

Eastern Ad-Hoc Budget Committee  
Minutes  
October 9, 2013  
Connecticut Room  
9:00 a.m.

**Attendance:**

Patricia Banach, Karyl Bulmer, Karen Collins, David Cummings, Kenneth DeLisa, Rhona Free, Matthew Hicks, James Howarth, Elsa Núñez, Dimitrios Pachis

**Absent:**

David Bachand, Maryanne Clifford, Anne Dawson, Drew Hyatt, Gregory Kane, Margaret Letterman, Jian Lin, Thomas Madera, David Mariasi, Denise Matthews, Diane Moore, George Whiting

Meeting commenced at 9:05 a.m.

1. Approval of Previous Meeting Minutes

D. Cummings moved and K. DeLisa seconded that the minutes of the April 19, 2013, meeting be approved. P. Banach abstained from voting. The motion passed.

2. Welcome and Update – President Núñez

E. Núñez informed the committee that:

- Dr. Gray is touring all 17 campuses, and his visit to Eastern went well.
- Dr. Gray and his staff are developing a plan for the system. Campuses will review it, and the Board will vote on it this spring. Items being considered for inclusion are: one library plan for all seventeen libraries, eliminating tuition increases and limiting program offerings at community colleges, and limiting university students to 15 credits a semester. The Ad Hoc Committee discussed the drawbacks of limiting credits.

3. Fall 2013 Enrollment Update – Rhona Free

R. Free presented an update on enrollment. She reviewed Attachment A which shows declining enrollment across all campuses; Attachment B which compares this year's and last year's enrollment for Eastern; and Attachment C which details Eastern's enrollment trends, retention rates, and graduation rates. R. Free explained what Eastern is doing to improve retention.

4. Financial Updates – Jim Howarth

- FY 2013 Actual

J. Howarth explained the FY 2012-13 actual budget results as described in Attachment D. He stated that Eastern has had a small surplus for four consecutive years. We also now have positive reserves. Eastern has achieved savings by holding positions open longer than budgeted.

- FY 2014 Budget

J. Howarth reviewed the FY 2013-14 budget as described in Attachment D. FY 14 revenues include increases in tuition and fees, and contractual increases are included in the budget. There is a shortfall in out-of-state students, but we will make up for some of this because we had budgeted for rental of the Best Western and we do not need it. We had a small wait list and all students were placed. J. Howarth said we are looking at a challenging year.

J. Howarth said Eastern received 2% of its FY 13 recession back, but with the requirement it be used for new faculty. This is money we had used in prior years for operation. E. Núñez said ECSU's budget strategy has been not to refill vacancies. The legislature has given the system \$4 million for full-time faculty. If Eastern receives some of this money, part of it will be used to hire staff.

J. Howarth said that in his dual role, he noticed that while the challenges ECSU faces are real, it faces them head on and more successfully than the other universities and community colleges. Facilities achieved savings with energy efficiency, and faculty has been conscientious about spending funds. He stated that students do not feel they have been shortchanged as a result of budget cuts. M. Hicks agreed and said the SGA accepted the tuition increase because it does not want any gaps to show up.

K. DeLisa said our plan is to cap enrollment. Our success will be maintaining quality education. E. Núñez said our growth this year was 60 students. J. Howarth said the System Office understands that Eastern is where it needs to be.

5. Human Resources Update – Ken DeLisa

K. DeLisa reviewed personnel changes as shown in Attachment E.

The meeting adjourned at 10:25 a.m.

Submitted by,

Rebecca Davis



**Connecticut State Universities (ConnSCU) - Preliminary Early Enrollment, Census Date Comparison**  
 Fall 2013 Preliminary Enrollment as of 13-Sep-2013  
 Compared to Fall 2012 Enrollment as of Census Date

| Start Date -><br>Census Date -> | State Universities |        |          |        |          |        |          |        |          |        |          |        | Total    |        |          |         |          |         |          |        |         |
|---------------------------------|--------------------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|--------|----------|---------|----------|---------|----------|--------|---------|
|                                 | Central            |        |          |        | Eastern  |        |          |        | Southern |        |          |        | Western  |        |          |         | Total    |         |          |        |         |
|                                 | 08/28/13           |        | 09/18/13 |        | 08/28/13 |        | 09/18/13 |        | 08/28/13 |        | 09/18/13 |        | 08/28/13 |        | 09/18/13 |         | 08/28/13 |         | 09/18/13 |        |         |
|                                 | UG                 | GR     | Total    | UG     | GR       | Total  | UG       | GR     | Total    | UG     | GR       | Total  | UG       | GR     | Total    | UG      | GR       | Total   | UG       | GR     | Total   |
| <b>Census Date Fall 2013</b>    |                    |        |          |        |          |        |          |        |          |        |          |        |          |        |          |         |          |         |          |        |         |
| Headcount                       | 7,624              | 584    | 8,208    | 4,395  | 67       | 4,462  | 7,016    | 876    | 7,892    | 4,394  | 71       | 4,465  | 23,429   | 1,598  | 25,027   | 23,429  | 1,598    | 25,027  | 23,429   | 1,598  | 25,027  |
| PT                              | 2,147              | 1,510  | 3,657    | 784    | 122      | 906    | 1,241    | 1,671  | 2,912    | 1,098  | 462      | 1,560  | 5,270    | 3,765  | 9,035    | 5,270   | 3,765    | 9,035   | 5,270    | 3,765  | 9,035   |
| Total                           | 9,771              | 2,094  | 11,865   | 5,179  | 189      | 5,368  | 8,257    | 2,547  | 10,804   | 5,492  | 533      | 6,025  | 28,699   | 5,363  | 34,062   | 28,699  | 5,363    | 34,062  | 28,699   | 5,363  | 34,062  |
| Credit Hours                    | 109,922            | 6,320  | 116,242  | 65,471 | 710      | 66,181 | 102,314  | 9,858  | 112,172  | 63,605 | 895      | 64,499 | 341,311  | 17,782 | 359,093  | 341,311 | 17,782   | 359,093 | 341,311  | 17,782 | 359,093 |
| FT                              | 14,178             | 6,917  | 21,095   | 4,667  | 509      | 5,176  | 8,201    | 7,726  | 15,926   | 6,858  | 2,056    | 8,914  | 33,904   | 17,208 | 51,111   | 33,904  | 17,208   | 51,111  | 33,904   | 17,208 | 51,111  |
| Total                           | 124,100            | 13,237 | 137,337  | 70,138 | 1,219    | 71,357 | 110,515  | 17,583 | 128,098  | 70,463 | 2,951    | 73,413 | 375,215  | 34,990 | 410,204  | 375,215 | 34,990   | 410,204 | 375,215  | 34,990 | 410,204 |
| FTE                             | 7,328              | 527    | 7,855    | 4,365  | 59       | 4,424  | 6,821    | 821    | 7,642    | 4,240  | 75       | 4,315  | 22,754   | 1,482  | 24,236   | 22,754  | 1,482    | 24,236  | 22,754   | 1,482  | 24,236  |
| PT                              | 945                | 576    | 1,522    | 311    | 42       | 354    | 547      | 644    | 1,190    | 457    | 171      | 629    | 2,260    | 1,434  | 3,694    | 2,260   | 1,434    | 3,694   | 2,260    | 1,434  | 3,694   |
| Total                           | 8,273              | 1,103  | 9,376    | 4,676  | 102      | 4,777  | 7,368    | 1,465  | 8,833    | 4,698  | 246      | 4,943  | 25,014   | 2,916  | 27,930   | 25,014  | 2,916    | 27,930  | 25,014   | 2,916  | 27,930  |
| <b>Census Date Fall 2012</b>    |                    |        |          |        |          |        |          |        |          |        |          |        |          |        |          |         |          |         |          |        |         |
| Headcount                       | 7,771              | 615    | 8,386    | 4,420  | 39       | 4,459  | 7,289    | 845    | 8,134    | 4,501  | 76       | 4,577  | 23,981   | 1,575  | 25,556   | 23,981  | 1,575    | 25,556  | 23,981   | 1,575  | 25,556  |
| PT                              | 2,171              | 1,534  | 3,705    | 838    | 143      | 981    | 1,236    | 1,747  | 2,983    | 1,082  | 517      | 1,599  | 5,327    | 3,941  | 9,268    | 5,327   | 3,941    | 9,268   | 5,327    | 3,941  | 9,268   |
| Total                           | 9,942              | 2,149  | 12,091   | 5,258  | 182      | 5,440  | 8,525    | 2,592  | 11,117   | 5,583  | 593      | 6,176  | 29,308   | 5,516  | 34,824   | 29,308  | 5,516    | 34,824  | 29,308   | 5,516  | 34,824  |
| Credit Hours                    | 111,602            | 6,651  | 118,253  | 65,926 | 429      | 66,355 | 106,580  | 9,270  | 115,850  | 65,350 | 932      | 66,282 | 349,457  | 17,282 | 366,739  | 349,457 | 17,282   | 366,739 | 349,457  | 17,282 | 366,739 |
| FT                              | 14,438             | 6,769  | 21,207   | 5,148  | 577      | 5,725  | 7,856    | 7,934  | 15,790   | 6,860  | 2,366    | 9,226  | 34,302   | 17,646 | 51,947   | 34,302  | 17,646   | 51,947  | 34,302   | 17,646 | 51,947  |
| Total                           | 126,040            | 13,420 | 139,460  | 71,073 | 1,006    | 72,079 | 114,436  | 17,203 | 131,639  | 72,210 | 3,298    | 75,508 | 383,759  | 34,927 | 418,686  | 383,759 | 34,927   | 418,686 | 383,759  | 34,927 | 418,686 |
| FTE                             | 7,440              | 554    | 7,994    | 4,395  | 36       | 4,431  | 7,105    | 772    | 7,878    | 4,357  | 78       | 4,434  | 23,297   | 1,440  | 24,737   | 23,297  | 1,440    | 24,737  | 23,297   | 1,440  | 24,737  |
| PT                              | 963                | 564    | 1,527    | 343    | 48       | 391    | 524      | 661    | 1,185    | 457    | 197      | 655    | 2,287    | 1,470  | 3,757    | 2,287   | 1,470    | 3,757   | 2,287    | 1,470  | 3,757   |
| Total                           | 8,403              | 1,118  | 9,521    | 4,738  | 84       | 4,822  | 7,629    | 1,434  | 9,063    | 4,814  | 275      | 5,089  | 25,584   | 2,911  | 28,494   | 25,584  | 2,911    | 28,494  | 25,584   | 2,911  | 28,494  |
| <b>Difference</b>               |                    |        |          |        |          |        |          |        |          |        |          |        |          |        |          |         |          |         |          |        |         |
| Headcount                       | -1.9%              | -5.0%  | -2.1%    | -0.6%  | 71.8%    | 0.1%   | -3.7%    | 3.7%   | -3.0%    | -2.4%  | -6.6%    | -2.4%  | -2.3%    | 1.5%   | -2.1%    | -2.3%   | 1.5%     | -2.1%   | -2.3%    | 1.5%   | -2.1%   |
| PT                              | -1.1%              | -1.6%  | -1.3%    | -6.4%  | -14.7%   | -7.6%  | 0.4%     | -4.4%  | -2.4%    | -2.4%  | -10.6%   | -2.4%  | 1.5%     | -4.5%  | -2.5%    | -1.1%   | -4.5%    | -2.5%   | -1.1%    | -4.5%  | -2.5%   |
| Total                           | -1.7%              | -2.6%  | -1.9%    | -1.5%  | 3.8%     | -1.3%  | -3.1%    | -1.7%  | -2.8%    | -2.4%  | -10.1%   | -2.4%  | -1.6%    | -2.8%  | -2.2%    | -2.1%   | -2.8%    | -2.2%   | -2.1%    | -2.8%  | -2.2%   |
| Credit Hours                    | -1.5%              | -5.0%  | -1.7%    | -0.7%  | 65.5%    | -0.3%  | -4.0%    | 6.3%   | -3.2%    | -2.7%  | -4.0%    | -2.7%  | -2.7%    | 2.9%   | -2.1%    | -2.3%   | 2.9%     | -2.1%   | -2.3%    | 2.9%   | -2.1%   |
| FT                              | -1.8%              | 2.2%   | -0.5%    | -9.3%  | -11.8%   | -9.6%  | 4.4%     | -2.6%  | 0.9%     | 0.0%   | -13.1%   | -3.4%  | 0.0%     | -2.5%  | -1.6%    | -1.2%   | -2.5%    | -1.6%   | -1.2%    | -2.5%  | -1.6%   |
| Total                           | -1.5%              | -1.4%  | -1.5%    | -1.3%  | 21.2%    | -1.0%  | -3.4%    | 2.2%   | -2.7%    | -2.7%  | -10.5%   | -2.8%  | -2.4%    | 0.2%   | -2.0%    | -2.2%   | 0.2%     | -2.0%   | -2.2%    | 0.2%   | -2.0%   |
| FTE                             | -1.5%              | -5.0%  | -1.7%    | -0.7%  | 65.5%    | -0.2%  | -4.0%    | 6.3%   | -3.0%    | -2.7%  | -4.0%    | -2.7%  | -2.7%    | 2.9%   | -2.0%    | -2.3%   | 2.9%     | -2.0%   | -2.3%    | 2.9%   | -2.0%   |
| PT                              | -1.8%              | 2.2%   | -0.3%    | -9.3%  | -11.8%   | -9.6%  | 4.4%     | -2.6%  | 0.5%     | 0.0%   | -13.1%   | -4.0%  | 0.0%     | -2.5%  | -1.7%    | -1.2%   | -2.5%    | -1.7%   | -1.2%    | -2.5%  | -1.7%   |
| Total                           | -1.5%              | -1.4%  | -1.5%    | -1.3%  | 21.2%    | -0.9%  | -3.4%    | 2.2%   | -2.5%    | -2.4%  | -10.5%   | -2.9%  | -2.4%    | 0.2%   | -2.0%    | -2.2%   | 0.2%     | -2.0%   | -2.2%    | 0.2%   | -2.0%   |

**Notes**

Full-time equivalent enrollment is calculated in this worksheet as 15 undergraduate credit hours = 1 FTE, 12 graduate credit hours = 1 FTE. This figure will be lower than official FTE reports based on credit hours, which include a full 12 months of instructional activity as well as official FTE reports based on the NCES fall headcount conversion formula.

Data Sources: Campus IR Offices

Prepared by the CT Board of Regents for Higher Education, Office of Policy & Research, September 20, 2013

Connecticut State Colleges & Universities (ConnSCU) Fall Headcount Enrollment, Trends, FULL-TIME & PART-TIME

| Year                | Community Colleges |         |         |            |            |           |                  |                          |         |                  |              | Charter Oak State College <sup>(2)</sup> | State Universities |                          |         |         | Grand Total |          |         |                          |
|---------------------|--------------------|---------|---------|------------|------------|-----------|------------------|--------------------------|---------|------------------|--------------|--|--------------------|--------------------------|---------|---------|-------------|----------|---------|--------------------------|
|                     | Asnuntuck          | Capital | Gateway | Housatonic | Manchester | Middlesex | Naugatuck Valley | Northwestern Connecticut | Norwalk | Quinebaug Valley | Three Rivers |  | Tunxis             | Community Colleges Total | Central | Eastern |             | Southern | Western | State Universities Total |
| 1993                | 2,181              | 3,583   | 5,163   | 2,691      | 6,458      | 3,185     | 6,008            | 2,096                    | 5,113   | 1,160            | 4,084        | 3,820                                    | 45,542             | 12,665                   | 4,576   | 12,144  | 5,726       | 35,111   | 81,828  |                          |
| 1994                | 2,105              | 3,260   | 5,006   | 2,855      | 6,258      | 3,010     | 5,667            | 2,103                    | 5,244   | 1,166            | 4,137        | 3,772                                    | 44,593             | 11,959                   | 4,523   | 11,652  | 5,683       | 33,717   | 79,486  |                          |
| 1995                | 2,093              | 2,834   | 4,843   | 2,665      | 5,812      | 2,785     | 5,533            | 2,089                    | 5,352   | 1,120            | 3,977        | 3,725                                    | 42,828             | 11,752                   | 4,590   | 11,591  | 5,607       | 33,540   | 77,566  |                          |
| 1996                | 2,063              | 2,828   | 4,537   | 2,653      | 5,523      | 2,611     | 5,238            | 1,885                    | 5,357   | 1,170            | 3,707        | 3,468                                    | 41,040             | 11,646                   | 4,527   | 11,412  | 5,397       | 32,982   | 75,274  |                          |
| 1997                | 2,084              | 2,887   | 4,276   | 3,291      | 5,495      | 2,237     | 4,889            | 1,792                    | 5,247   | 1,220            | 3,573        | 3,355                                    | 40,326             | 11,625                   | 4,527   | 11,395  | 5,421       | 32,968   | 74,526  |                          |
| 1998                | 1,913              | 2,911   | 3,981   | 3,551      | 5,252      | 2,273     | 4,736            | 1,743                    | 4,974   | 1,214            | 3,549        | 3,257                                    | 39,364             | 11,686                   | 4,724   | 11,264  | 5,372       | 33,046   | 73,748  |                          |
| 1999                | 1,719              | 2,766   | 4,151   | 3,829      | 5,192      | 2,317     | 4,864            | 1,698                    | 5,220   | 1,281            | 3,573        | 3,455                                    | 40,065             | 11,903                   | 4,987   | 11,551  | 5,589       | 34,030   | 75,524  |                          |
| 2000                | 1,850              | 3,050   | 4,157   | 3,902      | 5,135      | 2,309     | 5,116            | 1,596                    | 5,377   | 1,347            | 3,574        | 3,412                                    | 40,825             | 12,252                   | 5,145   | 12,127  | 5,806       | 35,330   | 77,614  |                          |
| 2001                | 1,723              | 3,129   | 4,724   | 4,247      | 5,405      | 2,320     | 5,223            | 1,609                    | 5,669   | 1,501            | 3,472        | 3,720                                    | 42,642             | 12,368                   | 5,337   | 12,254  | 5,918       | 35,877   | 80,015  |                          |
| 2002                | 1,724              | 3,476   | 5,328   | 4,515      | 5,561      | 2,440     | 5,315            | 1,633                    | 5,717   | 1,501            | 3,624        | 4,035                                    | 44,869             | 12,642                   | 5,215   | 12,219  | 6,050       | 36,126   | 82,556  |                          |
| 2003                | 1,476              | 3,381   | 5,587   | 4,678      | 5,717      | 2,400     | 5,155            | 1,543                    | 6,047   | 1,571            | 3,622        | 3,983                                    | 45,160             | 12,131                   | 5,095   | 12,143  | 6,079       | 35,448   | 82,186  |                          |
| 2004                | 1,504              | 3,436   | 5,595   | 4,701      | 5,906      | 2,354     | 5,514            | 1,516                    | 5,790   | 1,721            | 3,764        | 3,942                                    | 45,743             | 12,320                   | 5,156   | 12,177  | 5,884       | 35,537   | 82,775  |                          |
| 2005                | 1,483              | 3,573   | 5,739   | 4,471      | 6,135      | 2,286     | 5,667            | 1,569                    | 6,036   | 1,714            | 3,660        | 3,894                                    | 46,227             | 12,315                   | 5,113   | 12,158  | 5,907       | 35,493   | 83,622  |                          |
| 2006                | 1,638              | 3,550   | 5,824   | 4,431      | 6,094      | 2,474     | 5,659            | 1,544                    | 6,040   | 1,779            | 3,793        | 3,663                                    | 46,489             | 12,144                   | 5,239   | 12,326  | 6,086       | 35,795   | 83,995  |                          |
| 2007                | 1,792              | 3,726   | 5,965   | 4,475      | 6,484      | 2,623     | 5,966            | 1,632                    | 6,231   | 1,846            | 3,836        | 3,836                                    | 48,434             | 12,106                   | 5,137   | 11,930  | 6,211       | 35,384   | 85,395  |                          |
| 2008                | 1,769              | 3,989   | 6,471   | 5,081      | 6,649      | 2,624     | 6,128            | 1,721                    | 6,266   | 1,947            | 4,132        | 4,328                                    | 51,105             | 12,233                   | 5,427   | 11,769  | 6,462       | 35,891   | 88,984  |                          |
| 2009                | 1,808              | 4,280   | 6,847   | 5,609      | 7,366      | 2,914     | 6,725            | 1,711                    | 6,685   | 2,110            | 4,561        | 4,496                                    | 55,112             | 12,461                   | 5,610   | 11,815  | 6,617       | 36,503   | 93,694  |                          |
| 2010                | 1,836              | 4,518   | 7,328   | 6,197      | 7,940      | 2,952     | 7,195            | 1,832                    | 6,740   | 2,288            | 5,161        | 4,666                                    | 58,253             | 12,477                   | 5,606   | 11,964  | 6,582       | 36,629   | 97,160  |                          |
| 2011                | 1,687              | 4,512   | 7,261   | 5,975      | 7,499      | 2,876     | 7,361            | 1,701                    | 6,807   | 2,101            | 5,154        | 4,740                                    | 57,674             | 12,521                   | 5,586   | 11,533  | 6,407       | 36,047   | 95,962  |                          |
| 2012 <sup>(1)</sup> | 1,673              | 4,425   | 7,976   | 6,077      | 7,692      | 2,933     | 7,419            | 1,423                    | 6,810   | 2,086            | 4,980        | 4,734                                    | 58,228             | 12,091                   | 5,440   | 11,117  | 6,176       | 34,824   | 94,696  |                          |
| 2013 <sup>(3)</sup> | 1,715              | 4,178   | 8,320   | 5,813      | 7,584      | 2,905     | 7,317            | 1,549                    | 6,659   | 1,934            | 4,757        | 4,590                                    | 57,321             | 11,865                   | 5,368   | 10,804  | 6,025       | 34,062   | 92,989  |                          |
| % Change            | 2.5                | -5.6    | 4.3     | -4.3       | -1.4       | -1.0      | -1.4             | 8.9                      | -2.2    | -7.3             | -4.5         | -3.0                                     | -1.6               | -1.9                     | -1.3    | -2.8    | -2.4        | -2.2     | -1.8    |                          |
| 1 year              | -3.1               | 4.7     | 28.6    | 14.4       | 14.1       | 10.7      | 19.4             | -10.0                    | 6.3     | -0.7             | 15.1         | 6.1                                      | 12.2               | -3.0                     | -1.1    | -6.2    | -6.8        | -5.1     | 4.5     |                          |
| 5 years             | 16.2               | 23.6    | 48.9    | 24.3       | 32.7       | 21.0      | 41.9             | 0.4                      | 10.1    | 23.1             | 31.3         | 15.2                                     | 26.9               | -2.2                     | 5.4     | -11.0   | -0.9        | -3.9     | 13.1    |                          |
| 10 years            | -21.4              | 16.6    | 61.1    | 116.0      | 17.4       | -8.8      | 21.8             | -26.1                    | 30.2    | 66.7             | 16.5         | 20.2                                     | 25.9               | -6.3                     | 17.3    | -11.0   | 5.2         | -3.0     | 13.6    |                          |
| since 1993          |                    |         |         |            |            |           |                  |                          |         |                  |              |  |                    |                          |         |         |             |          |         |                          |

Source: BOR enrollment database used for IPEDS reporting

(1) IMPORTANT NOTE: Headcount enrollments prior to fall 2012 included students who were exclusively auditing classes or courses that cannot be applied towards a formal award as well as students studying abroad but paying only a nominal fee at their home institution, even though IPEDS instructs institutions to exclude these students from headcount enrollment. These students are not included in fall 2012 and later years, in accordance with IPEDS definitions. The change from 2011 to 2012 using the same method for calculating enrollment shows an increase of 57,152 to 58,228 or 1.9 percent; for Northwestern Connecticut CC, in particular, the decrease would have been 2.5% rather than 16.3%; state university enrollment would have declined just 3.1 percent rather than 3.4 percent.

(2) Charter Oak State College through 2011 historically included students who were affiliated with the college for the purposes of transcript evaluation and degree aggregation but were not enrolled for credit, although this practice is not consistent with IPEDS enrollment reporting definitions. The decrease in enrollment for Charter Oak State College is entirely attributable to this change in reporting practice. The change from 2011 to 2012 using the same method for calculating enrollment shows an increase from 1,567 to 1,644 in overall headcount, or an increase of 4.9 percent. Fall 2013 enrollment is estimated based on a same-time comparison from September 13, 2013

(3) Data for Fall 2013 are census-date counts, except for Charter Oak State College (see n. 2). Data are not official until reported to IPEDS in spring 2014.

About these data  
Reporting of enrollment here was used for data collection through the Integrated Postsecondary Education Data System (IPEDS); see additional notes for variations. In general, fall headcount is measured on or about the third week of the semester (Charter Oak has used different dates over time).

Prepared by the CT Board of Regents for Higher Education Office of Policy and Research, 9/20/2013

## Retention Rate

### Retention Rates of First-Time, Full-Time Degree-Seeking Freshman Students

| Year of Entry Cohort | All Full-Time First-Time Freshmen |              | Pell Grant Recipients <sup>1</sup> |              | Subsidized Federal Loan Recipients <sup>2</sup> |              | Neither Pell nor Loan Recipients |              |
|----------------------|-----------------------------------|--------------|------------------------------------|--------------|---|--------------|----------------------------------|--------------|
|                      | Number                            | Pct Retained | Number                             | Pct Retained | Number  | Pct Retained | Number                           | Pct Retained |
| Fall 2012            | 977                               | 78%          | 261                                | 74%          | 356   | 81%          | 360                              | 79%          |
| Fall 2011            | 923                               | 76%          | 244                                | 75%          | 306   | 78%          | 373                              | 75%          |
| Fall 2010            | 914                               | 76%          | 240                                | 73%          | 344   | 76%          | 330                              | 79%          |
| Fall 2009            | 941                               | 77%          | 197                                | 77%          | 322   | 81%          | 422                              | 74%          |
| Fall 2008            | 946                               | 78%          | 174                                | 85%          | 267   | 78%          | 505                              | 75%          |
| Fall 2007            | 821                               | 74%          | 176                                | 74%          | 231   | 75%          | 414                              | 74%          |
| Fall 2006            | 894                               | 74%          | 168                                | 76%          | 252   | 76%          | 474                              | 73%          |
| Fall 2005            | 865                               | 75%          | 153                                | 76%          | 264   | 78%          | 448                              | 73%          |
| Fall 2004            | 841                               | 78%          | 138                                | 80%          | 257   | 76%          | 446                              | 79%          |
| Fall 2003            | 776                               | 75%          | 116                                | 66%          | 247   | 76%          | 412                              | 77%          |
| Fall 2002            | 804                               | 75%          | 138                                | 78%          | 218   | 72%          | 448                              | 75%          |

## Graduation Rate

### Six-Year Graduation Rates

#### Entering Freshmen

### Year of Entry Cohort/Graduation

| Year of Entry Cohort/Graduation | All Full-Time First-Time Freshmen |               | Pell Grant Recipients <sup>1</sup> |               | Subsidized Federal Loan Recipients <sup>2</sup> |               | Neither Pell nor Loan Recipients |               |
|---------------------------------|-----------------------------------|---------------|------------------------------------|---------------|---|---------------|----------------------------------|---------------|
|                                 | Number                            | Pct Graduated | Number                             | Pct Graduated | Number  | Pct Graduated | Number                           | Pct Graduated |
| Fall 2007 / Graduation in 2013  | 817                               | 51%           | 174                                | 46%           | 230   | 53%           | 413                              | 51%           |
| Fall 2006 / Graduation in 2012  | 891                               | 53%           | 167                                | 49%           | 251   | 52%           | 473                              | 55%           |
| Fall 2005 / Graduation in 2011  | 864                               | 49%           | 153                                | 47%           | 263   | 47%           | 448                              | 50%           |
| Fall 2004 / Graduation in 2010  | 837                               | 52%           | 138                                | 47%           | 254   | 56%           | 445                              | 52%           |
| Fall 2003 / Graduation in 2009  | 772                               | 51%           | 114                                | 41%           | 246   | 52%           | 412                              | 52%           |
| Fall 2002 / Graduation in 2008  | 792                               | 46%           | 138                                | 41%           | 214   | 40%           | 440                              | 50%           |

**Four-Year Graduation Rates  
Entering Freshmen**

**Year of Entry Cohort/Graduation**

| Year of Entry Cohort/Graduation | All Full-Time First-Time Freshmen |               | Pell Grant Recipients <sup>1</sup> |               | Subsidized Federal Loan Recipients <sup>2</sup> |               | Neither Pell nor Loan Recipients |               |
|---------------------------------|-----------------------------------|---------------|------------------------------------|---------------|---|---------------|----------------------------------|---------------|
|                                 | Number                            | Pct Graduated | Number                             | Pct Graduated | Number  | Pct Graduated | Number                           | Pct Graduated |
| Fall 2009 / Graduation in 2013  | 937                               | 43%           | 196                                | 31%           | 320   | 45%           | 421                              | 47%           |
| Fall 2008 / Graduation in 2012  | 951                               | 38%           | 174                                | 32%           | 270   | 39%           | 507                              | 41%           |
| Fall 2007 / Graduation in 2011  | 821                               | 32%           | 176                                | 32%           | 231   | 30%           | 414                              | 33%           |
| Fall 2006 / Graduation in 2010  | 896                               | 35%           | 169                                | 27%           | 253   | 36%           | 474                              | 37%           |
| Fall 2005 / Graduation in 2009  | 864                               | 32%           | 153                                | 29%           | 263   | 31%           | 448                              | 33%           |
| Fall 2004 / Graduation in 2008  | 837                               | 32%           | 138                                | 25%           | 254   | 33%           | 445                              | 34%           |
| Fall 2003 / Graduation in 2007  | 772                               | 31%           | 114                                | 25%           | 246   | 31%           | 412                              | 34%           |
| Fall 2002 / Graduation in 2006  | 792                               | 29%           | 138                                | 17%           | 214   | 28%           | 440                              | 34%           |

<sup>1</sup> These students received Pell grants in their first year of enrollment.

<sup>2</sup> These students did not receive Pell grants, but received subsidized federal loans in their first year of enrollment.

**Retention Rate**

**Retention Rates of First-Time, Full-Time Freshmen (FTFF)**

| Year of Entry Cohort | All  |       |       |          |                |                 |                          |                   |          |                    | Total Minority | Minority-White Gap | Percent Minority <sup>†</sup> |
|----------------------|------|-------|-------|----------|----------------|-----------------|--------------------------|-------------------|----------|--------------------|----------------|--------------------|-------------------------------|
|                      | FTFF | White | Black | Hispanic | Asian American | Native American | Hawaiian or Pacific Isl. | Two or More Races | Minority | Minority-White Gap |                |                    |                               |
| Fall 2012            | 78%  | 78%   | 89%   | 74%      | 78%            | N ≤ 10          | N ≤ 10                   | 58%               | 77%      | -1%                | 23%            |                    |                               |
| Fall 2011            | 76%  | 75%   | 75%   | 79%      | N ≤ 10         | N ≤ 10          | N ≤ 10                   | 79%               | 77%      | 2%                 | 22%            |                    |                               |
| Fall 2010            | 76%  | 77%   | 77%   | 69%      | 74%            | N ≤ 10          | N ≤ 10                   | 67%               | 73%      | -4%                | 19%            |                    |                               |
| Fall 2009            | 77%  | 77%   | 79%   | 80%      | 83%            | N ≤ 10          | N ≤ 10                   | 93%               | 80%      | 3%                 | 17%            |                    |                               |
| Fall 2008            | 78%  | 78%   | 92%   | 72%      | N ≤ 10         | N ≤ 10          | N ≤ 10                   | N ≤ 10            | 82%      | 4%                 | 16%            |                    |                               |
| Fall 2007            | 74%  | 75%   | 84%   | 78%      | 73%            | N ≤ 10          | N ≤ 10                   | 91%               | 81%      | 7%                 | 20%            |                    |                               |
| Fall 2006            | 74%  | 74%   | 77%   | 77%      | N ≤ 10         | N ≤ 10          | N ≤ 10                   | N ≤ 10            | 79%      | 5%                 | 19%            |                    |                               |
| Fall 2005            | 75%  | 75%   | 78%   | 72%      | 72%            | N ≤ 10          | N/A                      | N/A               | 74%      | -1%                | 17%            |                    |                               |
| Fall 2004            | 78%  | 78%   | 84%   | 89%      | 71%            | N ≤ 10          | N/A                      | N/A               | 84%      | 6%                 | 16%            |                    |                               |
| Fall 2003            | 75%  | 76%   | 73%   | 70%      | N ≤ 10         | N ≤ 10          | N/A                      | N/A               | 69%      | -7%                | 13%            |                    |                               |
| Fall 2002            | 75%  | 75%   | 73%   | 68%      | N ≤ 10         | N ≤ 10          | N/A                      | N/A               | 71%      | -4%                | 13%            |                    |                               |

**Graduation Rate**

**Four-Year Graduation Rates of First-Time, Full-Time Freshmen (FTFF)**

| Year of Entry Cohort/Graduation | All  |       |       |          |                |                 |                          |                   |          |                    | Total Minority | Minority-White Gap | Percent Minority <sup>†</sup> |
|---------------------------------|------|-------|-------|----------|----------------|-----------------|--------------------------|-------------------|----------|--------------------|----------------|--------------------|-------------------------------|
|                                 | FTFF | White | Black | Hispanic | Asian American | Native American | Hawaiian or Pacific Isl. | Two or More Races | Minority | Minority-White Gap |                |                    |                               |
| Fall 2009 / Grad in 2013        | 43%  | 47%   | 12%   | 29%      | 25%            | N ≤ 10          | N ≤ 10                   | 60%               | 24%      | -23%               | 17%            |                    |                               |
| Fall 2008 / Grad in 2012        | 38%  | 40%   | 39%   | 29%      | N ≤ 10         | N ≤ 10          | N ≤ 10                   | N ≤ 10            | 34%      | -5%                | 16%            |                    |                               |
| Fall 2007 / Grad in 2011        | 32%  | 34%   | 30%   | 32%      | 33%            | N ≤ 10          | N ≤ 10                   | 27%               | 31%      | -2%                | 20%            |                    |                               |
| Fall 2006 / Grad in 2010        | 35%  | 36%   | 30%   | 33%      | N ≤ 10         | N ≤ 10          | N ≤ 10                   | N ≤ 10            | 33%      | -2%                | 19%            |                    |                               |
| Fall 2005 / Grad in 2009        | 32%  | 33%   | 29%   | 23%      | 22%            | N ≤ 10          | N/A                      | N/A               | 26%      | -7%                | 17%            |                    |                               |
| Fall 2004 / Grad in 2008        | 32%  | 33%   | 21%   | 33%      | 21%            | N ≤ 10          | N/A                      | N/A               | 26%      | -7%                | 16%            |                    |                               |
| Fall 2003 / Grad in 2007        | 31%  | 33%   | 22%   | 17%      | N ≤ 10         | N ≤ 10          | N/A                      | N/A               | 20%      | 13%                | 13%            |                    |                               |
| Fall 2002 / Grad in 2006        | 29%  | 29%   | 27%   | 29%      | N ≤ 10         | N ≤ 10          | N/A                      | N/A               | 28%      | -1%                | 13%            |                    |                               |
| Fall 2001 / Grad in 2005        | 30%  | 32%   | 17%   | 16%      | N ≤ 10         | N ≤ 10          | N/A                      | N/A               | 15%      | -17%               | 11%            |                    |                               |
| Fall 2000 / Grad in 2004        | 23%  | 24%   | 10%   | 23%      | 23%            | N ≤ 10          | N/A                      | N/A               | 15%      | -9%                | 14%            |                    |                               |
| Fall 1999 / Grad in 2003        | 25%  | 27%   | 21%   | 9%       | 17%            | N ≤ 10          | N/A                      | N/A               | 17%      | -10%               | 17%            |                    |                               |
| Fall 1998 / Grad in 2002        | 20%  | 22%   | 9%    | 19%      | 29%            | N ≤ 10          | N/A                      | N/A               | 14%      | -8%                | 18%            |                    |                               |
| Fall 1997 / Grad in 2001        | 20%  | 21%   | 14%   | 20%      | 15%            | N ≤ 10          | N/A                      | N/A               | 16%      | -6%                | 18%            |                    |                               |

**Six-Year Graduation Rates of First-Time, Full-Time Freshmen (FTFTF)**

| Year of Entry<br>Cohort/Graduation | All   |     | White | Black | Hispanic | Asian<br>American | Native<br>American | Hawaiian or<br>Pacific Isl. | Two or More<br>Races | Total<br>Minority | Minority-White<br>Gap | Percent<br>Minority <sup>†</sup> |
|------------------------------------|-------|-----|-------|-------|----------|-------------------|--------------------|-----------------------------|----------------------|-------------------|-----------------------|----------------------------------|
|                                    | FTFTF | 51% |       |       |          |                   |                    |                             |                      |                   |                       |                                  |
| Fall 2007 / Grad in 2013           | 53%   | 51% | 54%   | 47%   | 45%      | 33%               | N ≤ 10             | N ≤ 10                      | 55%                  | 46%               | -8%                   | 20%                              |
| Fall 2006 / Grad in 2012           | 49%   | 53% | 51%   | 42%   | 42%      | 39%               | N ≤ 10             | N/A                         | N/A                  | 41%               | -10%                  | 17%                              |
| Fall 2005 / Grad in 2011           | 52%   | 53% | 53%   | 41%   | 58%      | 54%               | N ≤ 10             | N/A                         | N/A                  | 48%               | -6%                   | 16%                              |
| Fall 2004 / Grad in 2010           | 51%   | 52% | 52%   | 41%   | 42%      | N ≤ 10            | N ≤ 10             | N/A                         | N/A                  | 43%               | -9%                   | 13%                              |
| Fall 2003 / Grad in 2009           | 46%   | 46% | 46%   | 40%   | 39%      | N ≤ 10            | N ≤ 10             | N/A                         | N/A                  | 40%               | -6%                   | 13%                              |
| Fall 2002 / Grad in 2008           | 48%   | 51% | 51%   | 37%   | 36%      | N ≤ 10            | N ≤ 10             | N/A                         | N/A                  | 34%               | -17%                  | 11%                              |
| Fall 2001 / Grad in 2007           | 48%   | 49% | 49%   | 45%   | 42%      | 62%               | N ≤ 10             | N/A                         | N/A                  | 45%               | -4%                   | 14%                              |
| Fall 2000 / Grad in 2006           | 43%   | 44% | 44%   | 50%   | 26%      | 33%               | N ≤ 10             | N/A                         | N/A                  | 42%               | -2%                   | 17%                              |
| Fall 1999 / Grad in 2005           | 41%   | 43% | 43%   | 41%   | 20%      | N ≤ 10            | N ≤ 10             | N/A                         | N/A                  | 35%               | -8%                   | 18%                              |
| Fall 1998 / Grad in 2004           | 42%   | 44% | 44%   | 29%   | 37%      | 40%               | N ≤ 10             | N/A                         | N/A                  | 36%               | -8%                   | 18%                              |
| Fall 1997 / Grad in 2003           | 42%   | 44% | 44%   | 19%   | 41%      | N ≤ 10            | N ≤ 10             | N/A                         | N/A                  | 34%               | -10%                  | 16%                              |
| Fall 1996 / Grad in 2002           | 43%   | 45% | 45%   | 33%   | 28%      | N ≤ 10            | N ≤ 10             | N/A                         | N/A                  | 33%               | -12%                  | 16%                              |
| Fall 1995 / Grad in 2001           |       |     |       |       |          |                   |                    |                             |                      |                   |                       |                                  |

<sup>†</sup> Percent minority = (number of minority students) / (number of minority + white students)  
 For the Fall 2006–2010 cohorts, minority is defined as Asian, Black, Hawaiian/Pi, Hispanic, Native American, or Two or More Races.  
 For all years prior to 2006, minority is defined as Asian, Black, Hispanic, or Native American.  
 International students and students not declaring ethnicity are not included in any analysis except the overall retention or graduation rate in the column "All Students."

**Fall 2011 and Fall 2012 Cohorts**  
**Year 1 to Year 2 Retention Rates (*Unofficial*)**

|     |       | Fall 2011<br>Registration Status<br>Fall 2012 |        |              | Fall 2012<br>Registration Status<br>Fall 2013 |       |              | First Year<br>Retention<br>Increase from<br>2011-2012<br>Cohort |              |
|-----|-------|---|--------|--------------|---|-------|--------------|---|--------------|
|     |       | N   | Y      | Total        | N   | Y     | Total        |   |              |
| TAC | None  | Count   | 3      | 2            | 5   |       |              |   |              |
|     |       | % within TAC                                  | 60.00% | 40.00%       | 100.00%                                       |       |              |   |              |
|     | TAC1  | Count   | 57     | 114          | 171   | 70    | 141          | 211   | TAC1 - 0.1%  |
|     |       | % within TAC                                  | 33.3%  | <b>66.7%</b> | 100.0%  | 33.2% | <b>66.8%</b> | 100.0%  |              |
|     | TAC2  | Count   | 48     | 154          | 202   | 33    | 138          | 171   | TAC2 - 4.5%  |
|     |       | % within TAC                                  | 23.8%  | <b>76.2%</b> | 100.0%  | 19.3% | <b>80.7%</b> | 100.0%  |              |
|     | TAC3  | Count   | 67     | 162          | 229   | 62    | 194          | 256   | TAC3 - 5.1%  |
|     |       | % within TAC                                  | 29.3%  | <b>70.7%</b> | 100.0%  | 24.2% | <b>75.8%</b> | 100.0%  |              |
|     | TAC4  | Count   | 53     | 267          | 320   | 51    | 290          | 341   | TAC4 - 1.6%  |
|     |       | % within TAC                                  | 16.6%  | <b>83.4%</b> | 100.0%  | 15.0% | <b>85.0%</b> | 100.0%  |              |
|     | Total | Count   | 228    | 699          | 927   | 216   | 763          | 979   | Total - 2.5% |
|     |       | % within TAC                                  | 24.6%  | <b>75.4%</b> | 100.0%  | 22.1% | <b>77.9%</b> | 100.0%  |              |

Fall 2012 Cohort Second Year Retention by Major

Major 1

|                              |                | Reg   |        | Total  |
|------------------------------|----------------|-------|--------|--------|
|                              |                | N     | Y      |        |
| Major                        | Count          | 0     | 2      | 2      |
|                              | % within Major | .0%   | 100.0% | 100.0% |
| Accounting                   | Count          | 5     | 25     | 30     |
|                              | % within Major | 16.7% | 83.3%  | 100.0% |
| Biochemistry                 | Count          | 2     | 14     | 16     |
|                              | % within Major | 12.5% | 87.5%  | 100.0% |
| Biology                      | Count          | 19    | 36     | 55     |
|                              | % within Major | 34.5% | 65.5%  | 100.0% |
| Business Administration      | Count          | 31    | 96     | 127    |
|                              | % within Major | 24.4% | 75.6%  | 100.0% |
| Business Information Systems | Count          | 2     | 14     | 16     |
|                              | % within Major | 12.5% | 87.5%  | 100.0% |
| Communication                | Count          | 11    | 47     | 58     |
|                              | % within Major | 19.0% | 81.0%  | 100.0% |
| Computer Science             | Count          | 4     | 38     | 42     |
|                              | % within Major | 9.5%  | 90.5%  | 100.0% |
| Economics                    | Count          | 5     | 7      | 12     |
|                              | % within Major | 41.7% | 58.3%  | 100.0% |
| English                      | Count          | 8     | 41     | 49     |
|                              | % within Major | 16.3% | 83.7%  | 100.0% |
| English/American Studies     | Count          | 1     | 3      | 4      |
|                              | % within Major | 25.0% | 75.0%  | 100.0% |
| Environmental Earth Science  | Count          | 1     | 7      | 8      |
|                              | % within Major | 12.5% | 87.5%  | 100.0% |
| History                      | Count          | 6     | 15     | 21     |
|                              | % within Major | 28.6% | 71.4%  | 100.0% |
| History and Social Science   | Count          | 2     | 7      | 9      |
|                              | % within Major | 22.2% | 77.8%  | 100.0% |
| History/American Studies     | Count          | 0     | 7      | 7      |
|                              | % within Major | .0%   | 100.0% | 100.0% |

|                                |                |       |        |        |
|--------------------------------|----------------|-------|--------|--------|
| Labor Relatns/Human Resour Mgt | Count          | 0     | 4      | 4      |
|                                | % within Major | .0%   | 100.0% | 100.0% |
| Mathematics                    | Count          | 3     | 25     | 28     |
|                                | % within Major | 10.7% | 89.3%  | 100.0% |
| Music                          | Count          | 3     | 7      | 10     |
|                                | % within Major | 30.0% | 70.0%  | 100.0% |
| Physical Education             | Count          | 2     | 25     | 27     |
|                                | % within Major | 7.4%  | 92.6%  | 100.0% |
| Political Science              | Count          | 3     | 13     | 16     |
|                                | % within Major | 18.8% | 81.3%  | 100.0% |
| Pre-Biology                    | Count          | 2     | 1      | 3      |
|                                | % within Major | 66.7% | 33.3%  | 100.0% |
| Pre-Individualized             | Count          | 1     | 4      | 5      |
|                                | % within Major | 20.0% | 80.0%  | 100.0% |
| Pre-Social Work                | Count          | 11    | 27     | 38     |
|                                | % within Major | 28.9% | 71.1%  | 100.0% |
| Psychology                     | Count          | 26    | 92     | 118    |
|                                | % within Major | 22.0% | 78.0%  | 100.0% |
| Sociology                      | Count          | 10    | 24     | 34     |
|                                | % within Major | 29.4% | 70.6%  | 100.0% |
| Spanish                        | Count          | 2     | 4      | 6      |
|                                | % within Major | 33.3% | 66.7%  | 100.0% |
| Sport & Leisure Management     | Count          | 6     | 24     | 30     |
|                                | % within Major | 20.0% | 80.0%  | 100.0% |
| Theatre                        | Count          | 1     | 10     | 11     |
|                                | % within Major | 9.1%  | 90.9%  | 100.0% |
| Undeclared                     | Count          | 45    | 136    | 181    |
|                                | % within Major | 24.9% | 75.1%  | 100.0% |
| Visual Arts                    | Count          | 4     | 8      | 12     |
|                                | % within Major | 33.3% | 66.7%  | 100.0% |
| Total                          | Count          | 216   | 763    | 979    |
|                                | % within Major | 22.1% | 77.9%  | 100.0% |

**Eastern Connecticut State University**  
**Current Budget Status - September 4, 2013**

**FY 2012-13 Actual Results**

While the final accounting has not as yet been completed for FY 2013, we have every indication we were able to exceed our budget and end the year with a small addition to funds.

Based on our last projection for FY 2013, our overall revenue was below budget by \$2.1 million reflecting lower state general fund contributions and fringe paid by state of \$1.3 million, lower full time tuition and university general fee of \$0.6 million, and lower total all other revenues of \$0.2. Our overall full time enrollment was within 1% of the budgeted level with a lower mix of out of state and graduate students contributing to the shortfall in full time tuition revenue.

We were able to offset the impact of lower revenue with the favorable variance for personal services and fringe benefits of \$1.0 million. This represents a combination of holding positions open longer than budgeted for a savings of \$1.2 million offset in part by increased fringe benefit expenses.

Other operating expenses are projected to be \$0.6 million below budget reflecting the lower level of spending achieved to offset the reduction in revenues noted above.

Overall we have offset our revenue shortfall for FY 2013 and expect to see some additional improvement in the final results at the completion of our audit.

**FY 2013-14 Budget**

Our revenues include increases in tuition and fees for an in state commuter of \$465 and \$999 for a resident student. Our overall student full time enrollment budget for FY 2014 remains at the same level as the FY 2013 budget. Our part time student population is expected to be below the FY 2013 budget for FY 2014, and in total we are budgeting an additional \$4.6 million in revenue for FY 2014 over the FY 2013 budget.

Personal services and fringe benefits are budgeted to be \$4.4 million above the FY 2013 budget. This includes increased funding for additional full time faculty, pay increases, and the impact of increased fringe benefit expenses.

In operating expenses we have increased the budget for student financial aid and waivers and held all other operating expenses to the prior year levels. Equipment purchased from operating funds decreased slightly as we looked to this area to help balance our budget.

Our overall budget for FY 2014 is a break even budget and we continue to be optimistic of our ability to complete FY 2014 with another balanced budget through your continued cooperation and hard work.

Eastern CT State University  
 Personnel Changes since 8-1-13  
 As of 10-7-13

New Hires

| Name   | Title               | Department              | Eff. Date | Union |
|--|---------------------|-------------------------|-----------|-------|
| <b>Tenure Track Faculty</b>                        |                     |                         |           |       |
| Dancik, Garrett                                    | Assistant Professor | Math/CS                 | 8/26/2013 | AAUP  |
| de Wilde, Ari                                      | Assistant Professor | HPE                     | 8/26/2013 | AAUP  |
| Graham, Matthew                                    | Assistant Professor | Biology                 | 8/26/2013 | AAUP  |
| Groth, Amy   | Assistant Professor | Biology                 | 8/26/2013 | AAUP  |
| Heenehan, Megan                                    | Assistant Professor | Math/CS                 | 8/26/2013 | AAUP  |
| Jin, Chunying Sandy                                | Assistant Professor | Psychology              | 8/26/2013 | AAUP  |
| Mendoza, Martin                                    | Assistant Professor | Political Science       | 8/26/2013 | AAUP  |
| Sarikhani-Khorami, Mehran                          | Assistant Professor | Math/CS                 | 8/26/2013 | AAUP  |
| Villanueva, Emiliano                               | Assistant Professor | Business Administration | 8/26/2013 | AAUP  |
| Werness-Rude, Malin                                | Assistant Professor | Visual Arts             | 8/26/2013 | AAUP  |
| <b>Temporary Faculty Converted to Tenure Track</b> |                     |                         |           |       |
| Metcalf, Meredith                                  | Assistant Professor | EES                     | 8/26/2013 | AAUP  |
| Oakley, Brian                                      | Assistant Professor | EES                     | 8/26/2013 | AAUP  |
| <b>Temporary Faculty</b>                           |                     |                         |           |       |
| Barfchin, Massoud                                  | Assistant Professor | Business Administration | 8/26/2013 | AAUP  |
| Boorman, Nicholas                                  | Instructor          | HPE                     | 8/26/2013 | AAUP  |
| Collins, Robert                                    | Assistant Professor | Physical Sciences       | 8/26/2013 | AAUP  |
| DeBrincat, Dominic                                 | Assistant Professor | History                 | 8/26/2013 | AAUP  |
| DesRoches, Richard                                 | Assistant Professor | Business Administration | 8/26/2013 | AAUP  |
| Fabrizi, Mark                                      | Assistant Professor | Education               | 8/26/2013 | AAUP  |
| Greene, Robert                                     | Assistant Professor | Visual Arts             | 8/26/2013 | AAUP  |
| Ingle, Jeanne                                      | Assistant Professor | Education               | 8/26/2013 | AAUP  |
| Ingram, Kristin                                    | Instructor          | Business Administration | 8/26/2013 | AAUP  |
| Lien, Fontaine                                     | Assistant Professor | World Lang & Cultures   | 8/26/2013 | AAUP  |
| Mancini-Dubrey, Stept                              | Assistant Professor | Sociology               | 8/26/2013 | AAUP  |

|                             |                                 |                             |           |             |
|-----------------------------|---------------------------------|-----------------------------|-----------|-------------|
| Moorehead, Tanya            | Assistant Professor             | Education                   | 8/26/2013 | AAUP        |
| Plesha, Nataliya            | Assistant Professor             | Economics                   | 8/26/2013 | AAUP        |
| Rahmanifar, Afarin          | Assistant Professor             | Visual Arts                 | 8/26/2013 | AAUP        |
| Savelli, Melanie            | Instructor                      | Communication               | 8/26/2013 | AAUP        |
| Sheridan, Matthew           | Assistant Professor             | Communication               | 8/26/2013 | AAUP        |
| Sokolovskaya, Anya          | Assistant Professor             | Performing Arts             | 8/26/2013 | AAUP        |
| Weselcouch, Catherine       | Assistant Professor             | Math/CS                     | 8/26/2013 | AAUP        |
| Williams, David             | Assistant Professor             | Physical Sciences           | 8/26/2013 | AAUP        |
| <b>Non-Teaching Faculty</b> |                                 |                             |           |             |
| D'Ambrosio, Christian       | Coach 2                         | Athletics                   | 8/26/2013 | AAUP        |
| LaBranche, Matthew          | Coach 4                         | Athletics                   | 8/26/2013 | AAUP        |
| <b>Non-Faculty</b>          |                                 |                             |           |             |
| Barrett, Ricardo A.         | Residence Hall Director         | Housing & Residential Life  | 8/5/2013  | SUOAF       |
| O'Neill, Jennifer Yvonn     | Residence Hall Director         | Housing & Residential Life  | 8/5/2013  | SUOAF       |
| Silva, Pauline M.           | Curriculum and Program Coor     | Academic Affairs            | 8/5/2013  | SUOAF       |
| Holowaty, Jennifer L.       | Student Development Specialist  | Academic Advisement         | 8/23/2013 | SUOAF       |
| Abbensetts, Damali OI       | Student Development Spec        | Academic Advisement 1       | 9/6/2013  | SUOAF       |
| Boylan, Jennifer E.         | Interim Coor Accessibility Serv | Counseling - Psych Services | 9/6/2013  | SUOAF       |
| Hammond, Taylor             | Admissions Assistant            | Admissions                  | 9/23/2013 | SUOAF       |
| Garceau, Julie              | Teacher Associate               | Child & Family Center       | 10/9/2013 | SUOAF       |
| Blanchette Jr, David R      | Custodian                       | Facilities Management       | 8/9/2013  | Maintenance |
| Krause, Shirley G.          | University Driver               | Institutional Safety        | 8/23/2013 | Maintenance |
| Perry, Brittany S.          | Cash Accounting Clerk           | Bursar                      | 9/6/2013  | Clerical    |
| Smith, Eric                 | Secretary 1                     | Registrar                   | 9/20/2013 | Clerical    |
| Mitchell, Adam P.           | Protective Services Trainee     | Public Safety               | 10/3/2013 | Service     |
| Olivero, Alicia K.          | Protective Services Trainee     | Public Safety               | 10/3/2013 | Service     |

**End of Temporary Appointment**

| Name | Title | Department | Date | Union |
|------|-------|------------|------|-------|
|------|-------|------------|------|-------|

|                         |                         |                         |           |       |
|-------------------------|-------------------------|-------------------------|-----------|-------|
| Craig, Michelle H.      | Assistant Professor     | Visual Arts             | 8/23/2013 | AAUP  |
| Grayeck, Mary P.        | Assistant Professor     | Business Administration | 8/23/2013 | AAUP  |
| Haverkost, Terry R.     | Assistant Professor     | Biology                 | 8/23/2013 | AAUP  |
| Jeffords, Christopher R | Assistant Professor     | Economics               | 8/23/2013 | AAUP  |
| Lavin, James            | Associate Professor     | Health and Phys Edu     | 8/23/2013 | AAUP  |
| Miaoulis Jr, George     | Associate Professor     | Business Administration | 8/23/2013 | AAUP  |
| Rosero, Kristen Hudak   | Assistant Professor     | Poli Sci                | 8/23/2013 | AAUP  |
| Ross, Kenneth Lynn      | Assistant Professor     | Communication           | 8/23/2013 | AAUP  |
| Ryan, Meaghan D.        | Assistant Professor     | History                 | 8/23/2013 | AAUP  |
| Shabanskaya, Anastasi   | Assistant Professor     | Math and Computer Sci   | 8/23/2013 | AAUP  |
| Teschner, Craig         | Instructor              | Business Administration | 8/23/2013 | AAUP  |
| Viens, Tara D.          | Assistant Professor     | Psychology              | 8/23/2013 | AAUP  |
| Whitehead, Brian Matt   | Assistant Professor     | Math and Computer Sci   | 8/23/2013 | AAUP  |
| Yang, Chin Wen          | Assistant Professor     | Education               | 8/23/2013 | AAUP  |
| Yousman, William E.     | Assistant Professor     | Communication           | 8/23/2013 | AAUP  |
| Floyd, Jomar R.         | Residence Hall Director | Residential Life        | 8/9/2013  | SUOAF |

#### Retirement

| Name | Title | Department | Date | Union |
|------|-------|------------|------|-------|
|------|-------|------------|------|-------|

|              |                |               |           |                    |
|--------------|----------------|---------------|-----------|--------------------|
| Tyler, Bruce | Police Officer | Public Safety | 10/1/2013 | Protective Service |
|--------------|----------------|---------------|-----------|--------------------|

#### Resignation

| Name | Title | Department | Date | Union |
|------|-------|------------|------|-------|
|------|-------|------------|------|-------|

|                     |                     |                            |           |          |
|---------------------|---------------------|----------------------------|-----------|----------|
| Wetzel, Denise A.   | Office Assistant    | Registrar                  | 8/9/2013  | Clerical |
| Zajac, Karen L      | Secretary 1         | Registrar                  | 8/23/2013 | Clerical |
| Anderson, Ashley E. | Teacher Associate   | Child & Family Resources 1 | 8/31/2013 | SUOAF    |
| Keeseey, Robert L.  | Assistant Professor | Physical Sciences          | 8/23/2013 | AAUP     |
| Starr, Pamela       | Assoicate Counselor | Acad Service Center        | 9/20/2013 | AAUP     |

#### Search Status

**24 AAUP tenure track faculty searches just started, 1 librarian search ongoing:**

Biology Department- Assistant Professor - Vertebrate Evolutionary Ecology  
Biology Department - Assistant Professor - Mammalian Physiology  
English Department - Assistant Professor - Writing in New Media  
Environmental Earth Science Department - Open Rank – Sustainable Energy Science  
History Department - Assistant Professor - American History  
History Department - Assistant Professor - Public/Digital History  
Performing Arts Department - Assistant Professor - Music (Woodwind  
Performing Arts Department- Assistant Professor - Acting/Movement  
Performing Arts Department - Assistant Professor - Costume/Fashion  
Physical Science Department - Assistant Professor – General/Organic Chemistry  
Psychology Department - Assistant Professor - Research Methods in Psychology  
Sociology Department - Assistant Professor - Sociology  
Visual Arts Department - Assistant Professor - Digital Art & Design  
Visual Department - Assistant Professor - Painting & Drawing  
Business Administration Department - Assistant/Associate Professor - Accounting  
Business Administration Department - Assistant Professor - BIS Health Care Informatics  
Business Administration Department - Assistant Professor - Health Care Management  
Communication Department - Assistant Professor – Communication  
Economics Department - Assistant Professor - Economics  
Education Department - Assistant Professor – Special Education and Child and Adolescent Development  
Education Department – Assistant Professor - English Education  
Health and Physical Education Department - Assistant Professor - Anatomy and Physiology  
Health and Physical Education Department - Assistant Professor - Nutrition and Medical Terminology  
Health and Physical Education Department - Assistant Professor - Physical Education Pedagogy (Pre K-12)  
Public Services Librarian–Access Services/Reference/Instruction - Assistant or Associate Librarian’s rank

**Management Search**

Associate VP for Equity and Diversity: ongoing

**SUOAF Searches**

Coordinator of University Construction: filled, new employee starting 11/1/13  
Assistant to Dir of Financial Aid: ongoing

Assistant Dir for Advising and Career Exploration: suoaf internal posting  
Director of Center for Internship and Career Development: ongoing

**Classified Searches**

Office Assistant in Registrar: finalist identified  
Administrative Assistant in Facilities: ongoing

**UA Search**

University Relations: Social Media/Web Specialist: filled, new employee starting 10/15/13