

Eastern Ad-Hoc Budget Committee
November 14, 2013
Connecticut Room
9:30 a.m.

Attendance:

David Bachand, Patricia Banach, Karyl Bulmer, Maryanne Clifford, Karen Collins, David Cummings, Anne Dawson, Kenneth DeLisa, Rhona Free, Matthew Hicks, Drew Hyatt, James Howarth, Gregory Kane, Margaret Letterman, David Mariasi, Diane Moore, Elsa Núñez, Joseph Tolisano, George Whiting

Absent:

Jian Lin, Thomas Madera, Denise Matthews, Dimitrios Pachis

Meeting commenced at 9:35 a.m.

1. Approval of Previous Meeting Minutes

D. Cummings moved and D. Mariasi seconded that the minutes of the October 9, 2013, meeting be approved. M. Clifford, M. Letterman, D. Moore, and G. Whiting abstained from voting. The motion passed.

2. Welcome and Update – President Núñez

E. Núñez distributed and reviewed the handout “Connecticut State Colleges & Universities: Building a System” (Attachment A). The handout explains that the Board of Regents is developing a plan called “Excel CT” to realize the vision and mission for its seventeen state colleges and universities. E. Núñez reviewed the timeline for the plan as listed on the attachment.

3. Information Technology Update – Joe Tolisano

J. Tolisano provided an update on printer services. By switching from traditional printers to copier printers, the University has seen a four-year savings of over \$180,000. In addition, the University has reduced its use of paper from one pallet a month to one pallet a semester. IT just finished setting up Webb with copier printers, and the Science Building will be next.

J. Tolisano provided updates on Blackboard, campus Wi-Fi installation, and the E-911 server.

4. Financial Updates – Jim Howarth

J. Howarth informed the committee that Erika Steiner was appointed CFO for the Board of Regents for Higher Education. She assumed the position two weeks ago.

J. Howarth reviewed the handout “ECSU Expenditure Plan” (Attachment B). He explained that we are ahead of revenue projections as a result of additional recovery of fringe benefits paid by the state and an additional allocation for faculty and counselors which was not in the original budget. He stated that fringe benefit expense projections were higher than originally budgeted due to

higher-than-expected rates. Also, we had originally increased the OE budget, but needed to reduce it. The decrease in OE will allow us to break-even, and it reflects historical spending.

5. Human Resources Update – Ken DeLisa

K. DeLisa reviewed the status of searches as shown on Attachment C.

6. New Business – General Discussion - All

There was no new business.

The meeting adjourned at 10:45 a.m.

Submitted by,

Karyl Bulmer

Connecticut State Colleges & Universities: Building a System

Excel CT: November 12, 2013

Executive Summary

The Board of Regents is developing a plan to realize the vision and mission for its seventeen state colleges and universities. The goal is to create a system-wide delivery of programs to improve the quality of our institutions, provide for greater student success, and as such, improve the quality of life in our state.

Information about our schools, business community, and students is being gathered, validated and analyzed. We are deepening insights into our financial condition, current sources and uses of funds, and strengthening partnerships with governmental agencies, legislators and the Governor's office. To accelerate and affirm our recommendations for investments and organizational alignment, we are pursuing best practices for both the strategy and approaches to optimize Connecticut's system of colleges and universities.

Our timeline currently anticipates the delivery of progressively more detailed plans and investment discussions throughout the upcoming legislative session.

Vision, Mission, and Goals

Our Vision for Connecticut: A continually increasing share of Connecticut's population will have a high quality post-secondary education that enables them to achieve their life and career goals and make Connecticut a place of engaged, globally competitive communities.

Our Mission: The Connecticut State College & Universities contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovate and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.

The Strategic Plan for The Board of Regents established five goals by which to measure the success of the vision and mission:

1. **A Successful First Year** – Increase the number of students who successfully complete a first year of college.
2. **Student Success** – Graduate more students with the knowledge and skills to achieve their life and career goal.
3. **Affordability and Sustainability** – Maximize access to higher education by making attendance affordable and our institutions financially sustainable.
4. **Innovation and Economic Growth** – Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world.
5. **Equity** – Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.

Excel CT: Capabilities and Planning Timeline

<i>Initiatives</i>	<i>Strategic Goals Supported</i>
Student Services Coordination	
- Integrate admissions (application) for all 17 schools	1,3,5
- Common registration and academic calendar	1,3,5

- Enable seamless transfer and articulation amongst 17 schools	1,2,3
- Streamline and improve school administrative/service areas	1,2,3,5
- Institutionalize the Experiential Learning program (military, etc).	1,2,3,5
- Scale Transitions (Developmental Education) program	1,2,4,5
- Expand military/veteran support: recruiting, counseling, advising, centers	1,2,3,5
- Online orientation center	1, 5
- Online curriculum support	1, 2, 5
Early College	
- Expand and strengthen Early College Programs	1-5
Charter Oak	
- Expand online education access and provide high quality programs	1,2,3,5
- Scale "Lifetime Experience" program – military and non-traditional demographic	1-5
Centers of Excellence	2,4
- Expand and deepen community college expertise with CT's areas of job growth	1,2
- Strengthening university program depth	1-4
- Optimize teacher education programs and increase STEM graduates	2,4,5
- Develop corporate partnerships to create opportunities for students & business	1-5
Infrastructure	
- Improve measurement data and accountability for success metrics	1-5
- Modify state's funding model	2,3
- Develop long term tuition model	1-3,5
- Integrated Human Resources & Procurement functions	3
- System-wide IT architecture design and information management practices	3
- Build Institutional Research capabilities	1-5

Timeline:

Activities	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
College, Community, Legislative: Vision Discussions								
Enrollment Management Strategy (Maguire) ¹								
Communication/Support Campaign								
Centers of Excellence Identification: Industry Clusters								
Charter Oak Strategy								
Review others' best practices (SUNY)								
Discuss Plan Updates								
Private Public Partnership Meetings								
Early College Strategy								
Facilities Strategies (Sightlines)								
Development of Goal Metrics Data								
Funding/Sustainability Strategies								
Identification & Sizing of Impact Investments								
Plan Draft Review by BOR; Edits and "Finalize"								
Marketing Strategy ²								

¹ Macquire Associates' engagement will culminate in June, 2014, with marketing/branding analysis and recommendations. Interim deliverables will be levered in BOR strategic plan.

² Placeholder dollars will be included in plan. Strategy specifics will follow capital investment approval.

Eastern Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY14 Budget per FY14 Spending Plan

1st Quarter ending September 30, 2013		Variance				Comments
Account Name	Estimate FY 14	Budget SFY 14	FY14 Bud vs Estimate \$	%		
Revenue:						
Tuition (Gross)	21,253,867	21,756,516	(502,649)	-2.3%	Student mix and slight shortfall	
PT Part Time Tuition (Gross)	1,672,308	1,819,320	(147,012)	-8.1%	PT Credit Hrs down	
PT General University Fee	1,913,302	2,097,778	(184,476)	-8.8%	PT Credit Hrs down	
University General Fee (excluding Accident Ins.)	14,873,966	15,005,942	(131,976)	-0.9%	Student mix and slight shortfall	
University Fee	4,679,907	4,771,233	(91,326)	-1.9%	Student mix and slight shortfall	
PT Extension Fee (Gross)	2,862,930	3,154,914	(291,984)	-9.3%	PT Credit Hrs down	
All Other Student Fees	1,820,462	1,867,962	(47,500)	-2.5%	PT Credit Hrs & STEP enrollment down	
Accident Insurance	1,221,092	1,231,212	(10,120)	-0.8%	Student mix and slight shortfall	
Telecom Revenue	414,400	414,400	0	0.0%		
State Appropriations	26,685,681	25,957,038	728,643	2.8%	Additional positions from SO	
Fringe Benefits Paid By State	16,483,276	14,509,391	1,973,885	13.6%	Recovery for higher rates	
Housing	19,485,584	19,485,584	0	0.0%		
Food Service	7,088,100	7,088,100	0	0.0%		
All Other Revenue	2,156,469	2,156,469	0	0.0%		
Less: ContraRevenue	(1,259,983)	(1,259,983)	0	0.0%		
Total Revenue	121,351,361	120,055,876	1,295,485	1.1%		
Expenditures:						
Personal Services:						
Total Full Time	42,134,216	42,222,327	(88,111)	-0.2%		
Part Time:						
Lecturers	5,077,498	4,936,514	140,984	2.9%		
Perm/Intermit PT	204,103	729,291	(525,188)	-72.0%	Budget calculation error	
University Assistants	904,640	904,640	0	0.0%		
Graduate Assistants	105,000	105,000	0	0.0%		
Other Part Time	30,131	30,131	0	0.0%		
Total Part Time	6,321,372	6,705,576	(384,204)	-5.7%		
Overtime	787,950	787,950	0	0.0%		
All Other Personal Services	4,403,936	4,403,936	0	0.0%		
Subtotal Personal Services	53,647,474	54,119,789	(472,315)	-0.9%		
Fringe Benefits	29,244,594	26,939,349	2,305,245	8.6%	higher rate than budget; ARP to SERS	
Worker's Comp. Recovery	281,392	281,392	0	0.0%		
Total P.S. & Fringe Benefits	83,173,460	81,340,530	1,832,930	2.3%		
Other Expenses:						
Inst. Financial Aid/Match	4,679,835	4,679,835	0	0.0%		
Waivers	1,455,617	1,455,617	0	0.0%		
Bad Debt Expense (current year)	388,329	388,329	0	0.0%		
All Other Expenses	20,546,575	20,992,694	(446,119)	-2.1%	Reflects historical spending	
Telecom Expense	1,167,100	1,167,100	0	0.0%		
Total Other Expenses	28,237,456	28,683,575	(446,119)	-1.6%		
Library Expenses:						
Books	251,071	251,071	0	0.0%		
Periodicals	376,521	376,521	0	0.0%		
Electronic Periodicals / Subscriptions	254,915	254,915	0	0.0%		
All Other Library Equipment	19,545	19,545	0	0.0%		
Total Non-P.S. Library Expense	902,052	902,052	0	0.0%		
Total Equipment (excludes Library)	550,000	550,000	0	0.0%		
Total Expenditures	112,862,968	111,476,157	1,386,811	1.2%		
Addition to (Use of) Funds Before Designated Items	8,488,393	8,579,719	(91,326)	-1.1%		
Designated Transfers Per BOT Policies						
Debt Service (University Fee)	(4,679,907)	(4,771,233)	91,326	-1.9%	Student mix and slight shortfall	
Debt Service Residence Halls	(2,789,237)	(2,789,237)	0	0.0%		
Debt Service Parking Garage	(487,775)	(487,775)	0	0.0%		
Auxiliary Renewal and Replacement	(531,474)	(531,474)	0	0.0%		
Transfer to Required per BOT Guideline	0	0	0	n.a.		
Transfer from System Office for Legal Fees	0	0	0	n.a.		
Total Designated Transfers	(8,488,393)	(8,579,719)	91,326	-1.1%		
Other Designated Fund Requests						
Debt Service Prefunding	0	0	0	n.a.		
Other Transfer	0	0	0	n.a.		
Total Other Designated Fund Requests	0	0	0	n.a.		
Addition to (Use of) Funds	0	0	0	n.a.		

Eastern CT State University
Personnel Changes since 10-7-13
As of 11-12-13

New Hires

Name	Title	Department	Eff Date	Union
Garceau,Julie Mae	Teacher Associate	Child & Family Resources	10/9/2013	SUOAF
Fielding,James	Coord of Univ Construction	Facilities Management	11/1/2013	SUOAF
Thomas,Patricia	Asst Dir	Center for Internship & Career Dev	11/1/2013	SUOAF
Lafleur,Leigh M.	Administrative Assistant	Facilities Management	10/18/2013	Clerical

Resignation

Name	Title	Department	Date	Union
Konin,Jeffrey	Dir of Athletics	Athletics	11/8/2013	SUOAF
Perry,Brittany S.	Cash Accounting Clerk	Bursar	11/15/2013	Clerical
Hoffman,Marie D.	Secretary2	Continuing Education	11/15/2013	Clerical

Search Status

AAUP Search

24 tenure track teaching faculty and 1 librarian searches ongoing

Management Search

Associate VP for Equity and Diversity: ongoing

Dean of the School of Education and Professional Studies and Graduate Division: Ongoing

Director of Operations for the Institute for Sustainable Energy: ongoing

SUOAF Searches

Assistant to Dir of Financial Aid: Interviewing

Director of Center for Internship and Career Development: ongoing

Classified Searches

Office Assistant in Registrar: offer accepted, will start on 11/15

Cash Accounting Clerk in Bursar's Office: finalist identified