

Eastern Ad Hoc Budget Committee
Minutes
April 21, 2022
Via Web Ex
8:30 a.m.

Attendance:

Karyl Bulmer, Brendan Cunningham, Julia DeLapp, Kenneth DeLisa, Stephen Ferruci, James Howarth, Drew Hyatt, Nicole Krassas, David Mariasi, Christine Nietupski, Elsa Núñez, Edward Osborn, Lori Runksmeier, William Salka, Janice Wilson

Absent:

Nathan Fontaine, Joshua Tanguay, Andrew White

Meeting commenced at 9:30 a.m.

1. Approval of Previous Meeting Minutes

The minutes of the March 4, 2022, meeting were approved.

2. Welcome and General Update – E. Núñez

E. Núñez welcomed the committee and stated the first part of the meeting will be 20-30 minutes and the bulk of meeting for the committee share possible reductions. She advised that the System Office sent a letter (Attachment A) to the Presidents stating that Eastern will receive one-time money this year and next. Once gone, there will be a \$30 million hole in the budget for which we need to prepare.

3. Enrollment Trends - W. Salka and J. Brown

W. Salka reported on Enrollment Trends 2011-2021 (Attachment B) and gave a PowerPoint presentation. The slides show a decline in: 1) undergraduate and graduate student share of total enrollment from fall 2011 to fall 2021, 2) housing numbers from 2011 to fall 2021, 3) fall 2022 deposits for incoming first-year students, and 4) projected enrollment for fall 2022 continuing student registration.

4. Human Resources Update – K. DeLisa

K. DeLisa reviewed Attachment C, Personnel Changes Since 4-21-22. There have been twelve new hires, five resignations, twelve retirements, and three end-of-temporary appointments.

There are three management/confidential, six AAUP, and 22 SUOAF searches underway. There is one offer of employment out right now. As of today, 73 out of 107 eligible people have announced retirement before July. Of those retirements, 75 percent are in academic affairs. There will be a large volume of searches.

5. Budget Update – J. Howarth

J. Howarth presented the budget update and shared slides (Attachment D) with the group. The slides show the following:

- Slide #1 - FY 2022 Revenue by Major Sources Projected: \$144,929,098 – This slide shows projected revenue for FY 22 based on the February mid-year budget update. One-time federal funds balanced the FY 22 budget. If taken away, we would have had a \$12 million loss.
- Slide #2 - FY22 Projected Expenditures \$144,929,098 – This slide shows the projected expenditures for FY 22.
- Slide #3 – FY22 Personal Services Projected Cost: \$100,690,635 – This slide shows the projected cost of FY 22 Personal Services.
- Slide #4 - Model to Project Total Employee Cost FY 2021-22 – This slide shows that the scenarios for total employment cost for someone hired with a \$66,000 base salary
- Slide #5 - FY22 Other Expenses Projected Cost \$37,327,443 – This slide show FY22 Other Expense Projected Costs. Some of these costs, such as the food service contract, cannot be changed. However, there are \$3.2 million in all other expenses that we can look at reducing.
- Slide #6 - Anticipated FY 2023 Increases – This slide shows FY 23 increases in salaries, fringes, the 27th payroll, and utilities. We balanced the budget because the federal government gave us roughly \$12 million in extra funds. The Legislature is giving us \$19.4 million in one-time funds for next year.

The following suggestions and comments were made:

1. B. Cunningham shared an email (Attachment E) expressing his thoughts.
2. Poll 100 students and ask why they came to Eastern. Market and advertise answers.
3. Because of Covid, students have not had a full college experience, and some are not choosing to return.
4. Rent facilities and host camps over the summer - J. Howarth explained that rental of facilities over summer is break-even or a loss. Chartwells has to hire additional workers, and the University has to pay extra for cleaning rooms.
5. Use systemwide contracts for food service, etc. – J. Howarth explained that Eastern has the best Barnes & Noble and Chartwells contracts of the four universities. It would hurt us to combine contracts.
6. Savings from not increasing salaries would be unfortunate. -- E. Núñez said she supports raises for everyone at Eastern.
7. Find savings from programs that do not have the enrollment or other benefits to justify their expenses and noted in President Cheng's letter (Attachment A) – E. Núñez explained that our philosophy program has low enrollment, but we must offer this program because we are a Public Liberal Arts College.
8. Reduce release time, maximize seats, and rotate assignments as noted in President's Cheng's letter (Attachment A).— J. Howarth gave examples of assigning Athletics to Student Affairs and Human Resources to K. DeLisa and said we are moving people around without impacting students. E. Núñez stated that we can change job descriptions, but the union will not allow people to do multiple jobs.

9. Eliminate some services rather than just reducing them. If we cannot do something well, we should not be doing it, i.e., the shuttle. – J. Howarth said off-campus shuttle is paid for by students while the University pays for the on-campus shuttle. We must have the shuttle for the students. E. Núñez said SGA has picked up the salary for one Student Center employee to help with budget costs.
10. Knowing how money is being spent will help us make recommendations. -- J. Howarth stated that information can be accessed in the department budgets.
11. Achieving \$5 million in savings won't be done by cutting food and travel. It is a matter of PS. We will not lay off people. – J. DeLapp; E. Núñez agrees that we will not lay off. There is a need to look at empty positions and which ones need to be filled and that we don't lose students because we don't fill positions. We cannot cancel classes students need to graduate because we did not fill positions.
12. Convert dorms to singles. -- J. Howarth said that is being worked on.
13. Close dorms and consolidate residents. -- E. Núñez said we closed Burr during COVID. Depending on what the August enrollment looks like, we may be able to do something then. J. Howarth said Noble is closed for renovation.
14. Sell a building. – E. Núñez said the state would get the money; not the University.
15. Looking at individual programs did not have good consequences; morale is low, and it would be lower if we started with those conversations. – E. Núñez explained that the System Office is going to comb through enrollment in each program. If germane to the mission, it will stay; if not, they will eliminate it. They have asked us to do this, and they are not reducing programs now.
16. If it comes to programs being eliminated, where would cost savings come from? Especially with tenured people. - W. Salka said a couple of small majors with several to offer upper-level courses for those majors and they will be revoked. If we do away with that major, faculty could teach other courses at higher capacity. He is not looking to do that. E. Núñez said we could reduce the number of adjuncts teaching courses and save.
17. Combine majors and save in office staff. – W. Salka said only if we combine departments which he thinks they will propose.
18. Increase room counts instead over dividing an overfull section into two. – E. Núñez said W. Salka is meeting with the Chairs on April 22, and one of the things in the letter is bumping up class size. J. Howarth said we have to be aware of the fire code.
19. William Cunningham emailed E. Núñez, J. Howarth, and W. Salka a published list of 101 cost-saving ideas.

6. New Business: General Discussion

There was no new business.

The meeting adjourned at 9:55 a.m.

Submitted by,
Rebecca Davis

Date: April 20, 2022
To: Connecticut State University Presidents
From: Terrence Cheng, CSCU President
Re: FY 2023 Budget Development

In March I asked that each of your campuses begin to consider changes that you can implement to address a potentially serious budget shortfall in FY 2023. Since then, we have seen the Appropriations Committee budget proposal, including \$91 million against a shortfall estimated at \$107 million, mostly one-time funding from surplus or federal funds. Based on that proposal, we will need to make reductions to save at least \$15 million in FY 2023 and possibly much more in the following years if the state is not able to sustain the one-time funding in future years.

At the same time, the striking challenges we all face around enrollment demand that we make real changes to better meet our students' needs. In the long run, our best path to financial stability is to grow our enrollment by offering excellent programs that meet our prospective students' needs at an affordable price. If we simply accept the State's one-time resources and do not make changes that lower our costs or increase our enrollment, we will face budget cuts next year and every year.

I have also asked that you begin to evaluate which programs at your campuses do not have the enrollment or other benefits to justify their expense. I recognize that this effort will in some cases require more time to plan and carry out, but our current budget situation demands that we try to work in the short term also, identifying any changes that we can implement for next year at the same time we work on changes and initiatives with longer horizons.

In light of these circumstances, please reflect the following as you prepare spending plans for the Board to consider:

- I expect each university to take the reasonable, prudent, and contractually authorized steps necessary to balance their budget. That budget plan should be built on conservative assumptions about enrollment, turnover and the implementation of savings initiatives.
- Do not propose to use reserves to fund ongoing expenses. Be prepared to disclose and justify any proposed use of reserves to meet one-time or transitional expenses.
- Please identify the changes that you are proposing to reduce costs in light of reduced enrollment. These changes might include reducing release time, maximizing seats in offered course sections, and rotating assignments to meet student needs with reduced course offerings, or other changes that are appropriate in your campus context.
- Please identify and describe any academic program changes included in your plan, including when they are expected to produce savings.

I look forward to working with you all to develop a package of spending plans for the Board that will support our students, benefit our enrollment recovery and improve our long-term fiscal health.

Regards,



Terrence Cheng
President, Connecticut State Colleges and Universities

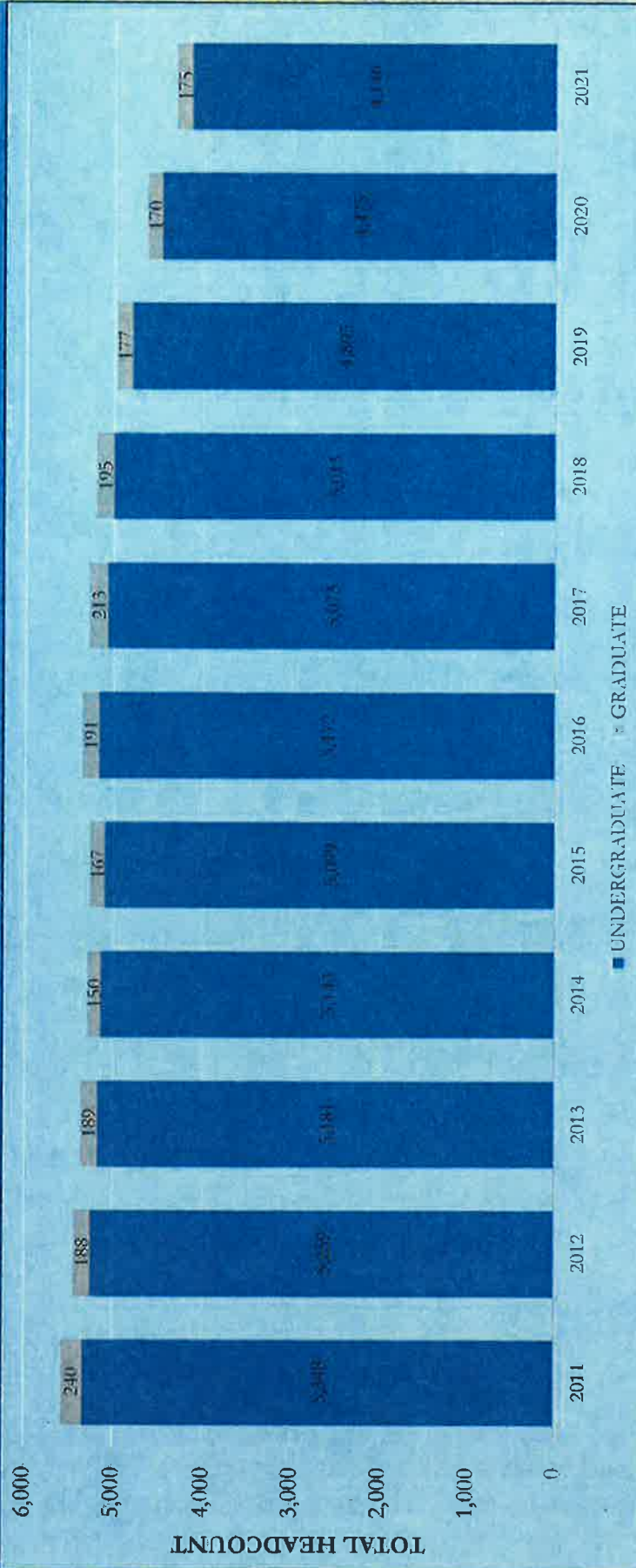


Enrollment Trends

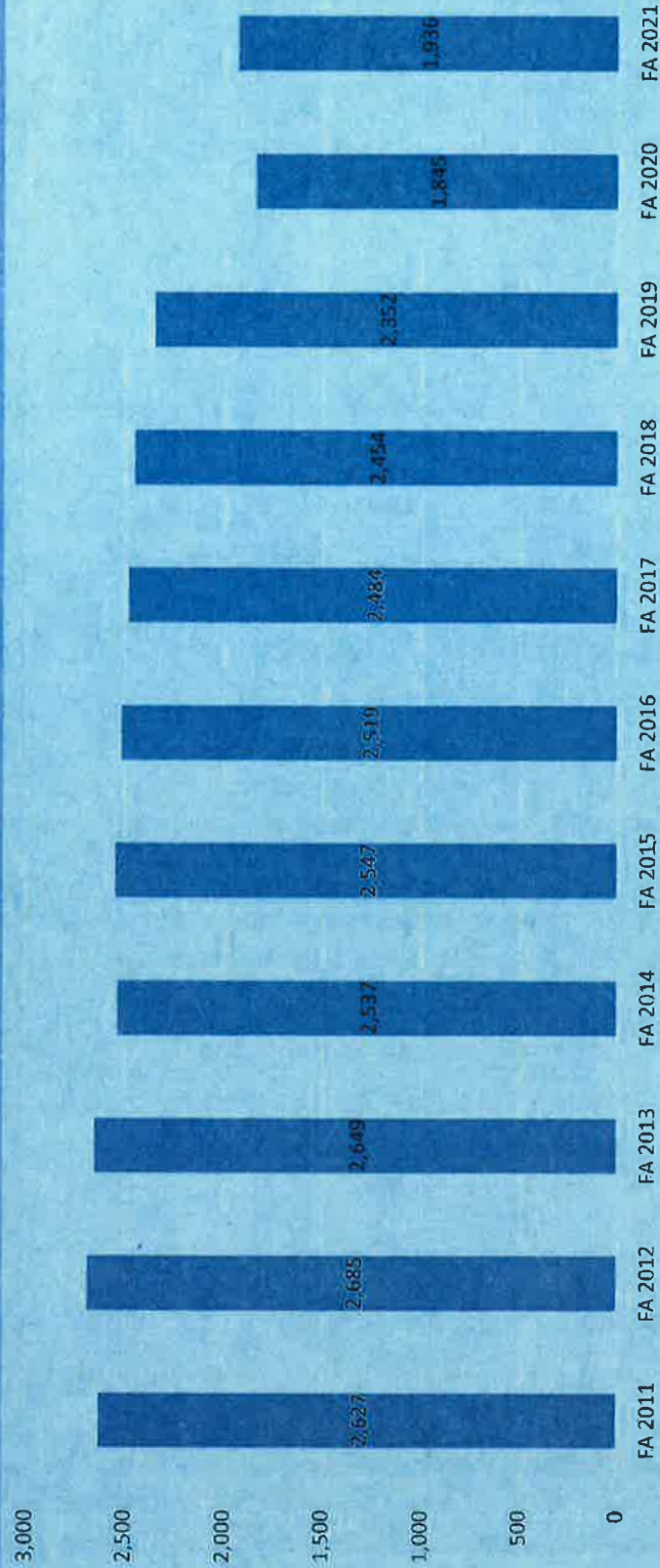
2011 – 2021



Undergraduate and Graduate Student Share of Total Enrollment Fall 2011 to Fall 2021



Housing Numbers: 2011-2021 (Number of Beds Filled)



Projected Enrollment Fall 2022 Deposits for Incoming First-Year Students

	February 15	March 1	March 15	April 1	April 15
Fall 2021	88	136	180	323	426
Fall 2022	103	106	150	242	386
Difference	17%	-22%	-17%	-16%	-9%

Projected Enrollment Fall 2022

Continuing Student Registration

	Headcount	Full Time Equivalent
Post First-Year Registration 2021	2,014	1,948
Post First-Year Registration 2022	1,948	1,896
Difference	-3.3%	-3.6%

Search Status

Management Confidential searches:

- Dean of the School of Arts & Sciences, ongoing
 - Dean of the School of Education & Professional Studies, ongoing
 - Director of Facilities Management & Planning, ongoing
 - Title IX Coordinator, ongoing
- AAUP searches:**
- Asst Prof of Public Health, ongoing
 - Asst Prof of Allied Health, filled by Jeffrey Messer, starting 8/22/22
 - Head Women's LaCross Coach, filled by Diane Stephan, starting 8/22/22
 - Head Men's & Women's Cross Country/Track & Field Coach, ongoing
 - Two Counselors, one filled by Victoria DeVeau, starting 8/22/22; the other ongoing

SUOAF searches:

- Two Academic Advisors - offers made
- Two Customer Support Center Assistants - offers made
- Asst Dir of University Opportunity Programs, ongoing
- Asst to Dir of Fiscal Affairs, ongoing
- Associate Dir of Fiscal Affairs - Acquisitions, ongoing
- Residence Hall Director (11 positions), ongoing
- Assistant Director of Health Services, ongoing
- Assistant Director of the Office of Access/Abilities, ongoing
- IA User Support Specialist, ongoing
- Billing Administrator, ongoing
- Assistant Director of Annual Fund & Advancement Services, ongoing
- Associate Director of Health Services, ongoing
- Financial Aid Systems & Compliance Specialist, ongoing
- Assistant Bursar, filled by Neville Williams, starting 5/6/22

Ongoing Classified Searches:

- Administrative Assistant -Student Activities
- Secretary 2 - Art & Art History/Performing Arts
- 2 Building & Grounds Patrol Officers
- Police Lieutenant
- 2 Police Officers
- 8 Custodians
- Supervising Custodian
- Landscape Technician (2 positions), conditional offers made
- Qualified Crafts Worker - Electrical
- Qualified Crafts Worker - Mechanical, conditional offer made
- Qualified Crafts Worker - HVAC (2 positions)
- Maintenance Supervisor 2 - HVAC, conditional offer made

Eastern Connecticut State University
 Personnel Changes since 2-25-22
 As of 4-21-22

New Hires

Name	Title	Department	Eff Date	Union
Mastroianni, Lexie Nicole	Student Affairs Trainee	Ctr for Community Engagement	2/11/2022	SUOAF
Hansen, Paul R	Bldgs&GrndPatr/Ofcr	Public Safety	2/25/2022	Protective Serv
Tompkins, Sarah C.	Head Women's Soccer Coach	Athletics	2/25/2022	AAUP
Berube, Erin E.	Administrative Assistant	Health Services	3/4/2022	Clerical
Shaw, Kari J.	IT Business Oper Supp Asst	Information Tech & Planning	3/11/2022	SUOAF
Villalta Santos, Wendy Y.	Custodian	Housekeeping	3/25/2022	Maintenance
Enciso James, Raul	Custodian	Housekeeping	3/28/2022	Maintenance
Steiner, Brian J.	Custodian	Facilities Management	4/4/2022	Maintenance
Anelli, Liza	Payroll Clerk	Payroll	4/8/2022	Clerical
Juarez, Raul	Custodian	Facilities Management	4/8/2022	Maintenance
Ortiz, Mariah	Custodian	Facilities Management	4/8/2022	Maintenance
Orcutt, Ashley	Administrative Assistant	University Relations	4/22/2022	Clerical

Terminations

Name	Title	Department	Eff Date	Union
Resignation				
Mooney, Gregory L	Landscape Tech	Grounds Department	3/1/2022	Maintenance
Decker, Holly A.	Billing Administrator	Bursar	3/4/2022	SUOAF
Thompson, Corrina M.	Bldgs&GrndPatr/Ofcr	Public Safety	3/11/2022	Protective Serv
Norwood, Alyssa R.	Energy Technical Specialist	Sustainable Energy	3/25/2022	SUOAF
Gonzalez, Carlos J.	Supervising Custodian	Housekeeping	4/8/2022	Maintenance

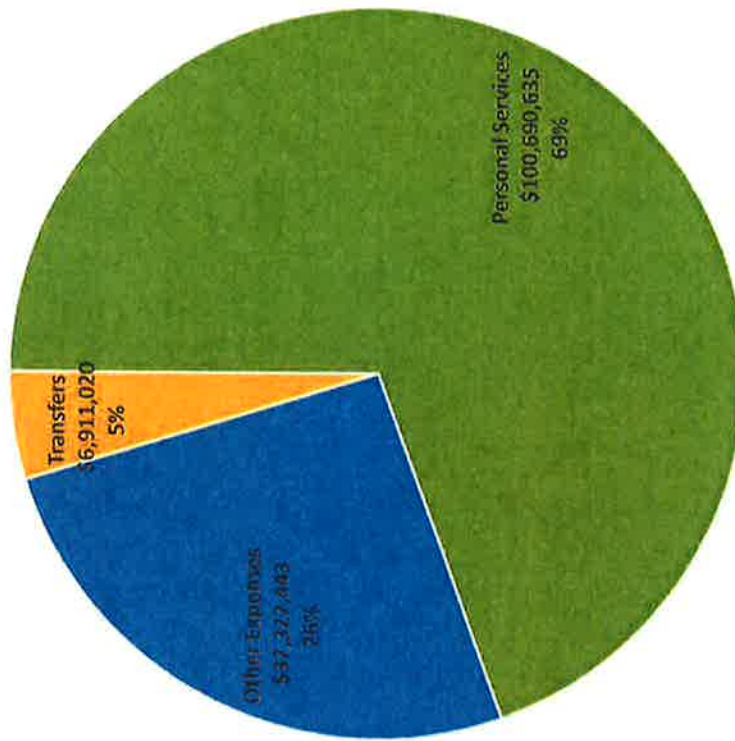
Retirement

Gomez, Albert	Custodian	Housekeeping	3/1/2022	Maintenance
Rukstela, Nanette C.	Secretary 2	Art and Art History	3/1/2022	Clerical
Ardel, Lourdes	Director of Human Resources	Human Resources	4/1/2022	Mgmt/Conf
Brokaw, Cynthia	Payroll Clerk	Payroll	4/1/2022	Clerical
Canfield, Beverly	Administrative Assistant	University Relations	4/1/2022	Clerical
Hunt, Deborah	Director of Enterprise Applications	ITS	4/1/2022	SUOAF
Li, Fawng	System Manager	ITS	4/1/2022	SUOAF
Moore, Diane	Accountant	Fiscal Affairs	4/1/2022	A&R
O'Brien, Theresa	Dir of Fiscal Affairs for Acquisition	Fiscal Affairs	4/1/2022	SUOAF
Parmalee, Kathleen	Administrative Assistant	Student Center/Activities	4/1/2022	Clerical
Smith Sr., Jeffrey	Qualified Craft Worker - Mechanic	Facilities	4/1/2022	Maintenance
Stoddard, Lynn	Director of the Institute for Sustain	Institute for Sustainable Energy	4/1/2022	Mgmt/Conf

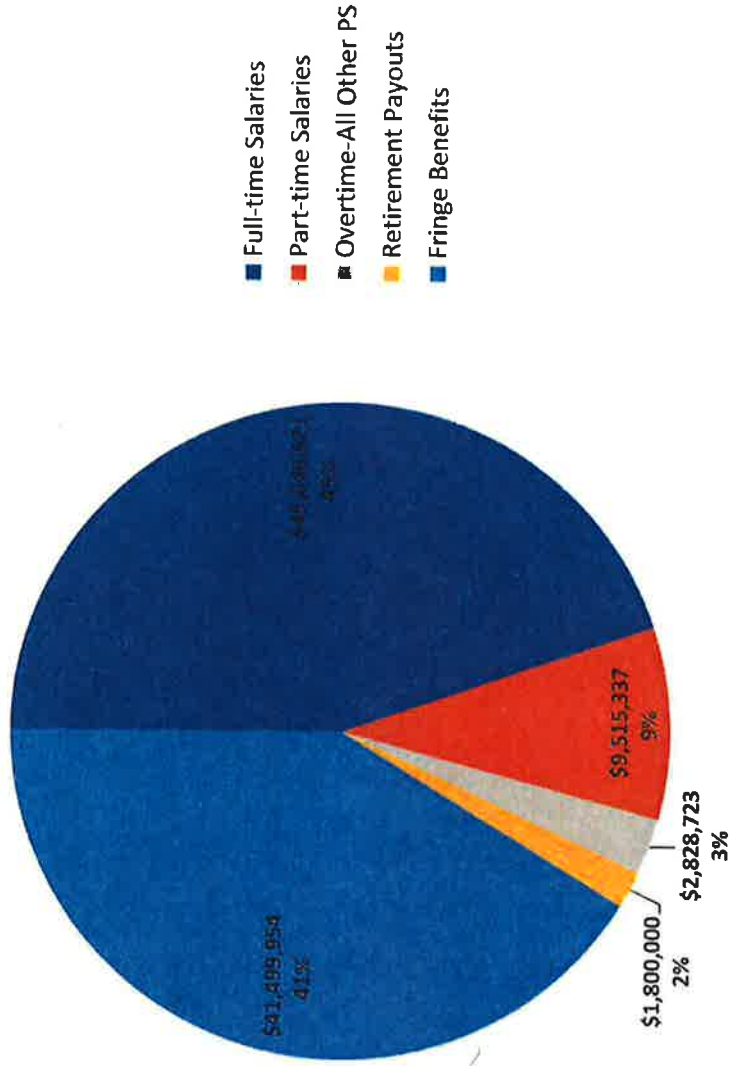
End of Temporary Appointment

LeClair, Jessica H	Energy Technical Specialist	Sustainable Energy	3/31/2022	SUOAF
Sheer, Natasha Ann	Teacher Associate	Child & Family Development	3/25/2022	SUOAF
Washington, Monae	University Driver	Public Safety	4/13/2022	Maintenance

FY22 Projected Expenditures
\$144,929,098



**FY22 Personal Services
Projected Cost: \$100,690,635**

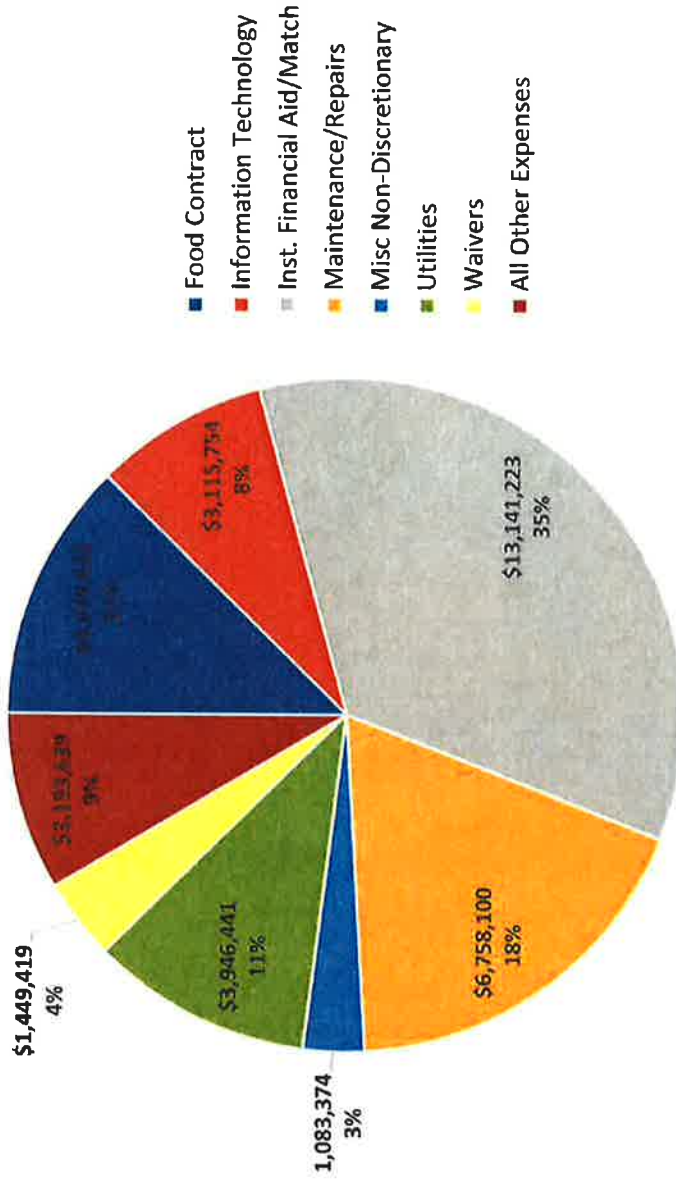


**Model to Project Total Employee Cost
FY 2021-22**

Base Salary
66,000.00

	<u>State Retirement</u>	<u>Alternate (ARP)</u>
Projected Total Cost Salary and Fringe Single	124,711.83	91,220.31
Subscriber +1	136,258.43	102,766.91
Family	141,062.97	107,571.45
FLES	131,718.57	98,227.05

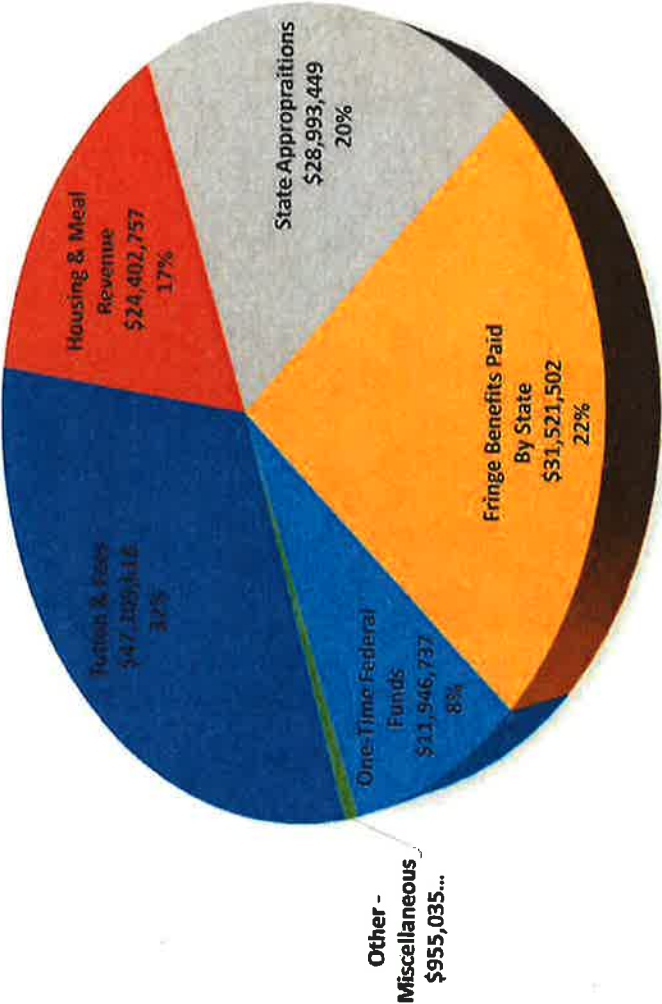
FY22 Other Expenses
Projected Cost: \$37,327,443



FY 2023 Increases

- Salary Increases \$4.7m
- Fringe Rate Increase, Plus Fringes on Salary Increases \$5.6m
- 27th Payroll Salary & Fringe Benefits \$3.7m
- Utilities (Electricity, Natural Gas, Water, Sewer) \$0.5m

**FY 2022 Revenue by Major Sources
Projected: \$144,929,098**



From: Cunningham, Brendan M. (Economics and Finance) <cunninghambr@easternct.edu>
Sent: Thursday, April 21, 2022 9:14 AM
To: Howarth, James R. (Finance and Administration) <howarthja@easternct.edu>; Bulmer, Karyl L. (Fiscal Affairs) <BULMERK@easternct.edu>; DeLapp, Julia A. (Center for Early Childhood Education) <DeLappJ@easternct.edu>; DeLisa, Kenneth J. (Institutional Advancement) <DelisaK@easternct.edu>; Ferruci, Stephen A. (English) <FerruciS@easternct.edu>; Fontaine, Nathan D. (Student) <fontainena@my.easternct.edu>; Hyatt, James A. (Environmental Earth Science) <HYATTJ@easternct.edu>; Krassas, Nicole R. (Political Sci, Philosophy, Geography) <KRASSASN@easternct.edu>; Mariasi, David J. (Financial Aid) <MariasiD@easternct.edu>; Nietupski, Christine R. (Public Safety) <nietupskic@easternct.edu>; Núñez, Elsa M. (President's Office) <nunez@easternct.edu>; Runksmeier, Lori L. (Athletics) <runksmeierl@easternct.edu>; Salka, William M. (Academic Affairs) <salkaw@easternct.edu>; SGA President <sgapres@my.easternct.edu>; White, Andrew D. (Facilities Management and Planning) <whitea@easternct.edu>; Wilson, Janice A. (Library) <wilsonj@easternct.edu>; Osborn, Edward H. (University Relations) <OsbornE@easternct.edu>
Cc: Zavodjancik, Maureen (President's Office) <zavodjancikm@easternct.edu>; Carden, Meghan C. (Institutional Advancement) <cardenm@easternct.edu>
Subject: Re: Document for Today's Ad Hoc Meeting

Dear Colleagues -

After considering all of this information I have a lot to say. I will share some of these thoughts in the meeting but I am setting this email to send with a delay so that they are recorded.

1. I do not believe the Personnel Changes spreadsheet is accurate. I personally know of one resignation that is not recorded there and I am also aware that we have far more faculty retirements than are reflected there as well. I don't think this will be a productive process if we do not have accurate information. I have concerns, based upon evidence, that the different cost centers are not communicating fully with each other which means we are basically flying blind. Our first step is to fix this.
- 2.
3. The inaccurate spreadsheet shows that two out of more than fifty hires are for people who actually teach students in classrooms. This is wildly out of proportion to the importance of teaching to our mission. Without teaching, there are no diplomas. Without diplomas, there is no Eastern. If we do not support our mission appropriately we will fail.
- 4.
5. We are in violation of the AAUP contract for the portion of our classes taught by part time faculty. This means we have less scholarship and service happening on campus than we should have. This is actively harming our enrollments.
- 6.

7. The answer to Cheng should be that we will not cut costs. Cutting costs has been the MO of the Regents since they began as an organization. We know the result. Systemwide enrollments were on the rise before the Regents existed. Once they came into place, our enrollments began to dwindle. The reason is that the Regents seem determined to slash investment in what we offer to students. As our value proposition to students has crumbled, so have our enrollments, which is a viscous circle. In comparison, UCONON is thriving.
- 8.
9. In prior meetings about budget I have proposed multiple options for increasing revenue and I will repeat those options again here. It is baffling that we do not take these revenue opportunities before continuing to slash the investment in our mission.
 - a. *Increase revenue from facilities over summer.
 - b. *Ample evidence that student graduation rates increase with required on campus housing for all four years. Multiple benefits from moving to this model.
 - c. *Increase tuition by some amount, say \$2,000, in the first two years and cut tuition by the same amount in the last two years.
 - d. *More grants from faculty (Julia's idea).
- 10.
11. The only "expense" cuts we should propose, if we are force to, are as follows:
 - a. *Eliminate the "tithe" we pay to the central office of about \$1 million per year. It appears community colleges do not pay this. If central office says they will have to reduce "services" to us our answer should be: OK.
 - b. *Retroactive rebate of the debt service we paid throughout the pandemic. Commercial lenders had all kinds of mortgage forbearance during COVID and I have no idea why we did not as we sat on empty housing. If CHEFI has a problem with this they can reduce their subsidy to Yale, Wesleyan and other private institutions with billion dollar endowments primarily serving students from out of state or other countries (please see my attached op ed).

Best regards,
Brendan

<https://ctmirror.org/2020/11/16/there-is-too-much-state-borrowing-to-benefit-private-colleges-and-schools/>



There is too much state borrowing to benefit private colleges and schools

According to U.S. News and World Report, Yale University is tied for the fourth largest university endowment in the United States at \$30.3 billion. The state of Connecticut has borrowed \$4.8 ...

ctmirror.org