it/them in such a manner as to ensure that it/they can no longer be used or sold (by GM Scrap Policy).
2. If the Donated Item(s) is a motor vehicle or component thereof, it will not be licensed, titled or operated on any public or private road or highway.
3. You acknowledge that the Donated Item(s) is not certified to comply with any federal, state or local laws, rules or regulations.
4. You accept the Donated Item(s) "as is, with all faults," it being understood that it is not covered by any warranty. General Motors Corporation expressly disclaims all warranties, including any implied warranty of merchantability or fitness for a particular purpose.
5. You acknowledge that automobiles, machinery, or equipment of any sort are potentially dangerous by their nature. You acknowledge that there is risk associated with the operation of the Donated Item(s), and that you knowingly assume this risk. You acknowledge that the Donated Item(s) will be operated only by experienced, knowledgeable users such as college or university level students or faculty. For high schools, you acknowledge that the Donated Item(s) will be operated by students only under the direct supervision of an experienced, knowledgeable faculty member.
6. General Motors Corporation expressly disclaims, and you expressly release General Motors Corporation from any and all liability associated with the Donated item(s). In addition, you agree to the extent permitted by applicable law, to indemnify and hold harmless General Motors Corporation, its officers, directors, employees, and agents from damages, liabilities, fines, judgments, costs (including settlement costs) and expenses associated therewith (including the payment of reasonable attorney fees and disbursements), (1) arising out of or in connection with the Donated item(s) or their use and possession; or (2) General Motors Corporation's enforcement of the provisions of this agreement.
7. The conditions set forth above have been communicated to, and are understood by all of your personnel who have access to the Donated Item(s).
8. The Donated property can not be transferred to any person, business or organization without the expressed written consent of General Motors and its agents. A Transfer Form is required for this purpose.

GM facilitates the donation of products to nonprofit entities in need of such equipment that do not have the resources to acquire such equipment on their own. It is the donee's sole responsibility to determine whether or not these products will perform as expected or needed. By completing and signing the product request form, the donee acknowledges that GM provides the products "as is" and without warranty or any kind, express or implied, including, but not limited to, warranties of merchantability or fitness for a particular purpose. "THE UNDERSIGNED" hereby acknowledges responsibility to, and agreement to, comply with all applicable export control laws for any item obtained from General Motors Corporation. "THE UNDERSIGNED" understands that General Motors Corporation reserves the right to reject any transaction determined to be in violation, or possible violation, of any applicable export control laws.

Please acknowledge your agreement to the above by signing this Donation Agreement in the space below and emailing a signed copy to

GMDonations@TrainingSupportAdmin.com
Accepted and agreed to this First (1) day of May, 2023

By: William J. Brumby, PhD Title: Chief Executive Officer

ACTION ITEM

Review and approval of the \$198,000 hiring salary offer to candidate Christopher Wethje for the Executive 1 position of Chief Human Resources Officer for Connecticut State University.

BACKGROUND

The salary offer of \$198,000 for the Executive 1 ranked CSU Chief HR Officer position at Central Connecticut State University falls between the FY24 third quartile mark and maximum of the Executive 1 salary range necessitating BOR approval in accord with the [HR Policies for Management and Confidential Professional Personnel](#) and the Management and Confidential Classification & Compensation Procedures Manual.

RECOMMENDATION

CSCU leadership recommends approval of the hiring salary offer of \$198,000 to candidate Christopher Wethje for the Management and Confidential position of Chief Human Resources Officer for Central Connecticut State University.

CHRISTOPHER T. WETHJE

EDUCATION

UNIVERSITY OF CONNECTICUT SCHOOL OF LAW

HARTFORD, CT

Juris Doctorate, *cum laude*

May 2002

GPA 3.569, Class Rank 18/159

University of Connecticut School of Law, *Lawyering Process Teaching Assistant* (Fall 2000)

Honors: Connecticut Bar Association Real Property Award; CALI Excellence for the Future awards for receiving the highest grade in Legal Profession, the Civil Rights Clinic, and Real Estate Transactions

Activities: *Connecticut Law Review*, Notes & Comments Editor (2001-2002), Member (2000-2001).

PROVIDENCE COLLEGE

PROVIDENCE, RI

Bachelor of Arts, *magna cum laude*, in Political Science

May 1999

Minors in Economics; Public and Community Service

GPA: 3.67

Honors: Dean's List all semesters; Liberal Arts Honors Program; Pi Sigma Alpha – Epsilon Chi Chapter (National Political Science Honor Society); Friars Club.

ADMISSIONS

Connecticut state and federal courts and Washington, D.C.

CERTIFICATIONS

School Business Administrator (085) issued by the Connecticut State Department of Education

WORK EXPERIENCE

EAST HARTFORD BOARD OF EDUCATION

EAST HARTFORD, CT

Human Resources Director

June 2006 – Present

Direct Human Resources functions for 1300+ employees throughout the school district, including recruitment, interviewing, hiring, discipline, termination, benefits administration, compensation, family and medical leave, unemployment, and workers' compensation; negotiate collective bargaining agreements; participate in labor arbitration proceedings; daily contract administration for eight unions; respond to grievances; review and revise employment policies and regulations; conduct sexual harassment and abuse and neglect investigations. Provide counsel and strategic advice to superintendent and other district leaders in organization development and effectiveness as a member of the District Leadership Team. Collaborate with administration to advise regarding staffing, leadership development, and strategic succession planning. Develop and maintain partnerships with colleges and universities and offer workshops on various human resources and employment matters. Develop and employ diversity, equity, and inclusion practices that have resulted in 7 consecutive years of 20% or more of the annual hiring class identifying as teachers of color.

ROBINSON & COLE LLP

HARTFORD, CT

Associate Attorney

Sept. 2002 – June 2006

Counseled and advised management regarding federal and state wage and hour laws, compensation structures, family and medical leave, federal, state and local fair employment laws, sexual harassment, hiring and termination, employment agreements, employee handbooks and policies, federal labor laws, drug testing, and affirmative action plans. Assisted employers in the negotiation of collective bargaining agreements, contract administration, and labor arbitration proceedings. Drafted contracts and employee policies regarding all aspects of the employment relationship, including hiring, non-competition, non-disclosure and non-solicitation agreements, and handbooks. Represented employers in federal and state courts and before administrative agencies in matters concerning allegations of employment discrimination, retaliation, wrongful termination, sexual harassment, breach of contract, and failure to pay wages. Conducted seminars regarding wage and hour and personnel issues for businesses.

CIVIL RIGHTS CLINIC - UNIVERSITY OF CONNECTICUT SCHOOL OF LAW

HARTFORD, CT

Law Student Intern

Sept. 2001 – May 2002

Represented a fair housing organization in a housing discrimination lawsuit involving familial status and race discrimination in federal district court. Researched and drafted motions and memoranda. Took the deposition of an agent of the defendants'; defended the deposition of one of the plaintiff's agents; attended other depositions. Participated in a settlement conference before a Magistrate Judge in which the parties successfully reached a settlement agreement.

CT BOARD OF REGENTS FOR HIGHER EDUCATION
RESOLUTION

Concerning the salary offer of \$198,000
for the position of Central Connecticut State University
Chief Human Resources Officer

June 28, 2023

WHEREAS, the Connecticut State Colleges and Universities sets forth a Management and Confidential personnel policy establishing the requirement for BOR approval of any planned hiring salary offer at or above the third (3rd) quartile of the grade; and

WHEREAS, the \$198,000 salary offer proposed by President Toro for the Central Connecticut State University Chief Human Resources Officer candidate Christopher Wethje falls above the 3rd quartile of the FY24 Executive 1 classification level of \$185,159; and

WHEREAS, President Toro has recommended that the proposed salary is necessary to secure the employment of the most qualified individuals; now therefore be it

RESOLVED, that the Board of Regents for Higher Education hereby approves the hiring salary offer of \$198,000 to Christopher Wethje for the position of Chief Human Resources Officer for Central Connecticut State University.

A True Copy:

Pamela Heleen, Secretary
Board of Regents for Higher Education

ACTION ITEM

Tuition and Fee Changes

1. Establishing FY 24 Tuition and Fees at CT State Community College;
2. Establishing FY 24 Tuition and Fees at Charter Oak State College;
3. Establishing a new Tier 2 Lab fee for Theater courses at Central Connecticut State University; and
4. Modifying the Refund and Course Withdrawal Policy at CT State to conform to the recommended tuition and fee schedules.

CT State Tuition and Fees for FY 2024

Given the uncertainty faced by the CT State Community College with the respect to state funding, the administration elected to defer consideration of any substantive increases in tuition and fees at the March 2023 board meeting.

Budget Context

The community colleges continue to face enrollment declines and fiscal pressure. These are exacerbated by: 1) the expiration of Higher Education Emergency Relief funds from the federal government; and 2) by the significant collective bargaining increases. Now, CT State faces a significant deficit for FY 24 necessitating, among other actions, a tuition and fee increase in order to maintain essential student services.

To fully cover the FY 24 shortfall by tuition increases alone would require an unsustainable increase of more than 50%, resulting in significant hardship for students and negatively impacting enrollment, thus it is NOT recommended. Instead, this recommendation assumes that tuition can only address a portion of the shortfall, and that CT State Community College will need to control expenses, grow enrollment, and utilize reserves.

Recommended CT State Tuition

For CT State Community College only, management recommends setting in-state tuition at \$183 per credit or \$4,386 for full-time students annually in FY 24, which is an increase of \$9 per credit, or \$210 annually. This increase amounts to a 5% increase over FY 23 tuition and fee rates.

College Service Fee

At the March 2023 Board meeting, CT State Community college recommended minor and conforming changes to the college service fee, the student activity fee and the student transportation fees.

The irregular, incremental pricing by credit for the college services fee requires manual programming in the Banner IT enterprise system and is difficult to maintain. At the March meeting the fees were rationalized to a fixed amount for the first three credits and each additional credit thereafter, which was generally revenue neutral.

Management recommends a further modification to the college services fee, increasing it by \$10 to partially pay for the investments in student mental health and wellness services.

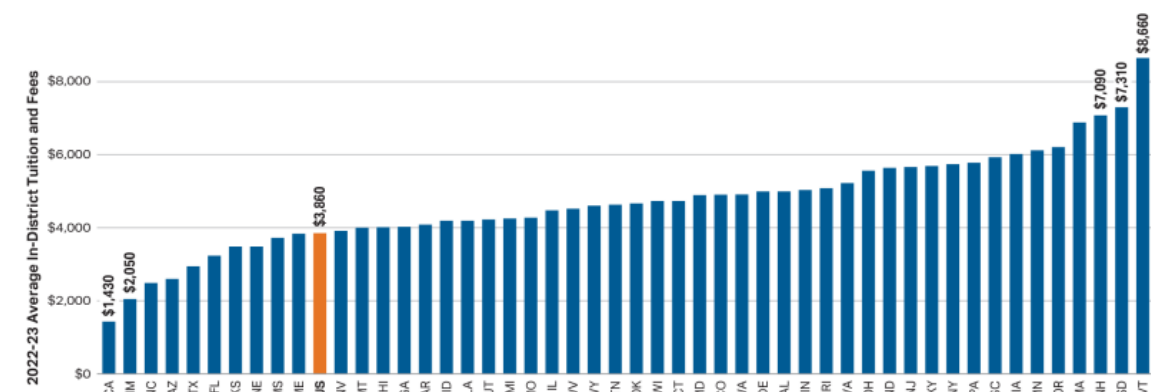
President Maduko's 100 Days report, <https://ctstate.edu/report/> identified the need for more mental health support and committed to equitable mental health services across all campuses. These funds will be used to partially fund the investments in student mental health and well-being by:

1. Continuing telehealth – in the fall of 2021 federal covid relief funding was used for a two-year partnership with TimelyMD to provide community college students with access to free, 24/7 telehealth options for health and counseling services. As the funding for this engagement expires, a portion of the proposed fee increases sustains telehealth support services for students.
2. Hiring 7 Wellness Counselors - to ensure that each campus has at least one professional staff member who is a licensed clinician to serve as the primary point of contact for students, faculty and staff to support students in crisis. Additionally these counselors assess risk factors, provide brief counseling, make referrals to community partners, and coordinate prevention programs and initiatives that promote student wellbeing.

Affordability

The recommended tuition and fee increase results in a combined increase of \$27 for a one credit class from \$266 to \$293, and an annual increase of \$266 for a full-time student from \$4,700 to \$4,966. CT State Community College is committed to maintaining affordability to our students in the following ways:

- The current 2023-2024 maximum Pell grant award is \$7,395, which is sufficient to support full-time tuition and fees plus funds for books and the cost of attendance for students who demonstrate an Expected Family Contribution (EFC) of between \$0 and \$1,200. This accounted for more than 13,000 during the 2022-2023 award year. For the 2022-2023 award year to date, there are more than 17,800 total Pell grant recipients with corresponding disbursements of more than \$58.1 million.
- Community College tuition and fees have been flat for the preceding years (FY 2020-2022) During the 2022-2023 award year 40% of enrolled financial aid applicants pay nothing for tuition and fees because of PACT, Pell, Roberta Willis, or some combination of



grants. An additional 59% have a portion of costs covered based on financial need from completing the FAFSA.

- Fifteen percent (15%) of all tuition is set-aside and dedicated for institutional student financial aid, in FY 24 amounts to \$14.4 million.
- Connecticut remains affordable compared to public community colleges in other states and will continue to compare favorably with Rhode Island, New York, Massachusetts, New Hampshire Vermont and New Jersey.

Charter Oak State College Tuition and Fees for FY 2024

Background

After benchmarking the cost of attendance against other distance learning programs, reviewing external return on investment metrics performed on alumni and understanding financial and institutional aid programs available, this proposal reflects those rates the College believes to be a fair compromise between tuition affordability, stewardship of State tax dollars and the ability to compete in the marketplace.

The number of out of state students matriculating at Charter Oak has steadily decreased over time, reflecting the lack of competitiveness the College's out of state tuition rate. Notable within this schedule is the removal of the out of state tuition rate due to the fact that the College is composed entirely of online programming. Even though the post pandemic world has reinforced the value, flexibility, and developmental value of an online degree, it has also set the expectation that degrees are no longer limited by geographical boundaries, and pricing should reflect such. The approval of this schedule which removes the out of state differential will allow Charter Oak to begin to compete in markets that may have previously been inaccessible due to pricing. The financial impact on the College to transition the current out of state cohort to the new rate will be immaterial to operations as a whole.

Recommended Charter Oak State College Tuition

The proposed tuition rate schedule beginning Fall 2023 reflects a 3% increase in tuition and fees for undergraduate programs and a 2% increase for graduate programs. While this increase only offsets a small portion of the deficit left by the anticipated State funding shortfall, the marketplace for online education extends nationally, and this proposal reflects that competitive environment.

Minor revisions have additionally been made to a small portion of the Tier II fees and reflect either a repricing of the service based on cost or an increase to a specific fee to curb unwanted trends. For example, while the College assesses fees related to bad checks or late registrations; significant efforts are made with students to avoid these situations that would not only prevent the fee from being applied to the student account but also prevent the administrative overhead associated with the scenario.

Central Connecticut State University Lab Fee

CCSU proposes to establish a Lab Fee to offset costs of materials and equipment for experiential learning in the Theater Department

Background

Many courses within the Theatre curriculum rely on materials or equipment to facilitate experiential learning which is integral to our students' success.

The cost of some materials has increased dramatically with inflation. For example, plywood (an essential material of nearly any production set) has increased over 40% in the past 3 years.

There is precedent across the CSU system to charge class-based or program-based fees for Theater students to offset expenses:

- WSCU charges Theatre majors a \$350 program fee each semester; Musical Theatre is \$450 per semester.
- ESCU charges a \$50 lab fee for certain Theatre courses.

Proposal

CCSU proposes to introduce a student credit fee of \$10 for each designated course (see next page) applicable to any student enrolled in the course. The revenue generated by this fee will be applied directly to the procurement, replacement, and maintenance of course-related materials that may be used directly in mainstage productions.

Based on prior course enrollments and cycling across a 2-year period, CCSU expects annual revenues of approximately \$9,000 per academic year based on historical course enrollments and anticipated course cycling. For comparison, a single production can require between \$5,000 and \$7,000 in materials.

CT State Refund and Course Withdrawal Policy Amendment*Background*

On March 24, 2022, the Board of Regents amended policy 3.7 (Refund and Course Withdrawal), which updated the refund policy for community college students in full-semester courses (fall and spring) and abbreviated terms (i.e., summer, winter, late-start, or other variable terms). Additionally, the policy further defined the add/drop with withdrawal dates for full-semester courses and abbreviated terms that are specific to the twelve Connecticut State Community Colleges and to the future Connecticut State Community College.

The policy calls for students to be assessed a "late drop" fee of \$50 for any course dropped between the start of the terms and the point at which 20% of the course has progressed (as

measured in days and only in cases where an equivalent course is not added in its place). Programming this fee in the enterprise system, Banner, is not possible.

Recommended Changes

Rather than the flat fee of \$50, management recommends that a student who drops a course during the aforementioned “20%” window be refunded 90% of the tuition, thereby retaining a charge of 10%. The projected tuition charge for a three-credit course being dropped is \$54.90 (based on the proposed FY 24 tuition) which is consistent with the existing policy. Additionally, the recommended approach allows the remaining tuition charge to be covered by remaining/future financial aid whereas the \$50 flat fee is not eligible as a penalty.

Policy 3.7, including proposed amendments

Policy on Refund and Course Withdrawals Connecticut State Community Colleges

The CT State Provost and Vice President of Academic and Student Affairs, or designee, shall be the presiding authority over the application of this policy to all community colleges. It shall be included in all college catalogs, student handbooks, and college websites, and shall be made available upon request.

REFUNDS FOR FULL-TERM COURSES

Note: students may drop courses through the census date (by end of business day); courses dropped during this period would not appear on a transcript. Courses can only be added up to calendar day seven of a full, 15-week term.

No course withdrawals will be accepted once 80% of the semester has passed. For a typical 15-week term, 80% of the term is considered the last day of the twelfth week of the term. A student may appeal the course withdrawal deadline due to mitigating circumstances.

- Prior to the start of the term through calendar day seven of the term: 100% of tuition and fees will be refunded.
- Between the calendar day eight and census (20% of the term): 100% of fees and 90% of tuition will be refunded.
- After census and until 80% of the term: drops are considered a course withdrawal and will be noted as a “W” on the transcript. No tuition or fees will be refunded.

REFUNDS FOR ABBREVIATED TERMS

Summer, Winter, Late Start or Other Variable Terms

Note: students may drop a course through the first 20% of an abbreviated term length; courses dropped during this period would not appear on a transcript. Courses can only be added up to the first 10% of the abbreviated term length, but not to exceed seven calendar days.

No course withdrawals will be accepted once 80% of the abbreviated term has passed. For abbreviated terms, 80% is considered the last day of the business week of that period. A student may appeal the course withdrawal deadline due to mitigating circumstances.

- Prior to the start of the term through 10% of the term length: 100% of tuition and fees will be refunded.
- Between 10% of the term length and 20% of the term length: 100% of fees and 90% of tuition will be refunded.
- After 20% of the term length through 80% of the term: drops are considered a course withdrawal and will be noted as a “W” on the transcript. No tuition or fees will be refunded.

REFUNDS OF TITLE IV AND OTHER FINANCIAL ASSISTANCE

This policy excludes the effect of the Return of Title IV Aid calculation for student aid recipients.

The Financial Aid Office is required by federal statute to recalculate federal financial aid eligibility for Title IV grant or loan recipients who withdraw, drop out, are dismissed, or take a leave of absence prior to completing 60% of a payment period or period of enrollment unless otherwise noted by the US Department of Education. This includes “unofficial withdrawals,” which are defined as students who stop attending their classes but do not follow college policy and officially withdraw from class(es). Federal law requires that the student’s federal aid eligibility be recalculated in these situations and Title IV aid not earned by the student be returned to the US Department of Education.

It is recommended that students receiving financial assistance should consult with the Financial Aid Office prior to withdrawal in order to determine the financial impact that the Return of Title IV funds calculation will have.

Funds not earned by the student are required to be returned to the appropriate federal program in the following order:

1. Unsubsidized Federal Direct Stafford Loans
2. Subsidized Federal Direct Stafford Loans
3. Federal Direct PLUS received on behalf of the student
4. Federal Pell Grants
5. Federal Supplemental Educational Opportunity Grants
6. Other grant or loan assistance authorized by Title IV of the Higher Education Act

Although not required under federal regulation at the time of this policy, after federal return obligations are satisfied, any remaining funding shall then be returned to the following programs at the discretion of the policy associated with that funding source:

7. Other State, Institutional, or Private financial assistance
8. Student

REFUNDS TO VETERANS

Students entering the armed services; being relocated by the military; or deployed, before earning degree credit will have 100% of term charges cancelled upon submitting notice in writing and a certified copy of enlistment papers.

APPEAL FOR REFUNDS OF TUITION AND FEES

Common policies and procedures will be implemented across the twelve Connecticut State Community Colleges to ensure that students are treated equitably across each of the colleges. This process will include the following: a single Refund Appeals Form for use at each college, a common procedure for forming a committee to review appeals, common criteria for consideration in the review process, a common timeframe for students to submit appeals, and a common policy for retaining documentation when the appeal is received.

Appeals must fall under one of the following categories to be considered: military relocation or deployment, documented medical emergency, documented personal emergency, or incorrect advisement for the program of study. No appeals will be considered or accepted once the term for which they appeal is being made has finished.

Additional Fees	Time Due	CSCC Refund
Supplemental Course Levels 1 & 2	Due date established by college.	Same as tuition.
Clinical Fees/Allied Health Fees	Due date established by college.	Same as tuition.
Nursing Media Fee	Due date established by college.	Same as tuition.
Nursing Program-Learning Support & Assessment	Due date established by college.	Same as tuition.
Manufacturing Fee	Due date established by college.	Same as tuition.
College Services & Student Activity Fee	Due date established by college.	Same as tuition.

Transportation Fee	Due date established by college.	Same as tuition.
Materials Fee	Due date established by college.	Same as tuition.
Replacement ID Fee	Due date established by college.	Non-refundable.
Academic Evaluation Fee	Due date established by college.	Non-refundable
Portfolio Fee	Due date established by college.	Non-refundable.

12/4/20- BOR Academic and Student Affairs Committee

12/17/20- Board of Regents

Recommendation

Staff recommends the approval of the resolution and attached tuition and fee schedules.

RESOLUTION

Concerning
TUITION AND FEES
AT CT STATE COMMUNITY COLLEGE
AND
CHARTER OAK STATE COLLEGE
AND
ADDING A NEW TIER 2 FEE AT CENTRAL
CONNECTICUT STATE UNIVERSITY

June 28, 2023

- WHEREAS, The Board of Regents for Higher Education (“BOR”) pursuant to Connecticut General Statute section 10a-6(a)(3) establishes tuition and fee policies for the institutions that comprise the Connecticut State Colleges & Universities (“CSCU”); and
- WHEREAS, The BOR in accord with Connecticut General Statute section 10a-77(a), shall fix fees for tuition at the regional community colleges and shall fix fees for such other purposes as the Board deems necessary at CT State Community College (“CT State”); and
- WHEREAS, The BOR in accord with Connecticut General Statute section 10a-99(a), shall fix fees for tuition and shall fix fees for such other purposes as the board deems necessary at the state universities; and
- WHEREAS, The BOR in accord with Connecticut General Statute 10a-143(e), shall fix fees for tuition at Charter Oak State College (“COSC”) and shall fix fees for such other purposes as the Board deems necessary; and
- WHEREAS, The maximum Pell Grant will rise from \$6,895 in the 2022-23 academic year to \$7,395 next year, ensuring that Pell students with the greatest financial need will still be eligible for aid that fully covers tuition and fees at CT State and substantially reduces them at COSC and the State Universities; and
- WHEREAS, CT State faces a daunting shortfall next year because of low enrollment, the expiration of federal assistance, declining short-term operating support from the state, and collective bargaining increases despite its success in controlling costs through attrition and budgetary restraint; and
- WHEREAS, CT State’s fiscal challenges may be addressed in part by modest increases in tuition and fees; and
- WHEREAS, Charter Oak State College faces financial and competitive challenges that are best addressed by the proposed modest increases in tuition and fees; and

- WHEREAS, Several changes to fees and revenue collection policy at CT State are recommended to facilitate the changeover to a single accredited college next year, including the introduction of the College Service Fee and
- WHEREAS, Central Connecticut State University proposes to introduce a student credit fee of \$10 to offset the cost of materials and equipment for experiential learning in the Theater Department, and
- WHEREAS, All CSCU institutions face even larger financial challenges in FY 25 and beyond based on the adopted state budget and demographic trends that point to steep drops in the college-aged population later this decade; therefore be it
- RESOLVED, That the Community College FY 2024 Tuition, Fees and Financial Set-Aside resolution adopted March 23, 2023, for Fall 2023 remain in effect, and be revised to include a tuition set-aside rate of 15% for FY 2024 and a College Service Fee as stated in the attached staff report, and be it further
- RESOLVED, That the FY2024 tuition and fee rates provided on the attached report and schedules are effective at CT State Community College and Charter Oak State College for Fall 2023, and be it further
- RESOLVED, that Community College Policy 3.7, adopted on December 17, 2020, be amended to specify that courses being dropped between the calendar day eight census are subject to refund at a rate of ninety percent (90%) of tuition and one hundred percent (100%) of applicable fees and to repeal the \$50 “late drop” fee, as stated in the attached revised policy, and be it further
- RESOLVED, That Central Connecticut State University may establish a lab fee of \$10 for each course in the Theater Department of that university identified by the President of CSCU for this fee, and
- RESOLVED, That the President of CSCU in facilitating Board-approved policies, may make limited and necessary adjustments to tuition and fees to conform with these policies, provided that the adjustments shall not materially increase the combined cost of tuition and fees as established by the BOR, so as to not increase costs to students, and that said adjustments will be promptly communicated to the Finance and Infrastructure Committee of the Board for their review, and be it further
- RESOLVED, Rate adjustments may be reconsidered by the BOR should circumstances warrant.

A True Copy:

Pam Heleen, Secretary
Board of Regents for Higher Education

ACTION ITEM

CSCU FY 2024 Spending Plan

Item Includes:

Executive Summary

Addressing Current and Future Budget Deficits

Connecticut State Universities

Connecticut Community Colleges

Charter Oak State College

Attachment A – CSCU FY24 Operating Budget

Attachment B – CSCU FY23 Operating Budget

Attachment C – CSCU FY23 Estimate

Attachment D – CSCU FY24 Budget, FY23 Estimate vs Budget

Attachment E – CSU FY24 Budget, FY23 Estimate vs Budget

Attachment F – CT State FY24 Budget, FY23 Estimate vs Budget

Attachment G – Institutional Enrollment HC and FTE

EXECUTIVE SUMMARY

The CSCU recommended Spending Plan includes expenditures in FY24 of \$1.205 billion, AGAINST revenue of \$1.191 billion from state appropriations and one time funding provided by the State, tuition and fees, auxiliary services and all other sources. The overall deficit is \$13.7 million across the six institutions and system office. While this shortfall is only 1% of the overall budget of CSCU, several individual institutions face serious deficits in FY24. Moreover, all CSCU institutions are

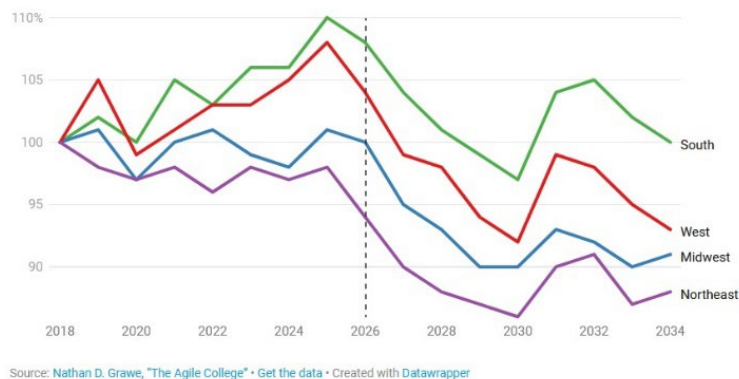
	<i>Projected Results</i>		
	<i>FY24 Bud</i>	<i>FY25 Proj</i>	<i>FY26 Proj</i>
<u><i>Millions (\$)</i></u>			
CCSU	13.5	(4.7)	(14.8)
ECSU	-	(8.0)	(12.7)
SCSU	5.5	(12.1)	(21.6)
WCSU	(12.0)	(21.6)	(25.2)
CT State	(33.6)	(97.8)	(124.6)
Charter Oak	(0.6)	(2.5)	(2.4)
Operations Support Funding	13.5	-	-
CSCU Total	<u>\$ (13.7)</u>	<u>\$ (146.7)</u>	<u>\$ (201.2)</u>

projected to face serious deficits in FY25 amounting to approximately 15% of current spending levels. Steps should be taken right away to address these future deficits.

In order to address the FY 24 deficit and the much more serious challenges in FY 25 and beyond, this spending plan recommendation includes additional measures that will allow CSCU institutions to develop and implement plans. Those changes are described below, along with more detailed reviews of the spending plans for each of CSCU's six institutions.

ADDRESSING CURRENT AND FUTURE BUDGET DEFICITS

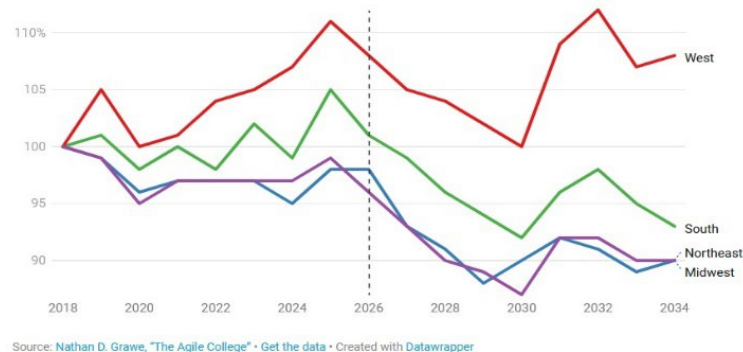
2-Year Colleges



The short-term budget challenge is compounded by long-term enrollment decline facing our industry as aggregate demand for higher education is projected to drop steeply between 2025 and 2030. As has been the case during the pandemic, community colleges and regional public universities in the northeast are expected to be hardest hit by widespread enrollment declines.

While the Northeast may see some improvement in 2-year enrollment through 2025, Nathan Grawe's projections show a 10% decline between 2025 and 2030 before stabilizing, based on demographics and trends in student preferences. A similar trend is presented for regional public universities. Other demographic projections, such as those from WICHE, confirm Grawe's conclusions, shown here.

4-Year Regional Colleges



In recognition of the two and three-year financial outlook and the longer-term demographic trends, this Spending Plan recommendation reflects the need for CSCU and its colleges and universities to reconsider our operations in light of reduced resources and a new environment.

The plan also includes a series of steps that will enable CSCU institutions to plan and make the changes necessary to thrive in the future. These actions include:

1. Require the system office to develop and administer procedures for all CSCU institutions including the system office to develop Deficit Mitigation Plans. These spending plans shall include:
 - Specific actions which can be implemented to ensure a balanced budget at each institution in FY25;
 - Short-term measures that will reduce deficits and limit the use of reserves by all CSCU institutions in FY24;
 - Specific timelines for implementation.
 - Provisions to ensure compliance with collective bargaining agreements.
2. Require the System Office to develop and administer procedures for all CSCU institutions to undertake a systematic review of academic offerings in order to ensure that they are meeting student and workforce demands and are financially sustainable within anticipated state subsidy levels.
3. Authorize the system to retain outside consultants to recommend or assist with changes necessary to ensure institutional sustainability in the face of financial and demographic pressures.
4. Require all CSCU institutions to submit their Deficit Mitigation Plans, including any recommended changes to academic programs, identifying any changes to hiring practices, and specifying any anticipated need for reserves to support operations during FY24 and FY25, to the Board of Regents at a future date to be determined.
5. Require the system, in consultation with institutions, to develop and carry out communication plans including development of metrics and schedule for public reporting and consultation with CSCU constituencies. These plans should build upon existing shared governance structures across CSCU.
6. Approve the expenditure of up to \$4 million of system reserves over FY24 and FY25 to support the activities necessary to plan and implement the changes required to achieve balanced budgets across CSCU.

State Aid to CSCU

The table below details the categories of state operating support that have been budgeted by the State of Connecticut for CSCU from FY22 through FY25 based on the recently enacted budget:

CSCU State Appropriations, FY 22 - FY 25

Account Name	Approved	Approved	Approved 6/5/23 per HB 6941	
	2022	2023	2024	2025
<u>State Appropriations</u>				
Charter Oak State College	3,459,107	3,656,390	3,127,472	3,182,468
Community Tech College System	153,376,054	172,456,308	208,495,341	217,494,271
Connecticut State University	161,882,818	174,367,292	176,054,688	178,635,888
BOR	436,324	453,500	460,084	466,906
Developmental Services	8,912,702	9,896,460	10,042,069	10,190,984
Outcomes-Based Funding Incentive	1,202,027	1,335,638	1,354,341	1,374,425
O'Neill Chair	-	315,000	315,000	315,000
	<u>\$ 329,269,032</u>	<u>\$ 362,480,588</u>	<u>\$ 399,848,995</u>	<u>\$ 411,659,942</u>
PACT Program - Debt Free Community College	14,000,000	15,000,000	23,500,000	28,500,000
Enhance Student Retention at Community Colleges	-	19,500,000	6,500,000	-
Additional Fringe Benefits Support	60,990,877	64,503,926	-	-
Deficiency Funding for Wages (Leg. Source ARPA FY23)	21,600,000	24,000,000	-	-
Provide Support for Salary Cost of the 27th Payroll	-	10,000,000	-	-
CharterO Additional State Approp (Graduation Fee Waiver)	140,000	140,000	-	-
Community Colleges: E-Commerce Training Program	-	65,000	-	-
Provide Operations Support Through Short-Term Recovery Funds	-	118,000,000	147,700,000	48,800,000
Provide Temporary Operating Support	-	-	55,000,000	27,500,000
GRAND Total State Support	<u>\$ 435,999,910</u>	<u>\$ 618,689,514</u>	<u>\$ 632,548,995</u>	<u>\$ 516,459,942</u>

CSCU SPENDING PLAN

The recommended operating budget and the budget projections provided here for FY25 and FY26 reflect the increases in personnel costs required by the SEBAC wage agreement and state statute; an increase of 10.7% in all other expenditures; and a 60% reduction in fringe benefits cost over FY23 estimated expenditures based on changes to how the state shares fringe benefit costs and reimbursements with CSCU (discussed below.) The proposed spending plan, along with the projections for FY25 and FY26, are summarized below:

FY24 Budget, FY25 Projected Budget and FY26 Projected Budget vs. FY19

	FY19	FY24 Budget	FY25 Proj Budget	FY26 Proj Budget
Revenue				
State Aid (exc. Fringe)	297.6	540.3	429.8	363.8
State Fringe Support	281.9	41.7	41.7	41.7
Operating Revenue	665.0	589.6	607.1	630.8
Total Revenue	\$ 1,244.6	\$ 1,171.6	\$ 1,078.5	\$ 1,036.4
Expenditures				
Salaries	575.8	668.1	674.2	674.4
Fringe Benefits	378.2	179.9	188.8	190.0
Fin Aid/Waivers	73.3	80.5	83.0	86.4
All Other Expenses & Utilities	185.4	244.2	247.8	254.9
Debt Service	34.8	30.9	31.7	32.3
Other Transfers	(0.3)	1.8	(0.4)	(0.4)
Total Expenditures	\$ 1,247.2	\$ 1,205.3	\$ 1,225.2	\$ 1,237.6
Net Change	\$ (2.7)	\$ (33.7)	\$ (146.7)	\$ (201.2)
Additional State Funding	-	20.0	-	-
Net Change	\$ (2.7)	\$ (13.7)	\$ (146.7)	\$ (201.2)

Fringe Benefits changes

The Connecticut Legislature passed new legislation related to changes in fringe benefits cost for Higher Education Constituent Units: *“Beginning FY24, requires the (1) comptroller to pay the retirement-related fringe benefit costs for all employees of the constituent units of the state higher education system, rather than only for General Fund-supported employees; and (2) constituent units to fund their employee health and life insurance, unemployment compensation, and employers’ social security tax.”*

This new arrangement has some advantages for CSCU, including administrative simplicity and a lower fringe benefit rate that makes our institutions more attractive to grantors. Unfortunately, the change came in a year when the state also eliminated \$64.5 million in supplemental fringe benefit funding that had been provided last year, and the state’s calculation of a make-whole payment was short by \$16 million based on college and university projections.

As a result, the additional cost associated with the change in fringe benefits process is estimated at \$80.4 million over current estimate for FY23 across the system. The impact is especially severe at CT State, where state support up through FY23 allowed the college to protect students and their families from funding fringe benefits beyond \$1.9 million. For FY24, CT State calculates that tuition and fees will support \$45 million for fringe benefits. The increase across the universities is \$34 million. The fringe benefit changes are detailed below:

FINANCE & INFRASTRUCTURE COMMITTEE

	FY23 Estimate				FY24 Budget			FY24 Bud vs. FY23 Est	
	Total FB Cost	GF Fringe Support	Additional OF Fringe Paid by State	Net Paid by Tuition	Total FB Cost	State Funds for Fringe Benefits	Net Paid by Tuition	(\$)	% Change
Charter Oak State College	6.6	3.6	1.0	2.0	2.9	(0.6)	3.5	1.5	77%
CT State Community College	199.3	159.1	38.4	1.9	86.7	40.0	46.8	44.9	2364%
State Universities	247.5	168.4	25.2	53.9	90.3	2.3	88.0	34.0	63%
	\$ 453.4	\$ 331.1	\$ 64.5	\$ 57.8	\$ 179.9	\$ 41.7	\$ 138.2	\$ 80.42	139%

Personnel costs continue to rise consistent with the SEBAC agreement ratified by the State and in accordance with collective bargaining agreements and state statutes. CSCU's projected FY24 SEBAC cost increase over FY23 is approximately \$30 million.

	Positions - Headcount (HC)								HC Change Inc(Dec)							
	FY2019				FY23 Estimate				FY24 Budgeted				FY24 vs. FY19			
	FT		PT		FT		PT		FT		PT		FT		PT	
	Faculty	Staff	Faculty	Staff	Faculty	Staff	Faculty	Staff	Faculty	Staff	Faculty	Staff	Faculty	Staff	Faculty	Staff
CCSU	435	508	591	88	396	504	591	85	416	535	606	85	(19)	27	15	-3
ECSU	200	360	301	119	165	375	247	96	158	386	247	90	(42)	26	(54)	-29
SCSU	418	548	590	18	410	563	638	97	408	565	554	97	(10)	17	(36)	79
WCSU	224	384	446	106	198	304	428	102	193	321	425	100	(31)	(63)	(21)	-6
CSU SO/BOR	-	39	-	4	-	42	-	-	-	42	-	-	-	3	-	-4
COSC	-	62	275	-	-	72	255	12	-	73	255	17	-	11	(20)	17
CT State	802	1155	4085	2516	751	1246	2331	1795	734	1239	2331	1674	(68)	84	(1,754)	-842
CCC Shared Services	-	-	-	-	-	161	-	2	-	165	-	1	-	165	-	1
CCC SO		110		4		27				28		1	-	(82)	-	-3
CSU Total	2,079	3,166	6,288	2,855	1,920	3,295	4,490	2,189	1,909	3,354	4,418	2,065	(170)	189	(1,870)	-790

RESOLUTION

Concerning
TUITION AND FEES
AT CT STATE COMMUNITY COLLEGE
AND
CHARTER OAK STATE COLLEGE
AND
ADDING A NEW TIER 2 FEE AT CENTRAL
CONNECTICUT STATE UNIVERSITY

June 28, 2023

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- RESOLVED, Rate adjustments may be reconsidered by the BOR should circumstances warrant.

A True Copy:

Pam Heleen, Secretary
Board of Regents for Higher Education

Reserves

CSCU measures reserves based on the Unreserved Net Position (UNP) reported in our audited financial each year, without the impact of unfunded pension and retiree health benefits, which are held by the State.

During the pandemic, CSCU colleges and universities, buoyed by federal relief funds during the pandemic, were able to rebuild reserves to some degree. Reserves are available for use to support operations by the Board of Regents, but some amounts in reserve have been designated by institutions or the system office to support self-supporting activities, outstanding bonds, and grant activities. The table below shows the adjusted UNP as of June 30, 2022, and the amounts recommended by staff to remain designated and unavailable to support operations. Data updated and audited for FY23 will not be available until the annual audit is complete in December.

CSCU Reserves, Designated and Available for Operations								
	CCSU	ECSU	SCSU	WCSU	CSU-SO	Total CSU	CT State	Charter Oak
FY22 UNP per Financials	58,773,091	31,659,795	34,170,345	1,365,831	74,591,587	200,560,649	100,125,494	7,664,456
Designated, <u>not</u> available for operations	6,179,555	288,170	6,358,539	1,255,500	49,469,037	63,550,802	288,056	200,000
Total Available for Operations	52,593,536	31,371,625	27,811,806	110,331	25,122,550	137,009,847	99,837,438	7,464,456

CONNECTICUT STATE UNIVERSITIES

Connecticut State Universities							
Millions (\$)	FY19	FY23		FY24 Bud	FY25 Proj	FY26 Proj	
		Budget	Estimate				
Revenue							
State Aid (exc. Fringe)	145.5	262.6	262.6	279.0	215.9	178.4	
State Fringe Support	137.7	192.9	193.5	2.3	2.3	2.3	
HEERF, ARPA and CRF Funding	-	2.5	2.5	-	-	-	
Operating Revenue	468.4	422.9	423.9	427.0	447.1	468.2	
Total Revenue	\$ 751.6	\$ 880.8	\$ 882.5	\$ 708.3	\$ 665.3	\$ 649.0	
Expenditures							
Salaries	323.7	383.7	360.9	366.5	366.1	366.3	
Fringe Benefits	208.1	266.3	247.5	90.3	96.8	97.9	
Fin Aid/Waivers	52.3	57.5	57.9	61.4	63.6	66.6	
All Other Expenses & Utilities	130.5	128.0	137.6	151.1	154.4	161.1	
Debt Service	34.8	30.9	30.3	30.9	31.7	32.3	
Other Transfers	(0.3)	7.9	23.9	1.3	(0.9)	(0.9)	
Total Expenditures	\$ 749.1	\$ 874.4	\$ 858.0	\$ 701.4	\$ 711.7	\$ 723.2	
Net Change	\$ 2.5	\$ 6.5	\$ 24.5	\$ 7.0	\$ (46.4)	\$ (74.2)	

Central Connecticut State University**FY2023**

CCSU is projecting a surplus of approximately \$10.9M for FY23 which was made possible by the additional one-time ARPA and RSA adjustments we received in addition to our projections on enrollment and housing coming in on target. The surplus is also a result of significant delays in hiring after the 105 retirements in FY22 where 55 of them occurred from May 1st through July 1st, 2022. We had anticipated refilling 65 critical positions in FY23 from retirements but only netted filling 311. The remaining approved positions from retirements will carry over to recruiting in FY24 along with other recent approvals of current 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 the CISCO 7-year financing negotiated by the System Office and much needed critical energy center maintenance, etc. Investments were also made in critical lab equipment and technology needs in an effort to better serve our students including any areas of safety concern.

Without the additional one-time state funding along with the hiring best practices in place, CCSU would have experienced a deficit of \$33.6M and would not have been able to set funds aside that will benefit CCSU in the future.

FY2024

CCSU is projecting a preliminary surplus of approximately \$3.7M for FY24. Our projections assume flat enrollment for FT and PT from FY23 with the tuition and fee increase of 3 percent applied, as well as a conservative housing occupancy of 2,000 students, which has shown positive signs of rebounding to pre-pandemic levels. We are also experiencing additional increases in rental income and interest income with continued higher interest rates. The projections also include the additional one-time funds from carryforwards based on the appropriations committee proposal above the governor's original proposal which included continuing 50% of the ARPA funds from FY23. Any negative changes to what have been proposed could impact decisions being made in FY24.

The expenses include SEBAC raises, as well as continued recruitment to fulfill FY22 retirements and FY23 turnover in critical positions; this will keep CCSU moving forward and achieving our strategic goals. We also anticipate hiring additional faculty using savings from retirements for several new programs or expansion of programs such as Business Analytics, Social Work, Nursing, DNAP, and Engineering. CCSU continues to experience rising costs of operations such as facility maintenance and utilities. The proposed fringe change is anticipated to have a negative impact on CCSU of \$4.3M over what we covered in FY23 with Tuition and Fees versus the fringe paid by the state model.

In order to achieve this surplus in both years, it is important to note the following:

- CCSU continued the reduction plan implemented in FY21 in the amount of \$13.1M.
- CCSU requires justification for every salary line through a hiring freeze process that is approved by the CBCO and President.
- Approved position refills are done at the minimum salary where contractually possible.
- CCSU continues to rethink positions as they become vacant from resignations or retirements.

CCSU will continue to look for opportunities to produce alternative revenue sources and refine our efforts on increasing enrollment and retention, as well as increasing fiscal savings where possible.

Short list of some initiatives in progress, refining or completed

- ❖ Expanding our market for Enrollment by being deliberate about our outreach
- ❖ Personalized approach and outreach to schools
- ❖ Implemented Campus ESP
- ❖ Implemented Civitas scheduler to help build class schedules
- ❖ Refining Slate software implementation for continued improvement for recruitment and retention
- ❖ Create the College of Health and Rehabilitation Sciences

We are optimistic that with the additional funds we can add to our reserves coupled with the initiatives in progress or completed, we enable the University to move forward with financial stability.

Eastern Connecticut State University**FY 2023**

Despite the anticipated increase in salaries and fringe, we have submitted a projection with a \$0.1 million surplus. The ability to do so is largely due in part to the \$19.3 million in federal and state funds we received this fiscal year.

Our overall Total Revenue is projected to increase by \$2.7 million. This increase is mainly due to the \$0.4 million in Additional Operating Fund Fringe Paid by State, and a projected \$1.9 million increase in All Other Revenue due to a 4% increase in STIF rates. Our overall enrollment declined from the prior year, which more than offset the board approved 5% increase in tuition and fee rates. As a result, our projected tuition and fee revenues are now \$1.3 million below budget. On a good note, more students have returned to the residence halls and a \$1.0m increase is projected in auxiliary revenues.

Total full-time personnel services are \$1.7 million lower than budgeted, which reflects the difficulty we've had in refilling positions. While we expect savings in part-time positions of \$0.5 million, is a net result from savings in hiring University Assistants and Student Labor offset by an increase in Rehired Retirees for areas where hiring has been difficult. The vacancies in full-time staffing have also caused an increase in overtime of \$0.2 million. We project our All Other Personnel Services will decrease by \$0.1 million. Lastly, the combination of lower than budgeted fringe benefit rates and the projected savings on vacant full-time positions is contributing to a \$4.5 million reduction in Fringe Benefits expense.

While we expected inflation to have an impact on almost every expense line in the Other Expenses category, we still managed to find savings. The projected \$0.7 million decrease in All Other expenses which reflects the savings identified in each division. Offsetting those savings is an increase of \$1.0 million in institutional financial aid/waivers and \$0.2 million in Utilities.

The \$0.7 million increase in Designated Transfers is for the board mandated Auxiliary Renewal and Replacement funds. The Other Designated Fund Requests are projected to decrease by \$8.2 million. The projected decrease in salaries and fringe benefits expense has negated the need to use Reserves for FY23 Salary Cost. Additionally, a line has been added for the \$4.5 million set-aside of reserves for IT equipment.

Overall, we project a surplus of \$0.1 million, but it is important to understand that this would not have been possible without the \$19.3 million in additional federal and state funds included in our projection.

FY 2024 Spending Plan

In the fiscal year to come, Eastern will have to absorb the negotiated FY24 4.5% wages 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 balanced budget has been achieved largely due in part to the additional \$17.0 million in federal/state funding.

Overall, tuition, fees, and auxiliary revenues are estimated to increase by \$0.7 million over FY23. The approved 3% rate increase has been nearly negated by a 3% decrease in full-time enrollment. Our enrollment strategies, include Out-of-State students paying the equivalent of the NEBHE rate, targeted recruitment in Michigan, New York, New Jersey, and Ohio, and our new nursing program are having some impact for the upcoming fall semester, and we're expecting an even greater impact for the 2024-2025 academic year. The driver behind the \$32.4 million decrease in revenue is the change in the support for Fringe Benefits Paid By State of \$31.3 million and the \$2.4 million reduction in additional federal/state support.

Personal Services and fringe benefits are expected to decrease by \$28.4 million. The biggest reason for the decrease is the \$25.5 million exclusion of retirement fringes due to the change in methodology proposed in the Governor's budget and approximately another \$3.0 million due to the net result of a projected 6% decrease in the retirement rates, a return to 26 payrolls, the impact of a 4.5% wage increase and no lump sum payouts. It is important to note that the change in fringe methodology resulted in a \$2.9 million unfavorable impact on our results. The refilling of full- and part-time positions continues to be done strategically and in a manner that best supports the students.

Our Total Other Expenses are expected to increase \$1.3 million. Inflation has been significantly impacting our utilities, repairs, travel, and food contract costs. Additionally, the system-wide negotiated Cisco contract is going to cost us an additional \$0.8 million over the FY23 budgeted amount.

The \$0.3 million savings in Designated Transfers over FY23, represents a decrease to 3% of the housing and food service revenue for the board mandated set aside funds for Auxiliary Renewal and Replacement. Also, the final payment for the Debt Service Parking Garage was made in FY23, however, the \$0.4 million savings from that has been offset by an increase in Transfers to the System Office. The \$4.9 million change in Total Other Designated Fund Requests is the net effect of using \$0.9 million of the \$4.5 million set aside in FY23 for IT Equipment, and the discontinuation of \$0.5 million in ARPA funding.

Southern Connecticut State University**FY 2023**

Southern Connecticut State University is anticipating a FY23 year-end surplus of \$9.5 million. This is mostly due to a hiring freeze of 45 positions implemented earlier this fiscal year as well as an increased lag time for filling essential vacancies throughout the year. Rising interest rates resulted in an Interest Income (part of All Other Revenue) increase of \$2 million, and the resurgence of Lyman Theater offerings as well as Program Income brought in an additional \$.7 million.

Taken together these savings mean that the \$4 million draw from reserves authorized by the BOR to balance this year is not needed, and indeed we are projecting a surplus of \$9.5 million this year without using the authorized \$4 million in reserves, as per the mid-year report to BOR submitted on January 17th.

FY 2024**Revenue**

Our FY24 budget plan reflects a surplus of \$5.4 million, without using reserves.

Very preliminary enrollment projections for Fall 23 suggest a continued, if moderating, downward trajectory; a 3% decline, in the aggregate (Undergrad and Grad, FT and PT). With a 3% tuition increase already approved by the BOR, tuition revenue will therefore be flat in the coming year.

For FY23, housing and dining did better than expected, but our history of conservatively estimating revenues leads us to assume flat occupancy until proven otherwise in August.

As previously stated, we are seeing a major rebound in interest rates in our cash management accounts (STIF). We have in recent years weaned ourselves off of budgeting against this revenue, as interest rates and revenue from this source have declined and can be unpredictable. However, we feel it prudent to budget a positive swing of \$1.5 million from this source in the coming year. We see, with new staffing, organization, and energy in Conference Services, that an additional \$100,000 in revenue might be expected out of this area in its inaugural year.

Savings

Our FY24 budget plan, as currently submitted, assumes the continuation of the hiring freeze of the 45 positions we did not fill in FY23, (or similar). Using the new fringe percentage (resulting from the State taking over the pension liability), this freeze should result in additional FY24 savings of about \$3.7 million.

Further, we anticipate savings from reduced adjunct faculty hiring, and reduced use of release time, of approximately, \$2.2 million plus fringe.

Energy savings will be buttressed in FY24 because this year will be the first full fiscal year of operation for the fuel cell array on the east side of campus, and the solar farm will be fully built out. We estimate savings of about \$1 million.

Similarly, we will avoid substantial additional utility expenses when, in FY24, the new School of Business has its first full year of operation. The Business building is heated and cooled by geothermal energy and electricity is supplied by an expansion of our solar capacity.

We intend to closely evaluate the scope of our on-campus shuttle service with priority given to the shuttle to Union Station. This will likely save \$400,000.

A number of environmental services contracts can be terminated and replaced cost effectively by SUOAF technicians, and certain HVAC maintenance contracts can cost effectively be replaced with additional NP3 maintainers, for an aggregate savings of \$250,000.

We note our commitment from the system to shift the cost for “care and custody” of the former Gateway Community College property at Long Wharf, thereby saving \$100,000 a year in utilities etc.

We will continue to look for new revenues and operational cost savings, as the budget process moves forward, to maximize savings, and build reserves, to partially mitigate expected deficits in FY25 and FY26, both of which will be primarily characterized by the permanent phase-out of one-time operating support from various sources. In fact, all such support will be phased out in 2026.

Western Connecticut State University**FY 2023**

Compared to the mid-year update (finalized on 1/23/23) where a balanced budget was projected, we are now projecting a surplus of \$4.0 million. A few key external and internal factors have contributed to both short-term and long-term savings:

At \$149.2 million, total revenue is projected to be \$935K less than the \$150.1 million forecasted at mid-year. Some of the key factors impacting revenue decreases and increases are as follows:

- Tuition & Fees: at \$52 million tuition & fees are projected to yield a decrease of about - \$877K (or -1.7%) over the mid-year budget of \$52.8 million due to less than projected NY/NJ enrollment (actual 764 versus estimated 800, a delta of 36 less NY/NJ students reduced tuition revenue by approximately \$810K).
- Room & Board: The total R&B is \$12.6 million. This reflects a -\$510K (or -3.89%) less than the mid-year budget of \$13.1 million, driven by less than expected NY/NJ enrollment.
- All Other Revenue: the projected \$3.2 million represents an increase of \$434K over the mid-year budget of \$2.8 million mainly due to increased interest income from interest rate hikes as shown in Short-Term Investment Fund (STIF) rates (<https://portal.ct.gov/OTT/Pension-Funds/STIF/STIF-Daily-Rate>).

Total projected operating expenditures, before debt services and WCSU's share of the System Office's operating expenses, are 139.2 million, a decrease of -3.4% (-\$4.8 million) over the mid-year budget of \$144.1 million. Some key factors impacting expense increases/decreases are as follows:

- Personnel Services: Full-time salaries expense decreased by -2.00% (-\$1.0 million) due to the longer replacement cycle for the approved vacant positions (there were 31 budgeted vacancies included in mid-year budget, only 11 have been filled) and additional 25 terminations since mid-year (10 resignations, 6 retirements, 3 interagency transfers, 3 non-renewals, 1 for other separation). Adjunct expenses reduced by approximately \$1 million because of the reduced course sections scheduled for Fall 2022 and Spring 2023 (the total course sections scheduled for Fall 2022 and Spring 2023 are 919 and 831 respectively, down -122 and -109 or -12% from Fall 2021 and Spring 2022 where there were 1041 and 940 sections scheduled respectively). Fringe benefits decreased by -4.2% (-\$1.91 million).
- Other Expenses (institutional financial aid, waivers, utilities, and other operating expenses): Institutional financial aid decreased by -6.2% (-337K), the waivers down by -4.8% (-\$54K), and utilities is projected to be 15% less (-\$640K). Other operating expenses are projected to be \$598K (or 2.8%) more mainly due to privatization of the snow removal (\$32K) and cleaning contract (\$157K) and mowing and landscaping (\$52K), WB mason paper good supplies cost increase (\$73K), refinishing of the sports floor in O'Neill Center

(\$65K), and repurposing the Westside dining that is currently retail to the All You Can Eat option (\$45K) as well as adding \$50K for presidential search-related expenses. Therefore, the net decrease for other expenses is -1.4% (-\$434K).

FY 2024

For FY24, WCSU's Spending Plan is reflecting the loss of one-time federal/state funding, 4.5% of negotiated SEBAC wage increases along with associated fringe benefits [additional expense of about \$2.9 million], new operating expenses of about \$670,000 from opening Berkshire Hall in Summer 2023 and continued rise in inflationary costs. No layoff plan is included in this FY24 projection.

The FY24 includes a 3% tuition rate increase. However, the impact on revenue is neutralized due to a projected decrease in enrollment of -3% (projecting Fall 2023 headcount to be 4,284, -133 or -3% down from Fall 2022 census 4,417). Therefore, WCSU is projecting a total **revenue** of \$116.8 million versus FY23's projected total revenue of \$149.1 million. This year-over-year decrease in revenue of about -\$32.4 million (or -21.7%) is driven by a change in the support for Fringe Benefits that led to the reduction of about 83% of total fringe benefit expenses that were paid by the State in FY23 (over \$35.5 million out of \$43 million for FY23. However, since expenses are being reduced by about \$25.6M, the net impact is about -\$10 million less state funding for fringe benefits in FY24).

Total FY24 **expenses** [before debt services and WCSU's share of the System Office's operations transfers], are projected at \$121.9 million versus FY23's forecast of \$139.4 million. This reflects a decrease of -\$17.5 million or -12.5%. The biggest reason for the decrease is the exclusion of retirement fringes due to the change in methodology proposed in the Governor's budget, a return to 26 payrolls, the impact of a 4.5% wage increase and no lump sum payouts. This leads to the reduction of WCSU's base expenditures by approximately \$25.6 million (projected \$17.4 million for FY24 versus estimated \$43 million for FY23). The inclusion of debt service expense of about \$6.9 million drives total expenses to about \$128.8 million, which leads to a projected budget deficit of about -\$12.0 million for FY24.

The university started on a path to build its operating reserve. It is not feasible, however, to set expectations that in one fiscal year, we should cut our way out of the cumulative impact of years of decline in reserve and the lingering impact of covid-19 dilemma on enrollment. Also, as we face an FY23 NECHE self-study accreditation, we remain hopeful to receive additional resources that will help us reflect a balance budget. We need resources and time before we start to reap the benefits associated with the many initiatives around academic programs, enrollment, housing occupancy, organizational changes, etc.

Connecticut State Community College

Connecticut State Community College (1)							
	FY23						
Millions (\$)	FY19	Budget	Estimate	FY24 Bud	FY25 Proj	FY26 Proj	
Revenue							
State Aid (exc. Fringe)	148.6	246.5	246.5	256.7	209.3	180.8	
State Fringe Support	140.9	202.7	197.4	40.0	40.0	40.0	
HEERF and ARPA Funding	-	2.4	14.8	-	-	-	
Operating Revenue	184.1	162.6	148.5	148.9	146.4	148.7	
Total Revenue	\$ 473.6	\$ 614.2	\$ 607.2	\$ 445.6	\$ 395.7	\$ 369.4	
Expenditures							
Salaries	243.6	301.5	282.4	290.3	296.8	296.8	
Fringe Benefits	164.8	210.3	195.9	86.7	88.9	88.9	
Fin Aid/Waivers	20.2	19.9	19.4	17.7	18.0	18.3	
All Other Expenses & Utilities	52.4	78.0	73.7	89.5	89.8	90.0	
Other Transfers	0.0	-	(3.4)	-	-	-	
Total Expenditures	\$ 481.02	\$ 609.65	\$ 568.07	\$ 484.24	\$ 493.50	\$ 494.06	
Operations Support Funding				5.0			
Net Change	\$ (7.4)	\$ 4.5	\$ 39.2	\$ (33.6)	\$ (97.8)	\$ (124.6)	

(1) Includes CT State, Shared Services and System Office

Overview

As with nearly all institutions of higher education across the nation, the pandemic has exacerbated CT State Community College's underlying fiscal instability. Further, changes in the level of state support and the new fringe benefit cost sharing model intensify these challenges.

CT State Community College is proposing a FY24 spending plan of \$484.2 million, supported by revenues of \$450.6 million, resulting in a shortfall of \$33.6 million after transfers. This shortfall will be managed through a combination of deficit mitigation targets and use of reserves.

Planning for this challenge began in October 2022 when CT State leadership initiated a comprehensive deficit mitigation process which identified strategic priorities and areas of continued investment. The process required multi-year recommendations from each campus, and members of the cabinet, and planning remains underway.

Because of consolidation, management capacity has been enhanced and now exists to respond to these very challenges. Management has established robust budget development processes, implemented a uniform chart of accounts, and developed greater analytical capacity. Accordingly, through prudent fiscal management the reserves have increased from \$44.9 million in FY18 to \$100.1 million in FY22. Further, despite significant current year challenges, CT State expects to end FY23 with a positive balance of \$35 million which brings the FY23 reserves to an estimated \$135 million.

Revenues

Historically, the primary source of revenue for the community colleges 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 \$78.5 million in FY 24 for short term recovery funds. While this level of funding provides some temporary budget stability it does not fully meet the needs of CT State as the state block grant is not growing to meet the increasing collective bargaining costs, and the new fringe benefit funding model is not cost neutral as envisioned. Accordingly, CT State must reduce expenses or grow other sources of revenue to achieve structural balance.

Tuition

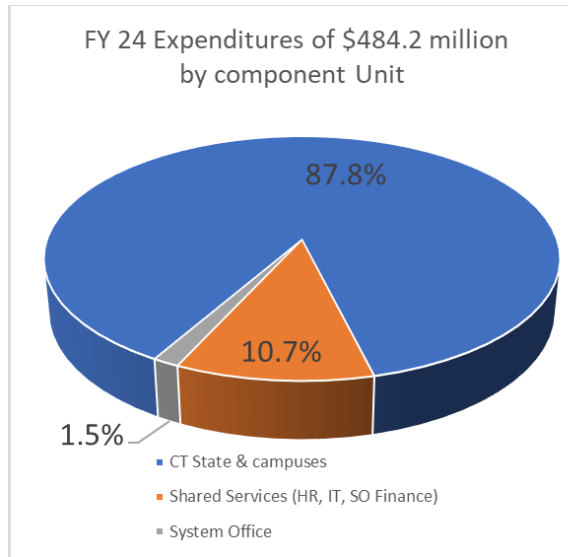
Consistent with institutions of higher education in the region and nationally, CT State estimates a 3% enrollment decline in FY24, a 2% enrollment decline in FY25 and a modest increase of 1% in FY26. The financial impact of these declines is partially offset by a recommended tuition increase of 5%, resulting in an increase of \$9 per credit, or \$210 annually. The net impact of the forecast enrollment decline and increased tuition yields a \$2.1 million revenue gain, or a 2.2% increase over FY23.

Expenditures

Despite fiscal challenges, CT State presents a budget that continues to invest in areas of strategic priority, as articulated in President Maduko's 100 Days Report, which can be found at <https://www.ct.edu/files/pdfs/CTState-Progress-02-2023.pdf>.

Specifically, the FY24 budget preserves instructional and student support services while investing in:

- **Mental Health** – by hiring seven Wellness Counselors to ensure each campus has a least one professional member who is a licensed clinician, and by continuing the partnership for free, 24/7 telehealth options for health and counseling.
- **Public Safety** – by expanding police officers to Norwalk Community College; by expanding building and grounds officers to Northwest Connecticut Community College; by adding an additional officer at Gateway Community College; and by hiring a CT State Police Captain to oversee accreditation of the police department.
- **Human Resources** – by engaging with the American Association of State and Colleges and Universities (AASCU) to assess the human resources and payroll organizational design, culture, process evaluation, and areas for improvement and by hiring the inaugural Vice President of Human Resources reporting directly to President Maduko; and
- **Diversity, Equity and Inclusion (including EEO and disability services)** – by hiring two additional staff: 1) an Intake and Data Manager to support the twelve campuses with Civil Rights investigation, case management, and data collection (all of which are necessary to comply with state and federal law and policy); and 2) a Director of Campus Climate to coordinate and support campus level efforts to advance *CT State Goal 2: Goal II: Achieving Equity in Student Outcomes and Workforce Cultural Representation*.



Personnel

Personnel and related costs have always been the largest area of expenditure and represent approximately 78% of the FY24 budget despite some offsetting changes in fringe benefits discussed below. It is important to note that the FY24 personnel expenditures increase by \$7.8 million or 2.8% over the current fiscal year despite collective bargaining increases of \$9.1 million.

Fringe Benefits

Under the newly adopted state budget, beginning in FY24 the state will pay the retirement-related fringe benefit costs for all employees of the constituent units of the state higher education system, rather than only for General Fund-supported employees. CT State will fund the employee health and life insurance, unemployment compensation, and employers' social security tax for all employees. Accordingly, there are significant revenue and expenditure presentational changes to the FY24 budget which can skew year-over-year comparisons of both revenue and expenditures. (Specifically, General Fund Fringe benefit costs which were \$159.0 million in FY23 are no longer provided as state support in FY24 and the costs for fringe benefits decline from \$199.3 million in FY23 to \$86.7 million).

Although this was intended to be revenue neutral, the net effect is that CT State is now bearing \$46.8 million in fringe benefit costs in FY 24, which causes significant fiscal strain.

	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Estimate	FY24 Budget
CT State						
Total Fringe Benefits Cost	\$ 164,791,906	\$ 164,223,501	\$ 172,188,679	\$ 173,588,697	\$ 199,342,542	\$ 86,738,901
GF Fringe Benefits Support	124,748,958	123,693,721	134,807,284	148,961,762	159,079,939	-
Additional OF Fringe Paid by State	16,200,000	24,400,000	36,550,000	37,532,956	38,365,000	-
State Funds for Fringe Benefits						39,980,379
Net FB cost Paid by Tuition	\$ 23,842,948	\$ 16,129,780	\$ 831,395	\$ (12,906,021)	\$ 1,897,603	\$ 46,758,522

Consolidated Reporting

The FY24 budget is presented in the same format as FY23. The largest part of the budget is CT State Community College which reflects the twelve campuses and the central administrative office in New Britain. For transparency, the System Office, and Shared Services (which includes Accounting, IT, Purchasing, HR and Payroll) budgets are presented separately.

Charter Oak State College

Charter Oak State College						
	FY23					
Millions (\$)	FY19	Budget	Estimate	FY24 Bud	FY25 Proj	FY26 Proj
Revenue						
State Aid (exc. Fringe)	3.1	6.0	6.0	3.5	3.5	3.5
State Fringe Support	3.0	4.6	4.6	(0.6)	(0.6)	(0.6)
ARPA Funding	-	0.1	0.1	-	-	-
Operating Revenue	12.6	10.7	11.5	14.3	14.1	14.5
Total Revenue	\$ 18.7	\$ 21.4	\$ 22.2	\$ 17.2	\$ 17.1	\$ 17.5
Expenditures						
Salaries	8.1	10.3	10.3	10.8	10.8	10.8
Fringe Benefits	5.1	7.0	6.6	2.9	3.1	3.2
Fin Aid/Waivers	0.8	1.5	1.4	1.4	1.5	1.5
All Other Expenses & Utilities	2.5	3.4	3.2	3.6	3.7	3.8
Other Transfers	-	0.4	0.6	0.5	0.5	0.5
Total Expenditures	\$ 16.45	\$ 22.58	\$ 22.10	\$ 19.26	\$ 19.55	\$ 19.86
Operations Support Funding				1.5		
Net Change	<u>\$ 2.2</u>	<u>\$ (1.2)</u>	<u>\$ 0.1</u>	<u>\$ (0.6)</u>	<u>\$ (2.5)</u>	<u>\$ (2.4)</u>

FY2023

Charter Oak ended FY23 with a balanced \$22M dollar budget reporting a small cash gain in the included spending plan. Factors impacting the budget that were previously unknown included the following:

- Increased Spring enrollment
- Difficulty filling personnel positions timely
- Lower than anticipated fringe benefits
- Higher interest rates on the short-term investment pool

Reserves at the end of the year are projected to increase approximately \$400K year over year bringing Charter Oak's combined unrestricted reserve balance to \$8.1 million. The increase in reserves is primarily driven by the extinguished liability associated with the 27th payroll.

FY2024

Prior to any budget mitigation efforts in FY24, Charter Oak was facing a deficit of \$3.6M primarily driven by budget cuts proposed by the governor/legislature and personnel raises included in the SEBAC agreement. The college has been able to partially reduce the deficit through the following action items:

Beginning FY24 deficit:	(\$3,603,751)
3% proposed tuition rate increase:	+ \$350,000
4% year over year planned enrollment growth:	+ \$441,000
Additional grant revenue awards:	+ \$425,000
Reduction of student institutional aid:	<u>+ \$60,000</u>
FY24 deficit remaining:	(\$2,327,751)

While OPM's proposal to change the management of fringe benefits is an answer to long term complaints of the State's higher education units; OPM has mandated Charter Oak make payments back to the State as part of this fringe benefit change proposal. Charter Oak is estimated to lose an additional \$350K as part of this proposal on top of the cuts already proposed. In the future, College leadership hopes to meet with OPM to look at historical and then current fringe trends to ensure OPM's change to fringe management is cost neutral to the school long term. The likelihood of success any inequities the new model introduces does not appear promising based on public OPM commentary to date but efforts will still be made.

The current FY24 spending plan proposed by management is to enact the above mitigation strategies until the full details of the State appropriations budget and final allocation of pandemic funding is resolved. Management would then propose a revised budget deficit mitigation plan in the Fall detailing which portion of the FY24 deficit would be balanced by utilizing reserves and those savings to be realized in FY24/FY25 through the layoff of full time personnel. This strategy allows management to take action based on final appropriation revenues in addition to determining if the momentum of student enrollment from the Spring will continue to carry into the Fall.

Shared Services

Accounting Shared Services serves the 12 Colleges, CT State, and CSCU System Office in providing accounting guidance, audit and compliance, and financial statement preparation. This department oversees day-to-day accounting transactions, journal entries, reconciliations, financial reporting, audits, internal controls, the chart of accounts, and accounting policies and procedures for the System. Accounting Shared Services is working jointly with the CT State business office and other cross-functional teams to ensure the Banner chart structure and CORE-CT structure work seamlessly in the new CT State organization. The Finance module is currently live in the new CT State Banner environment.

Accounts Payable and Procurement Shared Services serves the 12 Colleges, CT State and System Office as well as all 17 institutions with shared contracts and guidance. These functions manage all procure-to-pay requirements. Our focus has been supporting and changing for the upcoming merger of the 12 colleges as well as providing guidance to our University and Charter Oak partners. During FY23 several technology-based solutions were implemented. Currently, there are 10 Colleges plus System Office that has transitioned to online purchase requisitions. The remaining two campuses will be transitioned over the summer months. A secure online solution was implemented to allow our vendors to submit the required documentation. Another online solution has been put in place to start processing vendor invoices in a more streamlined manner. Accounts Payable has been working to interface with Core CT for the merger of the colleges as well as implemented a needed bank security control. There is currently a pilot in place with two campuses for travel and reimbursement functions to streamline the process before implementing it throughout the college campuses. Overall, we now have one online repository for all our procure-to-pay documentation. Procurement has processed over 10,000 purchase

requisitions. Contracting received over 300 requests since the start of FY2023. Accounts Payable has processed over 22,000 invoices. The adoption rate of the procurement card program is also on the rise at 50% from last year.

Accounts Receivable/Finance Support Shared Services continues to be in development and serves the 12 Colleges, CT State, and CSCU System Office. The Bursars from the college campuses currently report to the Accounts Receivable Shared Services department. Accounts Receivable Shared Services will handle all billing and payment plans, manage receivables and receipts, manage the drop for non-payment process, refunding, reconciliation, and other related duties. This department also manages the Accounts Receivable Finance Support and provides backend financial system support and access, term setup, support for receipts, system updates and testing, and customer service for the campuses. The Accounts Receivable department is finalizing testing the Accounts Receivable module within the CT State Banner environment, which is set to go live in July 2023.

Grants Shared Services continues to be in development and will serve the 12 Colleges, CT State, and CSCU System Office. The organizational chart has been developed for post-award grant administration and is awaiting staff assignment through impact bargaining reassignments. The organization will support federal, state, private and workforce development grants. Cross-functional teams are working with workforce development partners to discuss the operational and contractual model after July 1, 2023. 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. 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 was populated with all current grant award documents, contract, reporting and fiscal reconciliations. The grant inventory and repository are being utilized to identify grants that are funded beyond July 1, 2023 and require CT State to notify those funders of assignment to the new CT State organization. It is expected those letters will go out to funders soon. Grant Shared Services is supporting all ARPA reconciliation and reporting to OPM, the legislature, and the federal government. There are currently eleven OPM-awarded ARPA projects awarded totaling \$218,600,000 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 are being reviewed and updated to ensure grant accounting and reporting compliance.

Fixed Assets Shared Services serves the 12 Colleges, CT State, CSCU System Office. The Fixed Asset Specialist has been visiting campuses to manage each college's inventory process and maintain the fixed asset system. An additional Fixed Asset Specialist was hired last month. As of January 2023, approximately 87% of total inventory has been taken. The goal of Fixed Assets Shared Services is to maintain a perpetual inventory system once all campuses have been inventoried and audited in this initial implementation year. In the future, this shared service will also assist with managing the Surplus Property process.

Payroll Shared Services has transitioned to the Human Resources Team to better align with the HR data specialists and to create more efficiencies amongst the group.

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

ATTACHMENT A

	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	14,941,943.00	-	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	417,060,418	268,243,483	80,247,662	76,666,064	425,157,209	n/a	(30,541,279)	n/a	(38,638,070)
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	4,486,056.00	1,174,781	1,378,069	7,038,906	n/a	1,378,069	n/a	-
Community Colleges Total	445,603,405	290,295,231	86,738,901	107,207,343	484,241,475	-	-	-	(38,638,070)
Charter Oak State College	17,190,823	10,847,301	2,910,757	5,023,800	18,781,858	n/a	(474,215)	n/a	(2,065,250)
Board of Regents	460,084	460,084	-	-	460,084	n/a	-	-	-
(2) Operations Support Funding									20,000,000
GRAND TOTAL CSCU	1,171,575,929	668,063,257	179,927,224	324,671,681	1,172,662,162	(30,892,145)	(474,215)	(1,294,591)	(13,747,184)

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
FY2022-23 Operating Budget**

ATTACHMENT B

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL Funds - ARPA	Miscellaneous Transfers	CONTINGENCY funding (2)	NET
State Universities											
Central Connecticut State University	285,038,684	114,470,627	79,575,953	59,258,211	253,304,793	(13,012,503)	(1,195,234)	750,000	(9,300,156)	(2,500,000)	6,475,998
Eastern Connecticut State University	156,240,162	63,874,507	49,017,945	38,783,153	151,675,605	(6,241,193)	(1,195,234)	506,639	(500,000)	2,865,231	(0.02)
Southern Connecticut State University	272,028,887	131,596,844	86,121,806	49,181,207	266,899,857	(7,150,000)	(1,195,234)	750,000	-	2,466,204	0.24
Western Connecticut State University	154,990,788	67,734,408	47,619,203	33,533,005	148,886,616	(4,456,963)	(1,195,234)	506,639	-	(958,615)	(0.44)
CSU System Office	10,020,443	6,052,181	3,968,262	4,780,937	14,801,380	-	4,780,936	-	-	-	(0.39)
State Universities Total	878,318,965	383,728,567	266,303,169	185,536,513	835,568,250	(30,860,659)	-	2,513,278	(9,800,156)	1,872,820	6,475,997
Community Colleges											
CT State Community College	573,641,427	279,796,808	193,856,888	77,423,463	551,077,159	n/a	(20,459,797)	2,433,173	n/a		4,537,644
Shared Services	31,009,412	17,342,056	13,667,356	19,552,959	50,562,371	n/a	19,552,959	-	n/a		0
System Office	7,100,454	4,351,605	2,748,849	906,838	8,007,292	n/a	906,838	-	n/a		0
Community Colleges Total	611,751,293	301,490,468	210,273,093	97,883,260	609,646,821	-	-	2,433,173	-	-	4,537,644
Charter Oak State College	21,327,778	10,271,346	7,000,548	4,900,205	22,172,099	n/a	(412,000)	53,551	n/a	-	(1,202,770)
Board of Regents	802,788	453,500	349,288	-	802,788	n/a	-	-	-	-	-
GRAND TOTAL CSCU	1,512,200,824	695,943,881	483,926,098	288,319,978	1,468,189,958	(30,860,659)	(412,000)	5,000,002	(9,800,156)	1,872,820	9,810,872

Notes:

(1) Total Revenue includes One Time Funding

(2) Contingency funds reserved for potential Enrollment Shortfall and reserves for FY23 Salary Cost

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2022-23 Estimate**

ATTACHMENT C

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL Funds - HEERF	ADDITIONAL Funds - ARPA	Miscellaneous Transfers	CONTINGENCY funding (2)	NET
State Universities												
Central Connecticut State University	287,901,596	104,871,478	74,416,607	67,587,712	246,875,797	(11,680,731)	(1,195,234)	-	750,000	(17,971,550)	-	10,928,284
Eastern Connecticut State University	158,137,235	61,708,996	44,570,706	39,152,862	145,432,564	(6,177,636)	(1,195,234)	-	506,638	(5,750,000)	-	88,439.19
Southern Connecticut State University	274,809,287	123,646,666	81,695,141	52,268,280	257,610,087	(7,271,701)	(1,195,234)	-	750,000	-	-	9,482,265.00
Western Connecticut State University	149,230,440	64,580,671	43,168,113	31,664,570	139,413,354	(5,119,991)	(1,195,234)	-	506,639	-	-	4,008,499.50
CSU System Office	9,874,572	6,081,525	3,607,267	4,780,937	14,469,729	-	4,780,936	-	-	(197,718)	-	(11,938.73)
State Universities Total	879,953,130	360,889,336	247,457,834	195,454,361	803,801,531	(30,250,059)	-	-	2,513,277	(23,919,268)	-	24,495,549
Community Colleges												
CT State Community College	554,332,736	262,496,480	180,879,114	72,535,942	515,911,536	n/a	(17,396,918)	12,353,688	2,433,173	n/a	-	35,811,142
Shared Services	31,009,412	16,010,644	12,583,321	19,843,218	48,437,183		19,843,218	-	-	n/a	-	2,415,447
System Office	7,100,454	3,915,676	2,452,784	710,638	7,079,098		906,838	-	-	n/a	-	928,194
Community Colleges Total	592,442,602	282,422,800	195,915,219	93,089,798	571,427,818	-	3,353,138	12,353,688	2,433,173	-	-	39,154,783
Charter Oak State College	22,104,413	10,267,000	6,600,000	4,619,318	21,486,318	-	(612,338)	53,551	53,551	n/a	-	59,308
Board of Regents	829,187	453,500	375,687	-	829,187	-	-	-	-	-	-	-
GRAND TOTAL CSCU	1,495,329,332	654,032,637	450,348,740	293,163,477	1,397,544,853	(30,250,059)	2,740,800	12,407,239	5,000,001	(23,919,268)	-	63,709,640

Notes:

(1) Total Revenue includes One Time Funding

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY24 Budget, FY23 Estimate vs. Budget

ATTACHMENT D

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (FT and PT Gross)	276,638,887	265,924,032	270,446,481	4,522,449	1.7%
Student Fees	225,355,763	218,387,254	220,277,339	1,890,085	0.9%
State Appropriations	350,933,490	350,933,490	345,850,337	(5,083,153)	-1.4%
Additional State Approp (Dev Edu, Outcomes and IMRP)	11,646,005	11,646,005	11,711,410	65,405	0.6%
Fringe Benefits Paid By State	336,033,321	331,469,018	-	(331,469,018)	-100.0%
Additional OF Fringe Paid by State	64,503,926	64,503,926	41,706,020	(22,797,906)	-35.3%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	24,000,000	24,000,000	-	(24,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	10,000,000	10,000,000	-	(10,000,000)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	118,000,000	118,000,000	182,700,000	64,700,000	54.8%
Accident Insurance	631,184	560,041	457,560	(102,481)	-18.3%
Housing	60,060,288	60,821,733	62,160,102	1,338,370	2.2%
Food	28,487,822	28,035,964	28,567,016	531,052	1.9%
All Other Revenue	15,050,603	25,889,689	22,532,441	(3,357,248)	-13.0%
Less: Contra Revenue	(9,140,467)	(14,841,821)	(14,832,778)	9,043	-0.1%
Total Revenue	1,512,200,822	1,495,329,331	1,171,575,928	(323,753,403)	-21.7%
Expenditures:					
Personnel Services:					
Full-Time	517,330,450	481,926,120	492,585,506	10,659,386	2.2%
Part-Time					
Lecturers (PTLs)	103,267,351	100,023,671	101,003,540	979,870	1.0%
Lecturer (NCLs)	7,499,709	9,737,451	9,584,224	(153,227)	-1.6%
Permanent Part-time	2,486,704	2,252,290	2,101,442	(150,848)	-6.7%
Temporary Part-time	25,281,156	20,534,037	21,231,010	696,973	3.4%
University Assistants	4,196,698	3,785,757	4,378,076	592,319	15.6%
Graduate Assistants	2,543,673	2,384,090	2,340,233	(43,857)	-1.8%
Student Labor	11,633,541	11,881,063	13,277,147	1,396,084	11.8%
Overtime	4,702,913	5,129,469	5,170,360	40,891	0.8%
All Other Personnel Services	17,001,686	16,378,689	16,391,717	13,028	0.1%
Subtotal Personnel Services	695,943,881	654,032,637	668,063,256	14,030,619	2.1%
Fringe Benefits	483,926,098	450,348,740	179,927,224	(270,421,516)	-60.0%
Total P.S. & Fringe Benefits	1,179,869,978	1,104,381,376	847,990,480	(256,390,896)	-23.2%
Other Expenses:					
Inst. Financial Aid/Match	65,177,704	65,992,986	67,419,850	1,426,864	2.2%
Waivers	13,749,845	12,639,691	13,045,046	405,355	3.2%
Utilities	31,077,129	32,123,249	33,636,193	1,512,944	4.7%
All Other Expenses	178,315,299	182,407,551	210,570,592	28,163,041	15.4%
Total Other Expenses	288,319,977	293,163,477	324,671,681	31,508,204	10.7%
Total Expenditures	1,468,189,955	1,397,544,853	1,172,662,161	(224,882,692)	-16.1%
Addition to (Use of) Funds Before Transfers	44,010,867	97,784,478	(1,086,233)	(98,870,711)	-101.1%
CSU Transfers					
Debt Service	(30,860,659)	(30,250,059)	(30,892,145)	(642,086)	2.1%
Auxiliary Renewal and Replacement	(983,176)	(1,706,970)	(1,355,242)	351,728	-20.6%
HEERF Institutional	-	-	-	-	NA
Reserves for FY23 Salary Cost	7,899,256	-	-	-	NA
Contingency for potential Enrollment shortfall	(6,026,436)	-	-	-	NA
CSCU Tranfer To/From SO and Other Misc.	-	(197,718)	-	197,718	-100.0%
CSCU Miscellenours Transfers	(8,816,980)	(22,014,580)	60,651	22,075,231	-100.3%
Total CSU Transfers	(38,787,995)	(54,169,327)	(32,186,736)	21,982,591	-40.6%
CCC Transfers					
CCC Transfer in	20,459,797	24,547,591	30,541,279	5,993,688	24.4%
CCC Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
Set-aside FY22 Lump Sum and Retro Pay processed in FY23	-	-	-	-	NA
Total CCC Transfers	-	15,706,826	-	(15,706,826)	-100.0%
Charter Oak Transfers	(412,000)	(612,338)	(474,215)	138,123	-22.6%
Additional State Appropriations					
* ARPA Funding	5,000,000	5,000,000	-	(5,000,000)	-100.0%
* Operations Support Funding	-	-	20,000,000	20,000,000	NA
Net Change	9,810,872	63,709,639	(13,747,184)	(77,456,823)	-121.6%

Note:

- * One Time Funding
- * \$13.5M reserved for System Initiatives from the Operations Support Through Short-Term Recovery Funds Allocation

State Universities
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs. Budget

Account Name	FY23 Budget Dollars (\$)	FY23 Estimate Dollars (\$)	FY24 Budget Dollars (\$)	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	159,038,230	155,981,818	157,534,355	1,552,537	1.0%
Student Fees	170,806,148	166,856,511	169,246,732	2,390,221	1.4%
** State Appropriations	174,367,292	174,367,292	173,747,819	(619,473)	-0.4%
Additional State Approp (Dev Edu, Outcomes and IMRP)	2,036,144	2,036,144	2,061,446	25,302	1.2%
Fringe Benefits Paid By State	167,742,510	168,374,053	-	(168,374,053)	-100.0%
Additional OF Fringe Paid by State	25,150,479	25,150,479	2,306,870	(22,843,609)	-90.8%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	14,500,000	-	(14,500,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	5,026,555	-	(5,026,555)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	66,644,229	66,644,229	103,185,598	36,541,369	54.8%
Accident Insurance	631,184	560,041	457,560	(102,481)	-18.3%
Housing	60,060,288	60,821,733	62,160,102	1,338,370	2.2%
Food Service	28,487,822	28,035,964	28,567,016	531,052	1.9%
All Other Revenue	11,025,849	20,895,074	18,339,543	(2,555,531)	-12.2%
Less: Contra Revenue	(7,197,767)	(9,296,764)	(9,285,425)	11,339	-0.1%
Total Revenue	878,318,963	879,953,129	708,321,616	(171,631,513)	-19.5%
Expenditures:					
Personnel Services:					
Full-Time	305,732,672	283,413,938	288,551,572	5,137,634	1.8%
Part-Time					
Lecturers (PTLs)	41,713,328	39,795,954	39,137,162	(658,792)	-1.7%
Lecturers (NCLs)	3,056,606	3,461,124	3,210,002	(251,122)	-7.3%
Perm/Intermit PT	1,169,643	1,352,891	1,250,407	(102,484)	-7.6%
University Assistants	4,150,581	3,720,757	4,313,076	592,319	15.9%
Graduate Assistants	2,543,673	2,384,090	2,340,233	(43,857)	-1.8%
Student Labor	9,651,057	9,958,934	10,752,763	793,829	8.0%
Other Part Time	2,152,016	2,284,747	2,190,789	(93,958)	-4.1%
Overtime	3,605,900	3,974,844	4,064,327	89,483	2.3%
All Other Personnel Services (Vac, Sick, Accr Abs)	9,953,091	10,542,057	10,650,310	108,253	1.0%
Subtotal Personnel Services	383,728,567	360,889,336	366,460,641	5,571,304	1.5%
Fringe Benefits	266,303,169	247,457,834	90,277,566	(157,180,268)	-63.5%
Total P.S. & Fringe Benefits	650,031,736	608,347,170	456,738,207	(151,608,963)	-24.9%
Other Expenses:					
Inst. Financial Aid/Match	47,039,562	48,203,557	51,769,717	3,566,160	7.4%
Waivers	10,483,702	9,647,233	9,606,409	(40,824)	-0.4%
Utilities	20,589,270	21,693,794	22,500,288	806,494	3.7%
All Other Expenses	107,423,978	115,909,777	128,564,124	12,654,347	10.9%
Total Other Expenses	185,536,512	195,454,361	212,440,538	16,986,177	8.7%
Total Expenditures	835,568,247	803,801,531	669,178,745	(134,622,786)	-16.7%
Addition to (Use of) Funds Before Transfers	42,750,716	76,151,598	39,142,871	(37,008,727)	-48.6%
Transfers, Additional Funds and Commitments					
Debt Service	(30,860,659)	(30,250,059)	(30,892,145)	(642,086)	2.1%
Auxiliary Renewal and Replacement	(983,176)	(1,706,970)	(1,355,242)	351,728	-20.6%
CSCU Tranfer To/From SO and Other Misc.	-	(197,718)	-	197,718	-100.0%
Reserves for FY23 Salary Cost	7,899,256			-	NA
Contingency for potential Enrollment shortfall	(6,026,436)			-	NA
Campus Telecom Proj/Upgrades & Expansion for Academic Programs	-	(8,000,000)	-	8,000,000	-100.0%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(13,200,000)	901,471	14,101,471	-106.8%
Transfer to Reserves Housing and Telecom (CCSU)	(8,816,980)	(814,580)	(840,820)	(26,240)	3.2%
* ARPA Funding	2,513,277	2,513,277	-	(2,513,277)	-100.0%
Total Transfers, Additional Funds and Commitments	(36,274,718)	(51,656,050)	(32,186,736)	19,469,314	-37.7%
Net Change	6,475,998	24,495,548	6,956,135	(17,539,413)	-71.6%
Note:					
* One Time Funding					
** Includes RSA Adjustment					

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs. Budget

ATTACHMENT D

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	106,771,657	98,642,214	100,821,126	2,178,912	2.2%
Student Fees	54,109,615	51,050,743	50,536,207	(514,536)	-1.0%
** State Appropriations	172,456,308	172,456,308	168,514,962	(3,941,346)	-2.3%
Additional State Approp (Dev Edu, Outcomes Based Funding)	9,469,861	9,469,861	9,649,964	180,103	1.9%
Fringe Benefits Paid By State	164,302,184	159,079,939	-	(159,079,939)	-100.0%
Additional OF Fringe Paid by State	38,365,000	38,365,000	39,980,379	1,615,379	4.2%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	(9,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	(4,866,346)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	50,736,268	78,555,222	27,818,954	54.8%
All Other Revenue	3,616,754	4,320,980	3,092,898	(1,228,082)	-28.4%
Less: Contra Revenue	(1,942,700)	(5,545,057)	(5,547,353)	(2,296)	0.0%
Total Revenue	611,751,293	592,442,602	445,603,405	(146,839,197)	-24.8%
Expenditures:					
Personnel Services:					
Full-Time	203,816,345	191,028,682	196,260,668	5,231,985	2.7%
Part-Time					
Lecturers (PTL and ECL, 601302 and 601301)	59,104,023	57,435,717	58,796,831	1,361,114	2.4%
Contractual (NCL, 601300)	4,443,103	6,276,327	6,374,222	97,895	1.6%
Permanent Part-time (601100)	958,742	519,399	451,465	(67,933)	-13.1%
Temporary Part-time (601200, 02, 03, 04, 601303)	23,129,140	18,249,290	19,040,221	790,931	4.3%
Student Labor (601400, 01, 02, 601406)	1,895,135	1,922,129	2,524,384	602,255	31.3%
Overtime (601501, 601502)	1,097,013	1,154,625	1,106,033	(48,592)	-4.2%
All Other Personnel Services	7,046,967	5,836,632	5,741,407	(95,225)	-1.6%
Subtotal Personnel Services	301,490,468	282,422,800	290,295,231	7,872,431	2.8%
Fringe Benefits	210,273,093	195,915,219	86,738,901	(109,176,318)	-55.7%
Total P.S. & Fringe Benefits	511,763,561	478,338,019	377,034,132	(101,303,888)	-21.2%
Other Expenses:					
Inst. Financial Aid/Match (1)	16,825,578	16,617,762	14,425,133	(2,192,629)	-13.2%
Waivers	3,066,002	2,792,458	3,238,637	446,179	16.0%
Utilities	10,411,659	10,358,886	11,058,605	699,719	6.8%
All Other Expenses	67,580,021	63,320,693	78,484,968	15,164,275	23.9%
Total Other Expenses	97,883,260	93,089,798	107,207,343	14,117,545	15.2%
Total Expenditures	609,646,821	571,427,818	484,241,475	(87,186,343)	-15.3%
Addition to (Use of) Funds Before Transfers	2,104,472	21,014,784	(38,638,070)	(59,652,854)	-283.9%
Transfers, Additional Funds and Commitments					
CCC Transfer in	20,459,797	24,547,591	30,541,279	5,993,688	24.4%
CCC Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
* ARPA Funding	2,433,172	2,433,172	-	(2,433,172)	-100.0%
Total Transfers, Additional Funds and Commitments	2,433,172	18,139,998	-	(18,139,998)	-100.0%
Operations Support Funding	-	-	5,000,000	5,000,000	NA
Net Change	4,537,644	39,154,782	(33,638,070)	(72,792,852)	-185.9%

Note:
* One Time Funding
** Includes RSA Adjustment

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	10,829,000	11,300,000	12,091,000	791,000	7.0%
Student Fees	440,000	480,000	494,400	14,400	3.0%
** State Appropriations	3,656,390	3,656,390	3,127,472	(528,918)	-14.5%
Additional State Approp (Graduation Fee Waiver)	140,000	140,000	-	(140,000)	-100.0%
Fringe Benefits Paid By State	3,639,339	3,639,339	-	(3,639,339)	-100.0%
Additional OF Fringe Paid by State	988,447	988,447	(581,229)	(1,569,676)	-158.8%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	500,000	500,000	-	(500,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	107,099	107,099	-	(107,099)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	619,503	619,503	959,180	339,677	54.8%
All Other Revenue	408,000	673,635	1,100,000	426,365	63.3%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	21,327,778	22,104,413	17,190,823	(4,913,590)	-22.2%
Expenditures:					
Personnel Services:					
Full-Time	7,329,561	7,030,000	7,313,183	283,183	4.0%
Part-Time					
Lecturers	2,450,000	2,792,000	3,069,548	277,548	9.9%
Permanent Part-time	358,319	380,000	399,570	19,570	5.2%
University Assistants	46,117	65,000	65,000	-	0.0%
Student Labor	87,349	-	-	-	NA
Temporary Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	10,271,346	10,267,000	10,847,301	580,301	5.7%
Fringe Benefits	7,000,548	6,600,000	2,910,757	(3,689,243)	-55.9%
Total P.S. & Fringe Benefits	17,271,894	16,867,000	13,758,058	(3,108,943)	-18.4%
Other Expenses:					
Inst. Financial Aid/Match	1,312,564	1,171,667	1,225,000	53,333	4.6%
Waivers	200,141	200,000	200,000	-	0.0%
Utilities	76,200	70,569	77,300	6,731	9.5%
All Other Expenses	3,311,300	3,177,082	3,521,500	344,418	10.8%
Total Other Expenses	4,900,205	4,619,318	5,023,800	404,482	8.8%
Total Expenditures	22,172,099	21,486,318	18,781,858	(2,704,460)	-12.6%
Addition to (Use of) Funds Before Transfers	(844,321)	618,095	(1,591,035)	(2,209,130)	-357.4%
Transfers In/Out					
SO and Shared Services Cost	(412,000)	(612,338)	(474,215)	138,123	-22.6%
* ARPA Funding	53,551	53,551	-	(53,551)	-100.0%
Total Transfers	(358,449)	(558,787)	(474,215)	84,572	-15.1%
* Operations Support Funding	-	-	1,500,000	1,500,000	NA
Net Change	(1,202,770)	59,308	(565,250)	(624,558)	-1053.1%
Note:					
* One Time Funding					
** Includes RSA Adjustment					

Connecticut State Colleges & Universities - System Office
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs. Budget

ATTACHMENT D

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	-			-	NA
Fees	-			-	NA
** State Appropriations	453,500	453,500	460,084	6,584	1.50%
Additional State Approp (Dev Edu, Outcomes and IMRP)	-			-	NA
Fringe Benefits Paid By State	349,288	375,687	-	(375,687)	-100.00%
Additional OF Fringe Paid by State	-			-	NA
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	-			-	NA
* Provide Support for Salary Cost of the 27th Payroll	-			-	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	802,788	829,187	460,084	(369,103)	-44.50%
Expenditures:					
Personnel Services:					
Full-Time	451,872	453,500	460,084	6,584	1.50%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	1,628	-	-	-	NA
Subtotal Personnel Services	453,500	453,500	460,084	6,584	1.50%
Fringe Benefits	349,288	375,687		(375,687)	-100.00%
Total P.S. & Fringe Benefits	802,788	829,187	460,084	(369,103)	-44.50%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
Total Other Expenses	-	-	-	-	NA
Total Expenditures	802,788	829,187	460,084	(369,103)	-44.50%
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)

FY24 Budget, FY23 Est vs. Budget

ATTACHMENT E

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)			Inc (Dec)	Percent %
Revenue:					
Tuition FT and PT (Gross)	159,038,230	155,981,818	157,534,355	1,552,537	1.0%
Student Fees	170,806,148	166,856,511	169,246,732	2,390,221	1.4%
State Appropriations	174,367,292	174,367,292	173,747,819	(619,473)	-0.4%
Addtl State Appropriation (Dev Education and IMRP)	2,036,144	2,036,144	2,061,446	25,302	1.2%
Fringe Benefits Paid By State	167,742,510	168,374,053	-	(168,374,053)	-100.0%
Additional OF Fringe Paid by State	25,150,479	25,150,479	2,306,870	(22,843,609)	-90.8%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	14,500,000	-	(14,500,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	5,026,555	-	(5,026,555)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	66,644,229	66,644,229	103,185,598	36,541,369	54.8%
Accident Insurance	631,184	560,041	457,560	(102,481)	-18.3%
Housing	60,060,288	60,821,733	62,160,102	1,338,370	2.2%
Food Service	28,487,822	28,035,964	28,567,016	531,052	1.9%
All Other Revenue	11,025,849	20,895,074	18,339,543	(2,555,531)	-12.2%
Less: Contra Revenue	(7,197,767)	(9,296,764)	(9,285,425)	11,339	-0.1%
Total Revenue	878,318,964	879,953,129	708,321,615	(171,631,513)	-19.5%
Expenditures:					
Personnel Services:					
Total Full Time	305,732,672	283,413,938	288,551,572	5,137,634	1.8%
Part Time:					
Lecturers (PTLs)	41,713,328	39,795,954	39,137,162	(658,792)	-1.7%
Lecturers (NCLs)	3,056,606	3,461,124	3,210,002	(251,122)	-7.3%
Perm/Intermit PT	1,169,643	1,352,891	1,250,407	(102,484)	-7.6%
University Assistants	4,150,581	3,720,757	4,313,076	592,319	15.9%
Graduate Assistants	2,543,673	2,384,090	2,340,233	(43,857)	-1.8%
Student Labor	9,651,057	9,958,934	10,752,763	793,829	8.0%
Other Part Time	2,152,016	2,284,747	2,190,789	(93,958)	-4.1%
Total Part Time	64,436,904	62,958,497	63,194,432	235,934	0.4%
Overtime	3,605,900	3,974,844	4,064,327	89,483	2.3%
All Other Personnel Services	9,953,091	10,542,057	10,650,310	108,253	1.0%
Subtotal Personnel Services	383,728,567	360,889,336	366,460,641	5,571,304	1.5%
Fringe Benefits	265,508,260	246,726,145	89,776,623	(156,949,522)	-63.6%
Worker's Comp. Recovery	794,909	731,689	500,943	(230,746)	-31.5%
Total P.S. & Fringe Benefits	650,031,736	608,347,170	456,738,207	(151,608,963)	-24.9%
Other Expenses:					
Inst. Financial Aid/Match	47,039,562	48,203,557	51,769,717	3,566,160	7.4%
Waivers	10,483,702	9,647,233	9,606,409	(40,824)	-0.4%
Utilities	20,589,270	21,693,794	22,500,288	806,494	3.7%
All Other Expenses	107,423,980	115,909,777	128,564,124	12,654,347	10.9%
Total Other Expenses	185,536,513	195,454,361	212,440,538	16,986,177	8.7%
Total Expenditures	835,568,249	803,801,531	669,178,745	(134,622,786)	-16.7%
Addition to (Use of) Funds Before Transfers	42,750,715	76,151,598	39,142,871	(37,008,727)	-48.60%
Designated Transfers					
Debt Service (University Fee)	(18,665,772)	(18,179,749)	(18,382,769)	(203,020)	1.10%
Debt Service (Residence Halls)	(8,345,166)	(8,819,953)	(9,308,075)	(488,122)	5.50%
Debt Service (Parking Garages)	(3,849,721)	(3,250,357)	(3,201,301)	49,056	-1.50%
Auxiliary Renewal and Replacement	(983,176)	(1,706,970)	(1,355,242)	351,728	-20.60%
Total Designated Transfers	(31,843,835)	(31,957,029)	(32,247,387)	(290,358)	0.90%
Other Requests, Transfers and Additional Commitments					
Transfer To/From SO - GF OF swap	-	(197,718)	-	197,718	-100.00%
Reserves for FY23 Salary Cost	7,899,256	-	-	-	NA
Transfer to liability for GEAR UP Grant (SCSU)	-	-	-	-	NA
Contingency for potential Enrollment shortfall	(6,026,436)	-	-	-	NA
* ARPA Funding	2,513,277	2,513,277	-	(2,513,277)	-100.00%
Campus Telecom Projects/Upgrades & Expansion for Academic Programs	-	(8,000,000)	-	8,000,000	-100.00%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(13,200,000)	901,471	14,101,471	-106.80%
Transfer to Reserves Housing and Telecom (CCSU)	(8,816,980)	(814,580)	(840,820)	(26,240)	3.20%
Total Transfers and Commitments	(4,430,883)	(19,699,021)	60,651	19,759,672	-100.30%
Net Change	6,475,997	24,495,548	6,956,134	(17,539,414)	-71.60%

Note:

* One Time Funding

CONNECTICUT STATE UNIVERSITIES

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

FY24 Budget

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)					
Revenue:						
Tuition FT and PT (Gross)	157,534,355	57,166,480	22,401,601	52,466,756	25,499,518	-
Student Fees	169,246,732	58,806,092	24,621,470	59,465,469	26,353,701	-
State Appropriations	173,747,819	52,407,616	31,526,935	50,055,641	31,453,284	8,304,343
Additl State Appropriation (Dev Education, Outcomes and Fringe Benefits Paid By State	2,061,446	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	-
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	-	-	-	-	-	-
* Provide Support for Salary Cost of the 27th Payroll	-	-	-	-	-	-
* Provide Operations Support Through Short-Term Recovery	103,185,598	35,703,457	16,977,029	33,594,135	16,910,977	-
Accident Insurance	457,560	-	143,560	250,000	64,000	-
Housing	62,160,102	16,816,404	20,334,511	16,118,274	8,890,913	-
Food Service	28,567,016	9,598,212	6,572,014	8,231,028	4,165,762	-
All Other Revenue	18,339,543	7,582,001	3,027,692	4,200,000	3,279,850	250,000
Less: Contra Revenue	(9,285,425)	(3,431,183)	(721,390)	(4,500,000)	(632,852)	-
Total Revenue	708,321,615	236,198,895	125,699,581	221,068,962	116,799,834	8,554,343
Expenditures:						
Personnel Services:						
Total Full Time	288,551,572	88,474,899	48,754,195	95,034,293	49,713,588	6,574,597
Part Time:						
Lecturers (PTLs)	39,137,162	11,875,824	5,510,541	14,733,096	7,017,701	-
Lecturers (NCLs)	3,210,002	1,035,000	394,227	1,437,704	343,071	-
Perm/Intermit PT	1,250,407	175,000	284,000	702,049	89,358	-
University Assistants	4,313,076	1,040,000	1,205,841	1,154,339	912,896	-
Graduate Assistants	2,340,233	615,000	280,000	1,236,433	208,800	-
Student Labor	10,752,763	3,032,000	2,609,426	2,857,408	2,253,929	-
Other Part Time	2,190,789	755,019	413,052	435,322	551,845	35,551
Total Part Time	63,194,432	18,527,843	10,697,087	22,556,351	11,377,600	35,551
Overtime	4,064,327	800,600	1,074,000	1,294,785	894,942	-
All Other Personnel Services	10,650,310	3,283,000	1,660,852	3,958,958	1,747,500	-
Subtotal Personnel Services	366,460,641	111,086,342	62,186,134	122,844,387	63,733,630	6,610,148
Fringe Benefits	89,776,623	28,103,065	15,533,676	27,017,543	17,428,144	1,694,195
Worker's Comp. Recovery	500,943	280,317	178,126	-	42,000	500
Total P.S. & Fringe Benefits	456,738,207	139,469,724	77,897,936	149,861,930	81,203,775	8,304,842
Other Expenses:						
Inst. Financial Aid/Match	51,769,717	17,683,549	14,439,000	12,635,395	7,011,773	-
Waivers	9,606,409	2,622,571	1,515,049	4,403,229	1,065,560	-
Utilities	22,500,288	7,500,000	4,560,047	6,000,000	4,440,241	-
All Other Expenses	128,564,124	40,009,580	19,896,128	33,809,643	28,211,672	6,637,101
Total Other Expenses	212,440,538	67,815,700	40,410,224	56,848,267	40,729,246	6,637,101
Total Expenditures	669,178,745	207,285,424	118,308,160	206,710,197	121,933,021	14,941,943
Addition to (Use of) Funds Before Transfers	39,142,871	28,913,471	7,391,421	14,358,766	(5,133,186)	(6,387,600)
Designated Transfers						
Debt Service	(30,892,145)	(12,499,497)	(5,820,660)	(7,271,701)	(5,300,287)	-
Auxiliary Renewal and Replacement	(1,355,242)	(479,911)	(875,331)	-	-	-
Total Designated Transfers	(32,247,387)	(12,979,408)	(6,695,991)	(7,271,701)	(5,300,287)	-
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	(840,820)	(840,820)	-	-	-	-
Other Transfer - Telecome Reserves	-	-	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set aside)	901,471	-	901,471	-	-	-
Total Transfers and Commitments	60,651	(2,437,720)	(695,429)	(1,596,900)	(1,596,900)	6,387,600
Net Change	6,956,134	13,496,343	(0)	5,490,165	(12,030,374)	(0)

Note:

* One Time Funding

ATTACHMENT E

CONNECTICUT STATE UNIVERSITIES

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

FY23 Current Estimate

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)					
Revenue:						
Tuition FT and PT (Gross)	155,981,818	55,572,300	22,402,234	52,466,756	25,540,528	-
Student Fees	166,856,511	57,206,883	24,336,675	59,006,959	26,305,994	-
State Appropriations	174,367,293	53,775,001	31,959,807	50,659,358	31,920,946	6,052,181
Additl State Appropriation (Dev Education, Outcomes and Fringe Benefits Paid By State	2,036,144	745,286	430,286	430,286	430,286	-
Additional OF Fringe Paid by State	168,374,053	52,601,733	31,331,918	49,563,982	31,294,029	3,582,391
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	25,150,479	6,977,067	4,574,612	9,376,182	4,222,618	-
* Provide Support for Salary Cost of the 27th Payroll	14,500,000	5,043,801	2,397,526	4,665,861	2,392,812	-
* Provide Operations Support Through Short-Term Recovery	5,026,555	1,748,479	831,124	1,617,462	829,490	-
Accident Insurance	66,644,229	23,182,086	11,019,398	21,445,013	10,997,732	-
Housing	560,041	-	143,560	248,010	168,471	-
Food Service	60,821,733	16,291,607	20,058,835	16,118,274	8,353,017	-
All Other Revenue	28,035,964	9,139,395	6,388,049	8,231,028	4,277,492	-
Less: Contra Revenue	20,895,074	8,971,087	2,980,096	5,480,116	3,223,775	240,000
Total Revenue	879,953,130	287,901,596	158,137,235	274,809,287	149,230,440	9,874,572
Expenditures:						
Personnel Services:						
Total Full Time	283,413,938	82,791,726	49,221,861	94,812,647	50,733,410	5,854,294
Part Time:						
Lecturers (PTLs)	39,795,954	11,452,152	5,369,552	15,906,411	7,067,839	-
Lecturers (NCLs)	3,461,124	1,035,000	372,292	1,278,930	774,902	-
Perm/Intermit PT	1,352,891	175,000	228,770	773,461	175,660	-
University Assistants	3,720,757	1,050,000	862,421	1,203,258	605,078	-
Graduate Assistants	2,384,090	612,000	211,186	1,284,919	275,985	-
Student Labor	9,958,934	3,032,000	2,166,164	2,919,380	1,841,390	-
Other Part Time	2,284,747	640,000	658,348	416,576	501,270	68,553
Total Part Time	62,958,497	17,996,152	9,868,733	23,782,935	11,242,124	68,553
Overtime	3,974,844	800,600	1,028,000	1,275,907	870,337	-
All Other Personnel Services	10,542,057	3,283,000	1,590,402	3,775,177	1,734,800	158,678
Subtotal Personnel Services	360,889,336	104,871,478	61,708,996	123,646,666	64,580,671	6,081,525
Fringe Benefits	246,726,145	74,171,951	44,388,073	81,433,141	43,126,113	3,606,867
Worker's Comp. Recovery	731,689	244,656	182,633	262,000	42,000	400
Total P.S. & Fringe Benefits	608,347,170	179,288,085	106,279,702	205,341,807	107,748,784	9,688,792
Other Expenses:						
Inst. Financial Aid/Match	48,203,557	15,729,057	14,728,100	12,635,395	5,111,005	-
Waivers	9,647,233	2,398,522	1,415,687	4,756,257	1,076,767	-
Utilities	21,693,794	7,200,000	4,255,182	6,521,671	3,716,941	-
All Other Expenses	115,909,777	42,260,133	18,753,893	28,354,957	21,759,857	4,780,937
Total Other Expenses	195,454,361	67,587,712	39,152,862	52,268,280	31,664,570	4,780,937
Total Expenditures	803,801,531	246,875,797	145,432,564	257,610,087	139,413,354	14,469,729
Addition to (Use of) Funds Before Transfers	76,151,599	41,025,799	12,704,671	17,199,200	9,817,086	(4,595,157)
Designated Transfers						
Debt Service	(30,250,059)	(11,680,731)	(6,177,636)	(7,271,701)	(5,119,991)	-
Auxiliary Renewal and Replacement	(1,706,970)	(456,970)	(1,250,000)	-	-	-
Total Designated Transfers	(31,957,029)	(12,137,701)	(7,427,636)	(7,271,701)	(5,119,991)	-
Other Requests, Transfers and Additional Commitments						
Transfer to SO - GF/OF swap	-	(1,195,234)	(1,195,234)	(1,195,234)	(1,195,234)	4,780,936
Other Transfer - Housing Reserve	(814,580)	(814,580)	-	-	-	-
Other Transfer - Telecome Reserves	(8,000,000)	(8,000,000)	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set aside)	(13,200,000)	(8,700,000)	(4,500,000)	-	-	-
* ARPA Funding	2,513,277	750,000	506,638	750,000	506,639	-
Misc. Transfers to Universities	(197,718)	-	-	-	-	(197,718)
Total Transfers and Commitments	(19,699,021)	(17,959,814)	(5,188,596)	(445,234)	(688,595)	4,583,218
Net Change	24,495,549	10,928,284	88,439	9,482,265	4,008,500	(11,939)

Note:

* One Time Funding

CENTRAL CONNECTICUT STATE UNIVERSITY

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

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget Dollars (\$)	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	42,785,001	42,700,045	43,901,641	1,201,596	2.8%
Part Time Tuition (Gross)	13,118,392	12,872,255	13,264,839	392,584	3.0%
General University Fee (PT students)	11,994,118	11,715,208	12,032,934	317,726	2.7%
University General Fee (excluding Accident Ins.)	26,885,000	26,886,000	27,620,000	734,000	2.7%
University Fee (DS)	6,126,000	6,126,000	6,296,000	170,000	2.8%
Extension Fee (Gross)	10,741,276	10,377,172	10,754,655	377,483	3.6%
All Other Student Fees	2,132,476	2,102,503	2,102,503	-	0.0%
Accident Insurance	-	-	-	-	NA
State Appropriations	53,775,001	53,775,001	52,407,616	(1,367,385)	-2.5%
Addtl State Appropriation (Dev Education and IMRP)	745,286	745,286	751,612	6,326	0.8%
Fringe Benefits Paid By State	51,865,577	52,601,733	-	(52,601,733)	-100.0%
Additional OF Fringe Paid by State	7,315,935	6,977,067	798,205	(6,178,862)	-88.6%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	5,043,801	5,043,801	-	(5,043,801)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	1,748,479	1,748,479	-	(1,748,479)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	23,182,086	23,182,086	35,703,457	12,521,371	54.0%
Housing	16,339,590	16,291,607	16,816,404	524,797	3.2%
Food Service	9,663,520	9,139,395	9,598,212	458,817	5.0%
All Other Revenue	4,485,272	8,971,087	7,582,001	(1,389,086)	-15.5%
Less: Contra Revenue	(2,908,126)	(3,353,129)	(3,431,183)	(78,054)	2.3%
Total Revenue	285,038,684	287,901,596	236,198,895	(51,702,701)	-18.0%
Expenditures:					
Personnel Services:					
Total Full Time	92,266,201	82,791,726	88,474,899	5,683,173	6.90%
Part Time:					
Lecturers (PTLs)	11,483,826	11,452,152	11,875,824	423,672	3.70%
Lecturers (NCLs)	1,135,000	1,035,000	1,035,000	-	0.00%
Perm/Intermit PT	175,000	175,000	175,000	-	0.00%
University Assistants	1,040,000	1,050,000	1,040,000	(10,000)	-1.00%
Graduate Assistants	615,000	612,000	615,000	3,000	0.50%
Student Labor	3,032,000	3,032,000	3,032,000	-	0.00%
Other Part Time	640,000	640,000	755,019	115,019	18.00%
Total Part Time	18,120,826	17,996,152	18,527,843	531,691	3.00%
Overtime	800,600	800,600	800,600	-	0.00%
All Other Personnel Services	3,283,000	3,283,000	3,283,000	-	0.00%
Subtotal Personnel Services	114,470,627	104,871,478	111,086,342	6,214,864	5.90%
Fringe Benefits	79,263,046	74,171,951	28,103,065	(46,068,886)	-62.10%
Worker's Comp. Recovery	312,907	244,656	280,317	35,661	14.60%
Total P.S. & Fringe Benefits	194,046,580	179,288,085	139,469,724	(39,818,361)	-22.20%
Other Expenses:					
Inst. Financial Aid/Match	15,729,057	15,729,057	17,683,549	1,954,492	12.40%
Waivers	2,488,527	2,398,522	2,622,571	224,049	9.30%
Utilities	6,608,111	7,200,000	7,500,000	300,000	4.20%
All Other Expenses	34,432,517	42,260,133	40,009,580	(2,250,553)	-5.30%
Total Other Expenses	59,258,212	67,587,712	67,815,700	227,988	0.30%
Total Expenditures	253,304,792	246,875,797	207,285,424	(39,590,373)	-16.00%
Addition to (Use of) Funds Before Transfers	31,733,892	41,025,799	28,913,471	(12,112,328)	-29.50%
Designated Transfers					
Debt Service (University Fee)	(6,038,000)	(6,028,000)	(6,205,000)	(177,000)	2.90%
Debt Service Residence Halls	(4,814,871)	(4,442,855)	(4,811,854)	(368,999)	8.30%
Debt Service Parking Garage (Welte & W/D Design)	(763,800)	166,229	(86,778)	(253,007)	-152.20%
Debt Service Parking Garage (W/D Garage Construction)	(1,395,832)	(1,376,105)	(1,395,865)	(19,760)	1.40%
Auxiliary Renewal and Replacement	(483,176)	(456,970)	(479,911)	(22,941)	5.00%
Total Designated Transfers	(13,495,679)	(12,137,701)	(12,979,408)	(841,707)	6.90%
Other Requests, Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
Other Transfer - Housing Reserve	(816,980)	(814,580)	(840,820)	(26,240)	3.20%
Other Transfer - Telecome Reserves	(8,000,000)	-	-	-	NA
Contingency for potential Enrollment shortfall	(2,500,000)	-	-	-	NA
* ARPA Funding	750,000	750,000	(750,000)	(750,000)	-100.00%
Campus Telecom Projects/Upgrades & Expansion for Academic Programs	-	(8,000,000)	8,000,000	8,000,000	-100.00%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(8,700,000)	8,700,000	8,700,000	-100.00%
Total Transfers and Commitments	(11,762,214)	(17,959,814)	(2,437,720)	15,522,094	-86.40%
Net Change	6,475,999	10,928,284	13,496,343	2,568,059	23.50%

Note:

* One Time Funding

ATTACHMENT E

EASTERN CONNECTICUT STATE UNIVERSITY

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

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	21,177,913	21,119,919	21,120,877	958	0.0%
Part Time Tuition (Gross)	1,533,380	1,282,315	1,280,724	(1,591)	-0.1%
General University Fee (PT students)	1,629,209	1,395,466	1,397,900	2,434	0.2%
University General Fee (excluding Accident Ins.)	17,073,388	16,947,671	17,137,543	189,872	1.1%
University Fee (DS)	3,267,752	3,238,408	3,247,380	8,972	0.3%
Extension Fee (Gross)	2,554,945	2,304,762	2,395,029	90,267	3.9%
All Other Student Fees	785,529	450,368	443,618	(6,750)	-1.5%
Accident Insurance	172,713	143,560	143,560	-	0.0%
State Appropriations	31,959,806	31,959,807	31,526,935	(432,872)	-1.4%
Additl State Appropriation (Dev Education and IMRP)	430,286	430,286	436,612	6,326	1.5%
Fringe Benefits Paid By State	31,494,395	31,331,918	-	(31,331,918)	-100.0%
Additional OF Fringe Paid by State	4,135,501	4,574,612	379,547	(4,195,065)	-91.7%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	2,397,526	2,397,526	-	(2,397,526)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	831,124	831,124	-	(831,124)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	11,019,398	11,019,398	16,977,029	5,957,631	54.1%
Housing	19,012,186	20,058,835	20,334,511	275,676	1.4%
Food Service	6,446,605	6,388,049	6,572,014	183,965	2.9%
All Other Revenue	1,038,046	2,980,096	3,027,692	47,596	1.6%
Less: Contra Revenue	(719,540)	(716,885)	(721,390)	(4,505)	0.6%
Total Revenue	156,240,162	158,137,235	125,699,581	(32,437,654)	-20.5%
Expenditures:					
Personnel Services:					
Total Full Time	50,967,122	49,221,861	48,754,195	(467,666)	-1.00%
Part Time:					
Lecturers (PTLs)	5,462,649	5,369,552	5,510,541	140,989	2.60%
Lecturers (NCLs)	305,098	372,292	394,227	21,935	5.90%
Perm/Intermit PT	318,136	228,770	284,000	55,230	24.10%
University Assistants	1,087,273	862,421	1,205,841	343,420	39.80%
Graduate Assistants	292,800	211,186	280,000	68,814	32.60%
Student Labor	2,472,045	2,166,164	2,609,426	443,262	20.50%
Other Part Time	465,737	658,348	413,052	(245,296)	-37.30%
Total Part Time	10,403,738	9,868,733	10,697,087	828,354	8.40%
Overtime	836,000	1,028,000	1,074,000	46,000	4.50%
All Other Personnel Services	1,667,647	1,590,402	1,660,852	70,450	4.40%
Subtotal Personnel Services	63,874,507	61,708,996	62,186,134	477,138	0.80%
Fringe Benefits	48,840,393	44,388,073	15,533,676	(28,854,397)	-65.00%
Worker's Comp. Recovery	177,552	182,633	178,126	(4,507)	-2.50%
Total P.S. & Fringe Benefits	112,892,452	106,279,702	77,897,936	(28,381,766)	-26.70%
Other Expenses:					
Inst. Financial Aid/Match	13,610,109	14,728,100	14,439,000	(289,100)	-2.00%
Waivers	1,514,615	1,415,687	1,515,049	99,362	7.00%
Utilities	4,424,823	4,255,182	4,560,047	304,865	7.20%
All Other Expenses	19,233,606	18,753,893	19,896,128	1,142,235	6.10%
Total Other Expenses	38,783,153	39,152,862	40,410,224	1,257,362	3.20%
Total Expenditures	151,675,605	145,432,564	118,308,160	(27,124,404)	-18.70%
Addition to (Use of) Funds Before Transfers	4,564,557	12,704,671	7,391,421	(5,313,251)	-41.80%
Designated Transfers					
Debt Service (University Fee)	(3,267,752)	(3,238,408)	(3,247,380)	(8,972)	0.30%
Debt Service Residence Halls	(2,584,076)	(2,551,835)	(2,573,280)	(21,445)	0.80%
Debt Service Parking Garage	(389,365)	(387,393)	-	387,393	-100.00%
Auxiliary Renewal and Replacement	(500,000)	(1,250,000)	(875,331)	374,669	-30.00%
Total Designated Transfers	(6,741,193)	(7,427,636)	(6,695,991)	731,645	-9.90%
Transfers and Additional Commitments					
Transfer to SO - GF/OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
Reserves for FY23 Salary Cost	3,899,907			-	NA
Contingency for Potential Enrollment Shortfall	(1,034,676)			-	NA
Reserved for IT Equip (CISCO Financing Funds set aside)		(4,500,000)	901,471	5,401,471	-120.00%
* ARPA Funding	506,639	506,638		(506,638)	-100.00%
Total Transfers and Commitments	2,176,636	(5,188,596)	(695,429)	4,493,167	-86.60%
Net Change	-	88,439	1	(88,439)	-100.00%

Note:

* One Time Funding

SOUTHERN CONNECTICUT STATE UNIVERSITY

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

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	43,550,428	42,382,819	42,382,819	-	0.0%
Part Time Tuition (Gross)	9,410,054	10,083,937	10,083,937	-	0.0%
General University Fee (PT students)	9,443,782	10,440,449	10,440,449	-	0.0%
University General Fee (excluding Accident Ins.)	27,631,076	27,778,636	27,778,636	-	0.0%
University Fee (DS)	6,100,000	5,916,701	5,916,701	-	0.0%
Extension Fee (Gross)	13,978,941	12,671,173	13,129,683	458,510	3.6%
All Other Student Fees	2,200,000	2,200,000	2,200,000	-	0.0%
Accident Insurance	290,000	248,010	250,000	1,990	0.8%
State Appropriations	50,659,358	50,659,358	50,055,641	(603,717)	-1.2%
Addtl State Appropriation (Dev Education and IMRP)	430,286	430,286	436,612	6,326	1.5%
Fringe Benefits Paid By State	48,956,169	49,563,982	-	(49,563,982)	-100.0%
Additional OF Fringe Paid by State	9,503,317	9,376,182	751,048	(8,625,134)	-92.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	4,665,861	4,665,861	-	(4,665,861)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	1,617,462	1,617,462	-	(1,617,462)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	21,445,013	21,445,013	33,594,135	12,149,122	56.7%
Housing	14,701,614	16,118,274	16,118,274	-	0.0%
Food Service	7,332,255	8,231,028	8,231,028	-	0.0%
All Other Revenue	2,713,271	5,480,116	4,200,000	(1,280,116)	-23.4%
Less: Contra Revenue	(2,600,000)	(4,500,000)	(4,500,000)	-	0.0%
Total Revenue	272,028,886	274,809,287	221,068,962	(53,740,325)	-19.6%
Expenditures:					
Personnel Services:					
Total Full Time	104,199,662	94,812,647	95,034,293	221,646	0.20%
Part Time:					
Lecturers (PTLs)	16,203,920	15,906,411	14,733,096	(1,173,315)	-7.40%
Lecturers (NCLs)	1,375,793	1,278,930	1,437,704	158,774	12.40%
Perm/Intermit PT	587,721	773,461	702,049	(71,412)	-9.20%
University Assistants	1,172,434	1,203,258	1,154,339	(48,919)	-4.10%
Graduate Assistants	1,333,441	1,284,919	1,236,433	(48,486)	-3.80%
Student Labor	2,090,721	2,919,380	2,857,408	(61,972)	-2.10%
Other Part Time	416,576	416,576	435,322	18,746	4.50%
Total Part Time	23,180,606	23,782,935	22,556,351	(1,226,584)	-5.20%
Overtime	1,135,576	1,275,907	1,294,785	18,878	1.50%
All Other Personnel Services	3,081,000	3,775,177	3,958,958	183,781	4.90%
Subtotal Personnel Services	131,596,844	123,646,666	122,844,387	(802,279)	-0.60%
Fringe Benefits	85,859,806	81,433,141	27,017,543	(54,415,598)	-66.80%
Worker's Comp. Recovery	262,000	262,000	-	(262,000)	-100.00%
Total P.S. & Fringe Benefits	217,718,650	205,341,807	149,861,930	(55,479,877)	-27.00%
Other Expenses:					
Inst. Financial Aid/Match	12,190,396	12,635,395	12,635,395	-	0.00%
Waivers	5,250,000	4,756,257	4,403,229	(353,028)	-7.40%
Utilities	4,988,526	6,521,671	6,000,000	(521,671)	-8.00%
All Other Expenses	26,752,285	28,354,957	33,809,643	5,454,686	19.20%
Total Other Expenses	49,181,207	52,268,280	56,848,267	4,579,987	8.80%
Total Expenditures	266,899,857	257,610,087	206,710,197	(50,899,890)	-19.80%
Addition to (Use of) Funds Before Transfers	5,129,029	17,199,200	14,358,766	(2,840,434)	-16.50%
Designated Transfers					
Debt Service (University Fee)	(6,050,000)	(5,871,701)	(5,871,701)	-	0.00%
Debt Service Residence Halls	(400,000)	(500,000)	(500,000)	-	0.00%
Debt Service Parking Garage	(700,000)	(900,000)	(900,000)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(7,150,000)	(7,271,701)	(7,271,701)	-	0.00%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
Reserve for FY23 Salary cost	3,999,349	-	-	-	NA
Contingency for potential Enrollment shortfall	(1,533,145)	-	-	-	NA
* ARPA Funding	750,000	750,000	-	(750,000)	-100.00%
Total Transfers and Commitments	2,020,970	(445,234)	(1,596,900)	(1,151,666)	258.70%
Net Change	(1)	9,482,265	5,490,165	(3,992,100)	-42.10%

Note:

* One Time Funding

WESTERN CONNECTICUT STATE UNIVERSITY

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

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	22,287,452	20,738,306	20,704,310	(33,996)	-0.2%
Part Time Tuition (Gross)	5,175,610	4,802,222	4,795,208	(7,014)	-0.1%
General University Fee (PT students)	4,361,308	3,952,184	3,948,181	(4,003)	-0.1%
University General Fee (excluding Accident Ins.)	15,504,480	14,293,051	14,325,652	32,601	0.2%
University Fee (DS)	3,310,020	3,065,047	3,058,688	(6,359)	-0.2%
Extension Fee (Gross)	3,518,563	3,545,712	3,541,180	(4,532)	-0.1%
All Other Student Fees	1,568,285	1,450,000	1,480,000	30,000	2.1%
Accident Insurance	168,471	168,471	64,000	(104,471)	-62.0%
State Appropriations	31,920,946	31,920,946	31,453,284	(467,662)	-1.5%
Addtl State Appropriation (Dev Education and IMRP)	430,286	430,286	436,612	6,326	1.5%
Fringe Benefits Paid By State	31,458,107	31,294,029	-	(31,294,029)	-100.0%
Additional OF Fringe Paid by State	4,195,727	4,222,618	378,070	(3,844,548)	-91.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	2,392,812	2,392,812	-	(2,392,812)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	829,490	829,490	-	(829,490)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	10,997,732	10,997,732	16,910,977	5,913,245	53.8%
Housing	10,006,898	8,353,017	8,890,913	537,897	6.4%
Food Service	5,045,442	4,277,492	4,165,762	(111,730)	-2.6%
All Other Revenue	2,789,260	3,223,775	3,279,850	56,075	1.7%
Less: Contra Revenue	(970,101)	(726,750)	(632,852)	93,898	-12.9%
Total Revenue	154,990,789	149,230,440	116,799,834	(32,430,605)	-21.7%
Expenditures:					
Personnel Services:					
Total Full Time	52,483,164	50,733,410	49,713,588	(1,019,822)	-2.00%
Part Time:					
Lecturers (PTLs)	8,562,933	7,067,839	7,017,701	(50,138)	-0.70%
Lecturers (NCLs)	240,715	774,902	343,071	(431,831)	-55.70%
Perm/Intermit PT	88,786	175,660	89,358	(86,302)	-49.10%
University Assistants	850,874	605,078	912,896	307,818	50.90%
Graduate Assistants	302,432	275,985	208,800	(67,185)	-24.30%
Student Labor	2,056,291	1,841,390	2,253,929	412,539	22.40%
Other Part Time	535,489	501,270	551,845	50,575	10.10%
Total Part Time	12,637,520	11,242,124	11,377,600	135,476	1.20%
Overtime	833,724	870,337	894,942	24,605	2.80%
All Other Personnel Services	1,780,000	1,734,800	1,747,500	12,700	0.70%
Subtotal Personnel Services	67,734,408	64,580,671	63,733,630	(847,041)	-1.30%
Fringe Benefits	47,577,203	43,126,113	17,428,144	(25,697,969)	-59.60%
Worker's Comp. Recovery	42,000	42,000	42,000	-	0.00%
Total P.S. & Fringe Benefits	115,353,611	107,748,784	81,203,775	(26,545,009)	-24.60%
Other Expenses:					
Inst. Financial Aid/Match	5,510,000	5,111,005	7,011,773	1,900,768	37.20%
Waivers	1,230,560	1,076,767	1,065,560	(11,207)	-1.00%
Utilities	4,567,810	3,716,941	4,440,241	723,300	19.50%
All Other Expenses	22,224,635	21,759,857	28,211,672	6,451,815	29.70%
Total Other Expenses	33,533,005	31,664,570	40,729,246	9,064,676	28.60%
Total Expenditures	148,886,616	139,413,354	121,933,021	(17,480,333)	-12.50%
Addition to (Use of) Funds Before Transfers	6,104,173	9,817,086	(5,133,186)	(14,950,272)	-152.30%
Designated Transfers					
Debt Service (University Fee)	(3,310,020)	(3,041,640)	(3,058,688)	(17,048)	0.60%
Debt Service Residence Halls	(546,219)	(1,325,263)	(1,422,941)	(97,678)	7.40%
Debt Service Parking Garage	(600,724)	(690,971)	(751,453)	(60,482)	8.80%
Debt Service WS Parking Garage	-	(62,117)	(67,205)	(5,088)	8.20%
Auxiliary Renewal and Replacement	-	-	-	-	NA
Total Designated Transfers	(4,456,963)	(5,119,991)	(5,300,287)	(180,296)	3.50%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
* ARPA Funding	506,639	506,639	-	(506,639)	-100.00%
Contingency for potential Enrollment shortfall/Fringe	(958,615)	-	-	-	NA
Total Transfers and Commitments	(1,647,210)	(688,595)	(1,596,900)	(908,305)	131.90%
Net Change	-	4,008,500	(12,030,374)	(16,038,874)	-400.10%
WCSU Foundation Reserves - Tuition Offset	-	-	-	-	NA
Net Change	-	4,008,500	(12,030,374)	(16,038,874)	-400.10%

Note:

* One Time Funding

SYSTEM OFFICE/SYSTEMWIDE/MANDATES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Part Time Tuition (Gross)	-	-	-	-	NA
General University Fee (PT students)	-	-	-	-	NA
University General Fee (excluding Accident Ins.)	-	-	-	-	NA
University Fee (DS)	-	-	-	-	NA
Extension Fee (Gross)	-	-	-	-	NA
All Other Student Fees	-	-	-	-	NA
Accident Insurance	-	-	-	-	NA
State Appropriations	6,052,181	6,052,181	8,304,343	2,252,162	37.2%
Addtl State Appropriation (Dev Education and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	3,968,262	3,582,391	-	(3,582,391)	-100.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	-	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	-	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	-	-	-	-	NA
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	-	240,000	250,000	10,000	4.2%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	10,020,443	9,874,572	8,554,343	(1,320,229)	-13.4%
Expenditures:					
Personnel Services:					
Total Full Time	5,816,523	5,854,294	6,574,597	720,303	12.30%
Part Time:					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	-	-	-	-	NA
University Assistants	-	-	-	-	NA
Graduate Assistants	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	94,214	68,553	35,551	(33,002)	-48.10%
Total Part Time	94,214	68,553	35,551	(33,002)	-48.10%
Overtime	-	-	-	-	NA
All Other Personnel Services	141,444	158,678	-	(158,678)	-100.00%
Subtotal Personnel Services	6,052,181	6,081,525	6,610,148	528,622	8.70%
Fringe Benefits	3,967,812	3,606,867	1,694,195	(1,912,672)	-53.00%
Worker's Comp. Recovery	450	400	500	100	25.00%
Total P.S. & Fringe Benefits	10,020,443	9,688,792	8,304,842	(1,383,950)	-14.30%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	4,780,937	4,780,937	6,637,101	1,856,164	38.80%
Total Other Expenses	4,780,937	4,780,937	6,637,101	1,856,164	38.80%
Total Expenditures	14,801,380	14,469,729	14,941,943	472,214	3.30%
Addition to (Use of) Funds Before Transfers	(4,780,937)	(4,595,157)	(6,387,600)	(1,792,444)	39.00%
Transfers and Additional Commitments					
Transfer to SO - GF OF swap	4,780,936	4,780,936	6,387,600	1,606,664	33.60%
Misc. Transfers to Universities	-	(197,718)	-	197,718	-100.00%
Total Transfers and Commitments	4,780,936	4,583,218	6,387,600	1,804,382	39.40%
Net Change	(1)	(11,939)	(0)	11,938	-100.00%

Note:

* One Time Funding

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

Consolidated					
Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	106,771,657	98,642,214	100,821,126	2,178,912	2.2%
Fees	54,109,615	51,050,743	50,536,207	(514,536)	-1.0%
State Appropriations	172,456,308	172,456,308	168,514,962	(3,941,346)	-2.3%
Addtl State Appropriation (Dev Edu and Outcomes)	9,469,861	9,469,861	9,649,964	180,103	1.9%
GF Fringe Benefits Paid by State	164,302,184	159,079,939	-	(159,079,939)	-100.0%
OF Fringe Benefits Paid by State	38,365,000	38,365,000	39,980,379	1,615,379	4.2%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	(9,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	(4,866,346)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	50,736,268	78,555,222	27,818,954	54.8%
Private Gifts, Grants and Contracts	111,000	115,731	100,125	(15,606)	-13.5%
Sales of Educational Activities	722,028	755,421	970,128	214,707	28.4%
All Other Revenue	2,783,725	3,449,828	2,022,645	(1,427,183)	-41.4%
Less Contra Revenue	(1,942,700)	(5,545,057)	(5,547,353)	(2,296)	0.0%
Total Revenue	611,751,293	592,442,602	445,603,405	(146,839,197)	-24.8%
Expenditures:					
Personnel Services:					
Full Time (601000)	203,816,345	191,028,682	196,260,668	5,231,985	2.7%
Continuing Part Time (601100)	958,742	519,399	451,465	(67,933)	-13.1%
Temporary Part Time (601200, 02, 03, 04, 601303)	15,503,547	11,588,374	12,201,900	613,526	5.3%
Clinical EA (601201)	7,625,592	6,660,916	6,838,322	177,406	2.7%
Contractual PTL (601302)	51,024,123	47,189,855	49,426,649	2,236,794	4.7%
Contractual NCL (601300)	4,443,103	6,276,327	6,374,222	97,895	1.6%
Contractual ECL (601301)	8,079,900	10,245,861	9,370,182	(875,680)	-8.5%
Student Labor (601400, 01, 02, 601406)	1,895,135	1,922,129	2,524,384	602,255	31.3%
Overtime (601501, 601502)	1,097,013	1,154,625	1,106,033	(48,592)	-4.2%
All Other Personnel Services	7,046,967	5,836,632	5,741,407	(95,225)	-1.6%
Subtotal Personnel Services	301,490,468	282,422,800	290,295,231	7,872,431	2.8%
Fringe Benefits	210,273,093	195,915,219	86,738,901	(109,176,318)	-55.7%
Total P.S. & Fringe Benefits	511,763,561	478,338,019	377,034,132	(101,303,887)	-21.2%
Other Expenses:					
Inst. Financial Aid/Match	16,825,578	16,617,762	14,425,133	(2,192,629)	-13.2%
Waivers	3,066,002	2,792,458	3,238,637	446,179	16.0%
Utilities	10,411,659	10,358,886	11,058,605	699,719	6.8%
All Other Expenses	67,580,022	63,320,693	78,484,968	15,164,275	23.9%
Total Other Expenses	97,883,260	93,089,798	107,207,343	14,117,545	15.2%
Total Expenditures	609,646,821	571,427,818	484,241,475	(87,186,343)	-15.3%
Addition to (Use of) Funds Before Transfers	2,104,472	21,014,784	(38,638,070)	(59,652,854)	-283.9%
Transfers, Additional Funds and Commitments					
Transfer in	20,459,797	24,547,591	30,541,279	5,993,688	24.4%
Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
ARPA Funding	2,433,173	2,433,173	-	(2,433,173)	-100.0%
Set-aside FY22 Lump Sum and Retro Pay processed in FY23	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	2,433,173	18,139,999	-	(18,139,999)	-100.0%
* Operations Support Funding			5,000,000	5,000,000	NA
Net Change	4,537,644	39,154,783	(33,638,070)	(72,792,853)	-185.9%

Note:
* One Time Funding

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

College:

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	106,771,657	98,642,214	100,821,126	2,178,912	2.2%
Fees	54,109,615	51,050,743	50,536,207	(514,536)	-1.0%
State Appropriations	150,762,647	150,762,647	139,971,975	(10,790,672)	-7.2%
Addtl State Appropriation (Dev Edu and Outcomes)	9,469,861	9,469,861	9,649,964	180,103	1.9%
GF Fringe Benefits Paid by State	147,885,979	142,663,734	-	(142,663,734)	-100.0%
OF Fringe Benefits Paid by State	38,365,000	38,365,000	39,980,379	1,615,379	4.2%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	(9,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	(4,866,346)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	50,736,268	78,555,222	27,818,954	54.8%
Private Gifts, Grants and Contracts	111,000	115,731	100,125	(15,606)	-13.5%
Sales of Educational Activities	722,028	755,421	970,128	214,707	28.4%
All Other Revenue	2,783,725	3,449,828	2,022,645	(1,427,183)	-41.4%
Less Contra Revenue	(1,942,700)	(5,545,057)	(5,547,353)	(2,296)	0.0%
Total Revenue	573,641,427	554,332,736	417,060,418	(137,272,318)	-24.8%
Expenditures:					
Personnel Services:					
Full Time (601000)	182,692,231	171,924,933	174,711,291	2,786,358	1.6%
Continuing Part Time (601100)	958,742	519,399	451,465	(67,933)	-13.1%
Temporary Part Time (601200, 02, 03, 04, 601303)	15,312,073	11,404,264	12,056,075	651,811	5.7%
Clinical EA (601201)	7,625,592	6,660,916	6,838,322	177,406	2.7%
Contractual PTL (601302)	51,024,123	47,189,855	49,426,649	2,236,794	4.7%
Contractual NCL (601300)	4,443,103	6,276,327	6,374,222	97,895	1.6%
Contractual ECL (601301)	8,079,900	10,245,861	9,370,182	(875,680)	-8.5%
Student Labor (601400, 01, 02, 601406)	1,895,135	1,922,129	2,524,384	602,255	31.3%
Overtime (601501, 601502)	1,097,013	1,154,625	1,106,033	(48,592)	-4.2%
All Other Personnel Services	6,668,896	5,198,171	5,384,860	186,689	3.6%
Subtotal Personnel Services	279,796,808	262,496,480	268,243,483	5,747,003	2.2%
Fringe Benefits	193,856,888	180,879,114	80,247,662	(100,631,452)	-55.6%
Total P.S. & Fringe Benefits	473,653,696	443,375,594	348,491,145	(94,884,449)	-21.4%
Other Expenses:					
Inst. Financial Aid/Match	16,825,578	16,617,762	14,425,133	(2,192,629)	-13.2%
Waivers	3,066,002	2,792,458	3,238,637	446,179	16.0%
Utilities	10,411,659	10,358,886	11,058,605	699,719	6.8%
All Other Expenses	47,120,225	42,766,837	47,943,689	5,176,852	12.1%
Total Other Expenses	77,423,463	72,535,942	76,666,064	4,130,122	5.7%
Total Expenditures	551,077,159	515,911,536	425,157,209	(90,754,327)	-17.6%
Addition to (Use of) Funds Before Transfers	22,564,268	38,421,200	(8,096,791)	(46,517,991)	-121.1%
Transfers, Additional Funds and Commitments					
Transfer in	-	3,797,535	-	(3,797,535)	-100.0%
Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
* ARPA Funding	2,433,173	2,433,173	-	(2,433,173)	-100.0%
Total Transfers, Additional Funds and Commitments	(18,026,625)	(2,610,058)	(30,541,279)	(27,931,222)	1070.1%
* Operations Support Funding			5,000,000	5,000,000	NA
Net Change	4,537,644	35,811,142	(33,638,070)	(69,449,212)	-193.9%

Note:

* One Time Funding

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

Shared Services

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees	-			-	NA
State Appropriations	17,342,056	17,342,056	22,882,150	5,540,094	31.9%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	13,667,356	13,667,356	-	(13,667,356)	-100.0%
OF Fringe Benefits Paid by State	-			-	NA
OTF Deficiency Funding for Wages (Leg. Source ARPA FY23)				-	NA
OTF Provide Support for Salary Cost of the 27th Payroll				-	NA
OTF 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	31,009,412	31,009,412	22,882,150	(8,127,262)	-26.2%
Expenditures:					
Personnel Services:					
Full Time (601000)	16,900,222	15,435,411	17,165,494	1,730,082	11.2%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	100,510	62,092	56,472	(5,620)	-9.1%
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	341,324	513,141	343,726	(169,415)	-33.0%
Subtotal Personnel Services	17,342,056	16,010,644	17,565,692	1,555,048	9.7%
Fringe Benefits	13,667,356	12,583,321	5,316,458	(7,266,863)	-57.7%
Total P.S. & Fringe Benefits	31,009,412	28,593,965	22,882,150	(5,711,815)	-20.0%
Other Expenses:					
Inst. Financial Aid/Match	-			-	NA
Waivers	-			-	NA
Utilities	-			-	NA
All Other Expenses	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Total Other Expenses	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Total Expenditures	50,562,371	48,437,183	52,045,360	3,608,177	7.4%
Addition to (Use of) Funds Before Transfers	(19,552,959)	(17,427,771)	(29,163,210)	(11,735,439)	67.3%
Transfers, Additional Funds and Commitments					
Transfer in	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Transfer out	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Net Change	0	2,415,447	0	(2,415,447)	-100.0%

Connecticut State Community College
Expenditure Plan General & Operating Funds
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

System Office

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)		-		-	NA
Fees		-		-	NA
State Appropriations	4,351,605	4,351,605	5,660,837	1,309,232	30.1%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-		-	NA
GF Fringe Benefits Paid by State	2,748,849	2,748,849		(2,748,849)	-100.0%
OF Fringe Benefits Paid by State	-	-		-	NA
OTF Deficiency Funding for Wages (Leg. Source ARPA FY23)		-		-	NA
OTF Provide Support for Salary Cost of the 27th Payroll		-		-	NA
OTF 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	7,100,454	7,100,454	5,660,837	(1,439,617)	-20.3%
Expenditures:					
Personnel Services:					
Full Time (601000)	4,223,893	3,668,338	4,383,883	715,545	19.5%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	90,965	122,018	89,352	(32,666)	-26.8%
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	36,747	125,320	12,821	(112,499)	-89.8%
Subtotal Personnel Services	4,351,605	3,915,676	4,486,056	570,380	14.6%
Fringe Benefits	2,748,849	2,452,784	1,174,781	(1,278,003)	-52.1%
Total P.S. & Fringe Benefits	7,100,454	6,368,460	5,660,837	(707,623)	-11.1%
Other Expenses:					
Inst. Financial Aid/Match				-	NA
Waivers				-	NA
Utilities				-	NA
All Other Expenses	906,838	710,638	1,378,069	667,431	93.9%
Total Other Expenses	906,838	710,638	1,378,069	667,431	93.9%
Total Expenditures	8,007,292	7,079,098	7,038,906	(40,192)	-0.6%
Addition to (Use of) Funds Before Transfers	(906,838)	21,356	(1,378,069)	(1,399,425)	-6552.9%
Transfers, Additional Funds and Commitments					
Transfer in	906,838	906,838	1,378,069	471,231	52.0%
Transfer out				-	NA
Total Transfers, Additional Funds and Commitments	906,838	906,838	1,378,069	471,231	52.0%
Net Change	0	928,194	(0)	(928,194)	-100.0%

Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance						
									Enrollment Headcount FY23 Budget vs FY23 Actual						
FY22 Actual			FY23 Actual			FY24 Budget			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	17,744	4,320	22,063	17,033	4,563	21,596	16,690	4,495	21,185	(343)	-2.0%	(68)	-1.5%	(411)	-1.9%
Community Colleges	10,939	23,716	34,655	10,853	23,714	34,567	10,734	23,018	33,752	(119)	-1.1%	(696)	-2.9%	(815)	-2.4%
Charter Oak	372	1,169	1,541	436	1,125	1,561	453	1,170	1,623	17	3.9%	45	4.0%	62	4.0%
Total Undergraduate	29,054	29,205	58,259	28,322	29,402	57,724	27,877	28,683	56,560	(445)	-1.6%	(719)	-2.4%	(1,164)	-2.0%
Graduate															
State Universities Graduate	1,418	3,189	4,606	1,417	2,991	4,408	1,398	2,944	4,342	(19)	-1.3%	(47)	-1.6%	(66)	-1.5%
Charter Oak	10	88	98	8	84	92	9	87	96	1	12.5%	3	3.6%	4	4.3%
Total Graduate	1,428	3,277	4,704	1,425	3,075	4,500	1,407	3,031	4,438	(18)	-1.3%	(44)	-1.4%	(62)	-1.4%
Total Undergraduate & Graduate															
State Universities	19,161	7,508	26,669	18,450	7,554	26,004	18,088	7,439	25,527	(362)	-2.0%	(115)	-1.5%	(477)	-1.8%
Community Colleges	10,939	23,716	34,655	10,853	23,714	34,567	10,734	23,018	33,752	(119)	-1.1%	(696)	-2.9%	(815)	-2.4%
Charter Oak	382	1,257	1,639	444	1,209	1,653	462	1,257	1,719	18	4.1%	48	4.0%	66	4.0%
Total Headcount	30,482	32,481	62,963	29,747	32,477	62,224	29,284	31,714	60,998	(463)	-1.6%	(763)	-2.3%	(1,226)	-2.0%

FTE - Avg Fall and Spring Semesters									Variance						
									FTE FY24 Budget vs FY23 Actual						
FY22 Actual			FY23 Actual			FY24 Budget			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	17,149	1,808	18,957	16,475	1,803	18,278	16,142	1,777	17,919	(333)	-2.0%	(26)	-1.4%	(359)	-2.0%
Community Colleges	9,710	9,901	19,612	9,635	10,205	19,840	9,285	9,391	18,676	(350)	-3.6%	(814)	-8.0%	(1,164)	-5.9%
Charter Oak	315	451	766	369	442	811	384	459	843	15	4.1%	17	3.8%	32	3.9%
Total Undergraduate	27,174	12,160	39,334	26,479	12,450	38,929	25,811	11,627	37,438	(668)	-2.5%	(823)	-6.6%	(1,491)	-3.8%
Graduate															
State Universities Graduate	1,281	1,320	2,601	1,277	1,241	2,518	1,260	1,220	2,480	(17)	-1.3%	(21)	-1.7%	(38)	-1.5%
Charter Oak	8	40	48	7	39	46	7	41	48	-	0.0%	2	5.1%	2	4.3%
Total Graduate	1,289	1,360	2,649	1,284	1,280	2,564	1,267	1,261	2,528	(17)	-1.3%	(19)	-1.5%	(36)	-1.4%
Total Undergraduate & Graduate															
State Universities	18,429	3,128	21,557	17,752	3,044	20,796	17,402	2,997	20,399	(350)	-2.0%	(47)	-1.5%	(397)	-1.9%
Community Colleges	9,710	9,901	19,612	9,635	10,205	19,840	9,285	9,391	18,676	(350)	-3.6%	(814)	-8.0%	(1,164)	-5.9%
Charter Oak	323	491	814	376	481	857	391	500	891	15	4.0%	19	4.0%	34	4.0%
Total FTE	28,463	13,520	41,983	27,763	13,730	41,493	27,078	12,888	39,966	(685)	-2.5%	(842)	-6.1%	(1,527)	-3.7%

Enrollment HEADCOUNT - Avg Fall and Spring Semesters										Variance					
FY22 Actual			FY23 Actual			FY24 Budget			Enrollment Headcount FY23 Budget vs FY23 Actual						
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)	
CCSU	5,757	1,644	7,401	5,764	1,630	7,394	5,764	1,630	7,394	-	0.0%	-	0.0%	-	0.0%
ECSU	3,336	702	4,038	3,184	672	3,856	3,083	672	3,755	(101)	-3.2%	-	0.0%	(101)	-2.6%
SCSU	5,379	1,233	6,612	5,078	1,585	6,663	4,926	1,537	6,463	(152)	-3.0%	(48)	-3.0%	(200)	-3.0%
WCSU	3,272	741	4,013	3,007	676	3,683	2,917	656	3,573	(90)	-3.0%	(20)	-3.0%	(110)	-3.0%
CSU Total Undergraduate	17,744	4,320	22,063	17,033	4,563	21,596	16,690	4,495	21,185	(343)	-2.0%	(68)	-1.5%	(411)	-1.9%
CCSU	468	1,407	1,875	452	1,334	1,786	452	1,334	1,786	-	0.0%	-	0.0%	-	0.0%
ECSU	77	95	172	81	71	152	89	71	160	8	9.9%	-	0.0%	8	5.3%
SCSU	793	1,158	1,951	812	1,071	1,883	787	1,039	1,826	(25)	-3.1%	(32)	-3.0%	(57)	-3.0%
WCSU	80	529	609	72	515	587	70	500	570	(2)	-2.8%	(15)	-2.9%	(17)	-2.9%
CSU Total Graduate	1,418	3,189	4,606	1,417	2,991	4,408	1,398	2,944	4,342	(19)	-1.3%	(47)	-1.6%	(66)	-1.5%
CCSU	6,225	3,051	9,276	6,216	2,964	9,180	6,216	2,964	9,180	-	0.0%	-	0.0%	-	0.0%
ECSU	3,413	797	4,210	3,265	743	4,008	3,172	743	3,915	(93)	-2.8%	-	0.0%	(93)	-2.3%
SCSU	6,172	2,391	8,563	5,890	2,656	8,546	5,713	2,576	8,289	(177)	-3.0%	(80)	-3.0%	(257)	-3.0%
WCSU	3,352	1,270	4,622	3,079	1,191	4,270	2,987	1,156	4,143	(92)	-3.0%	(35)	-2.9%	(127)	-3.0%
CSU Total Headcount	19,161	7,508	26,669	18,450	7,554	26,004	18,088	7,439	25,527	(362)	-2.0%	(115)	-1.5%	(477)	-1.8%

FTE - Avg Fall and Spring Semesters										Variance					
FY22 Actual			FY23 Actual			FY24 Budget			FTE FY24 Budget vs FY23 Actual						
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)	
CCSU	5,518	761	6,279	5,551	746	6,297	5,551	746	6,297	-	0.0%	-	0.0%	-	0.0%
ECSU	3,297	199	3,496	3,154	182	3,336	3,054	182	3,236	(100)	-3.2%	-	0.0%	(100)	-3.0%
SCSU	5,172	525	5,697	4,871	588	5,459	4,725	571	5,296	(146)	-3.0%	(17)	-2.9%	(163)	-3.0%
WCSU	3,162	322	3,485	2,899	287	3,186	2,812	278	3,090	(87)	-3.0%	(9)	-3.1%	(96)	-3.0%
CSU Total Undergraduate	17,149	1,808	18,957	16,475	1,803	18,278	16,142	1,777	17,919	(333)	-2.0%	(26)	-1.4%	(359)	-2.0%
CCSU	414	557	971	397	527	924	397	527	924	-	0.0%	-	0.0%	-	0.0%
ECSU	68	40	108	69	28	97	76	28	104	7	10.1%	-	0.0%	7	7.2%
SCSU	721	480	1,201	739	445	1,184	717	432	1,149	(22)	-3.0%	(13)	-2.9%	(35)	-3.0%
WCSU	78	243	320	72	241	313	70	233	303	(2)	-2.8%	(8)	-3.3%	(10)	-3.2%
CSU Total Graduate	1,281	1,320	2,601	1,277	1,241	2,518	1,260	1,220	2,480	(17)	-1.3%	(21)	-1.7%	(38)	-1.5%
CCSU	5,932	1,318	7,250	5,948	1,273	7,221	5,948	1,273	7,221	-	0.0%	-	0.0%	-	0.0%
ECSU	3,365	240	3,605	3,223	210	3,433	3,130	210	3,340	(93)	-2.9%	-	0.0%	(93)	-2.7%
SCSU	5,893	1,005	6,898	5,610	1,033	6,643	5,442	1,003	6,445	(168)	-3.0%	(30)	-2.9%	(198)	-3.0%
WCSU	3,240	565	3,805	2,971	528	3,499	2,882	511	3,393	(89)	-3.0%	(17)	-3.2%	(106)	-3.0%
CSU Total FTE	18,429	3,128	21,557	17,752	3,044	20,796	17,402	2,997	20,399	(350)	-2.0%	(47)	-1.5%	(397)	-1.9%

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
										Enrollment Headcount FY23 Budget vs FY23 Actual					
	FY22 Actual			FY23 Actual			FY24 Budget			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	388	876	1,264	399	932	1,331	386	842	1,228	(13)	-3.3%	(90)	-9.7%	(103)	-7.7%
Capital	471	1,903	2,374	505	1,823	2,328	478	1,779	2,257	(27)	-5.3%	(44)	-2.4%	(71)	-3.0%
Gateway	1,577	3,688	5,265	1,476	3,894	5,370	1,542	3,733	5,275	67	4.5%	(161)	-4.1%	(95)	-1.8%
Housatonic	1,041	2,274	3,314	1,003	2,185	3,187	1,026	2,111	3,137	24	2.3%	(74)	-3.4%	(50)	-1.6%
Manchester	1,307	2,835	4,141	1,316	2,634	3,950	1,254	2,689	3,943	(62)	-4.7%	55	2.1%	(7)	-0.2%
Middlesex	718	1,174	1,891	657	1,163	1,820	618	1,157	1,775	(39)	-5.9%	(6)	-0.5%	(45)	-2.4%
Naugatuck Valley	1,471	2,960	4,430	1,468	3,049	4,517	1,588	2,953	4,541	121	8.2%	(96)	-3.1%	25	0.5%
Northwestern	381	793	1,174	374	781	1,155	371	693	1,064	(3)	-0.7%	(88)	-11.3%	(91)	-7.8%
Norwalk	1,124	2,725	3,849	1,211	2,684	3,895	1,111	2,629	3,740	(100)	-8.2%	(55)	-2.0%	(155)	-4.0%
Quinebaug Valley	362	722	1,083	359	788	1,146	361	677	1,038	3	0.7%	(111)	-14.0%	(108)	-9.4%
Three Rivers	937	1,909	2,846	910	1,897	2,807	884	1,855	2,739	(26)	-2.9%	(42)	-2.2%	(68)	-2.4%
Tunxis	1,165	1,860	3,025	1,178	1,887	3,064	1,115	1,900	3,015	(63)	-5.3%	14	0.7%	(49)	-1.6%
CCC Total Headcount	10,939	23,716	34,655	10,853	23,714	34,567	10,734	23,018	33,752	(119)	-1.1%	(696)	-2.9%	(815)	-2.4%

FTE Enrollment	FTE - Avg Fall and Spring Semesters									Variance					
										FTE FY24 Budget vs FY23 Actual					
	FY22 Actual			FY23 Actual			FY24 Budget			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	365	323	688	373	366	739	356	330	686	(17)	-4.4%	(36)	-9.9%	(53)	-7.1%
Capital	413	828	1,241	442	825	1,266	428	772	1,200	(14)	-3.1%	(53)	-6.4%	(66)	-5.2%
Gateway	1,389	1,572	2,961	1,287	1,704	2,992	1,279	1,523	2,802	(8)	-0.7%	(181)	-10.6%	(190)	-6.3%
Housatonic	912	902	1,813	873	884	1,756	865	832	1,697	(8)	-0.9%	(52)	-5.9%	(59)	-3.4%
Manchester	1,176	1,166	2,342	1,183	1,130	2,313	1,122	1,071	2,193	(61)	-5.2%	(59)	-5.2%	(120)	-5.2%
Middlesex	646	493	1,139	589	502	1,091	597	465	1,062	8	1.3%	(37)	-7.3%	(29)	-2.6%
Naugatuck Valley	1,299	1,266	2,565	1,302	1,349	2,651	1,217	1,221	2,438	(85)	-6.5%	(128)	-9.5%	(213)	-8.0%
Northwestern	341	332	672	338	324	662	332	315	647	(6)	-1.9%	(9)	-2.8%	(15)	-2.3%
Norwalk	996	1,167	2,163	1,073	1,180	2,253	996	1,098	2,094	(77)	-7.2%	(82)	-6.9%	(159)	-7.0%
Quinebaug Valley	323	277	600	322	325	648	315	279	594	(7)	-2.2%	(46)	-14.2%	(54)	-8.3%
Three Rivers	842	810	1,652	820	833	1,653	806	764	1,570	(14)	-1.7%	(69)	-8.3%	(83)	-5.0%
Tunxis	1,011	766	1,776	1,033	784	1,816	972	721	1,693	(61)	-5.9%	(63)	-8.0%	(123)	-6.8%
CCC Total FTE	9,710	9,901	19,612	9,635	10,205	19,840	9,285	9,391	18,676	(350)	-3.6%	(814)	-8.0%	(1,164)	-5.9%

ATTACHMENT G

CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY22 Actual, FY23 Actual and Projection FY24 Budget

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
	Enrollment Headcount FY23 Budget vs FY23 Actual									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	372	1,169	1,541	436	1,125	1,561	453	1,170	1,623	17	3.9%	45	4.0%	62	4.0%
<u>Graduate</u>															
Charter Oak	10	88	98	8	84	92	9	87	96	1	12.5%	3	3.6%	4	4.3%
Total Headcount	382	1,257	1,639	444	1,209	1,653	462	1,257	1,719	18	4.1%	48	4%	66	4.0%

FTE Enrollment	FTE - Avg Fall and Spring Semesters									Variance					
	FTE FY24 Budget vs FY23 Actual									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	315	451	766	369	442	811	384	459	843	15	4.1%	17	3.8%	32	3.9%
<u>Graduate</u>															
Charter Oak	8	40	48	7	39	46	7	41	48	-	0.0%	2	5.1%	2	4.3%
Total FTE	323	491	814	376	481	857	391	500	891	15	4.0%	19	4.0%	34	4.0%

RESOLUTION

Concerning

THE CONNECTICUT STATE COLLEGES & UNIVERSITIES
SPENDING PLANS FOR FY 2024
AND
ADDITIONAL ACTIONS
TO RESOLVE CURRENT AND FUTURE
BUDGET SHORTFALLS

June 28, 2023

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, “...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets...”; and
- WHEREAS, Each institution and the System Office submitted budgets for FY 2023 - 2024 to the Board of Regents; and
- WHEREAS, The proposed FY 2024 Spending Plan is based on the state appropriations to CSCU now effective for the coming year and incorporates information provided by the Governor’s office, OPM, the Office of the State Comptroller, legislative pronouncements, and collective bargaining agreements; and
- WHEREAS A combination of low enrollment from the pandemic, rising faculty and staff costs, declining state aid and adverse changes to fringe benefits in the recently enacted biennial state budget results in material deficits at CT State, Western Connecticut State University and Charter Oak State College in FY 2024; and
- WHEREAS, Projections for FY 2025 and FY 2026 based on the enacted state budget and current operations show large deficits across all CSCU institutions, and demographers project steep drops in traditional college-aged population over the remainder of the decade; and
- WHEREAS, These circumstances indicate the need to take urgent action to address both the shortfalls in FY 2024 and the anticipated deficits in FY 2025 and FY 2026; and

- WHEREAS, CT State Community College, Charter Oak State College, the State Universities and the System Office have begun to plan for budgetary and operational changes that may be required to meet these financial challenges; and
- WHEREAS, Each institution commits to adhere to the budget, to maintain expenditure control within the challenging constraints established, and to carry out the additional measures charged by the Board of Regents to address the budget deficit; and
- RESOLVED, The Board of Regents approves the FY2023 Spending Plan as summarized in Attachments A through F; and be it further
- RESOLVED, That the CSCU President shall establish procedures for all CSCU institutions to prepare plans to address anticipated budgetary shortfalls in FY 2024, FY 2025 and FY 2026, which shall be submitted to the Board of Regents on a date recommended by the President; and be it further
- RESOLVED, That the CSCU President shall lead all CSCU institutions in an urgent and comprehensive effort to review academic and student support programs to ensure that they meet the mission of CSCU in a cost-effective manner; and be it further
- RESOLVED, That the Board of Regents charges that CSCU leadership engage with a higher education management consulting firm to conduct a thorough data-driven analysis of the CSCU system organization, structures, policies, and practices and to make recommendations for the future of CSCU; and be it further
- RESOLVED, That the CSCU President may expend up to \$4 million from reserves identified for the System Office for extraordinary costs necessary to meet the requirements of this resolution; and be it further
- RESOLVED, That the CSCU President shall develop and 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