

Eastern Ad-Hoc Budget Committee  
Minutes  
April 19, 2013  
Connecticut Room  
9:00 a.m.

**Attendance:**

David Bachand, Karyl Bulmer, Maryanne Clifford, Karen Collins, David Cummings, Anne Dawson, Kenneth DeLisa, Matthew Hicks, James Howarth, Drew Hyatt, Terry Lennox, David Mariasi, Diane Moore, Elsa Núñez, Dimitrios Pachis, David Stoloff, George Whiting

**Absent:**

Patricia Banach, Margaret Letterman, Thomas Madera, Denise Matthews, William Salka

Meeting commenced at 9:05 a.m.

1. Approval of Previous Meeting Minutes

M. Clifford moved and K. Collins seconded that the minutes of the February 28, 2013, meeting be approved as revised. The motion passed.

2. Welcome and Update – President Núñez

E. Núñez informed the committee that:

- The Governor is expected to sign a bill this week that changes appointment of BOR President from Governor to Board of Regents.
- The Governor has interviewed the three finalists and shared his impressions with the BOR. The BOR is expected to make an offer next week.
- There are a lot of rumors being spread now and E. Núñez asked the committee to be responsible and ask her about anything that they hear. President Austin is currently trying to: add \$12 million to the community college base budget, get back CSU faculty positions that were taken away, and remove the proposed change to fringe benefit cost reimbursement. E. Núñez asked the committee to tell people to talk about the facts.

A. Dawson asked about lobbying efforts. E. Núñez responded that the System has not yet organized lobbying efforts but that President Austin talks directly to the Governor.

3. Financial Updates – Jim Howarth

- FY 2014 Budget Process
  - FY 2013 Projection
  - FY 2014 Budget as Submitted

J. Howarth said that E. Núñez and he presented the Spending Plan to the System Office last week. E. Núñez said they were positive about Eastern and that only Central and Eastern are currently balancing their budgets. She thanked the committee for their work in making this budget balance.

E. Núñez and J. Howarth reviewed the FY 14 Spending Plan Narrative (Attachment A). They explained the assumptions, challenges, fiscal management, energy initiatives, and strategic plan objectives.

J. Howarth reviewed Attachment B (Summary of Changes Fiscal Year 2013, Summary of Changes FY 2014, Expenditure Plan FY 2012-13 Estimate, and Expenditure Plan FY 2013-14 Estimate).

J. Howarth explained that Spending Plan documents were submitted to the System Office on April 2 and reviewed on April 12. The BOR Finance Committee meets to review the Plan on June 4 and the BOR meets on June 30.

J. Howarth advised the committee that the Spending Plan may change when the state appropriation is finalized. This may not happen until after June 30.

4. Human Resources Update – Ken DeLisa

K. DeLisa reviewed the status of searches as shown on Attachment C. D. Cummings asked if we will be refilling the positions of those retiring. K. DeLisa said we can look at refilling positions related to student services. J. Howarth said the management/confidential position will not be refilled. The others have a good shot at being refilled.

5. FY 2014 Tuition and Fees

J. Howarth said tuition and fees which were provided with the last meeting's minutes were approved.

6. New Business – General Discussion - All

J. Howarth informed the committee that ECSU's budget will be posted on the Ad Hoc website once it is approved.

J. Howarth explained differences between the community colleges and state universities in regard to fund distribution. One difference is that community colleges do not retain tuition funds; they are collected and redistributed among the colleges. Another difference is that the state universities receive operating money when new buildings come on line, and these funds are kept by the university with the new building. When Capital Community College moved into the G Fox building, they received \$3 million. This was put into a general pool and redistributed among all the community colleges. The community colleges do not have much left in their reserves. Eastern had a negative reserve balance, but we now have a modest reserve and a balanced budget.

The meeting adjourned at 10:15 a.m.

Submitted by,

Rebecca Davis

**Eastern Connecticut State University****Fiscal Year 2014 Spending Plan Narrative****ASSUMPTIONS:**

Eastern's proposed Spending Plan for Fiscal Year 2014 will continue the University's emphasis on prudent fiscal management. As in the past, conservative financial management practices will allow Eastern to work within the realities of Connecticut's fragile economy and the limits of the State Budget. Fiscal prudence requires that Eastern:

- Anticipate the potential for additional rescission requests during Fiscal Year 2014 if the state's economy suffers further erosion during the Fiscal Year 2014 period.
- Adhere to its conservative spending practices so that any savings realized can be directed to instructional and academic support services that drive improvements in Eastern's retention and graduation rates.

The Fiscal Year 2014 Spending Plan was developed in anticipation that cost savings must be continuously generated throughout Fiscal Year 2014, due to the fact that the State's fiscal crisis shows no significant signs of abatement. The plan is based on the assumption that revenues from traditional funding sources are unlikely to rebound in any notable margins beyond the conservative amounts presented in the plan. Savings, not new revenue sources, will create the impetus for the University's ability to achieve a balanced budget. To manage our obligations, the University will continue its current restrictions on operating expenses and only fill positions directly associated with student needs.

**CHALLENGES:**

While we are confident that Eastern can manage its budget so that the University can balance projected expenditures with anticipated revenues, there are several new budget challenges in FY2014 that are noteworthy. The current estimated additional funds from the state in the amount of \$1,712,727 will help to cover anticipated increases in salaries and fringe benefits.

The upcoming budget does include contractual increases agreed to in the SEBAC agreement which had held prior years pay without increases for FY 2012 and FY 2013. The increase in FY 2014 is not fully covered by the increase in our state funding and was a contributing factor to the level of tuition increase required for FY 2014.

In FY 2013 we experienced a large number of Eastern employees electing to move from the Alternative Retirement Plan (ALTR) to the State Employee Retirement Plan (SERS), which has a significant impact to our personal service expenses. For FY 2013 the cost for the ALTR Plan was 9.17 percent and for the SERS Plan 46.01 percent, this is an increase to our cost of 36.84 percent. Currently we have no indication of how many additional employees may move from the ALTR Plan to the SERS Plan in FY 2014, as the election is open until 90 days after the Internal Revenue Service has ruled on the change in plans. There is no schedule for when the IRS ruling will occur.

Based on FY 2012 and FY 2013 rescission requests from the Governor, it also appears that any initial FY2014 state allocation could be in jeopardy during the year as actual state revenues are received.

Another challenge will be relatively flat enrollment projections. In Fiscal Year 2014, it is projected that Eastern's fall full-time 2013 enrollments will be up 0.9 percent from fall 2012. This is due to a relatively slight increase for our major student group, full-time undergraduates, which is expected to grow in fall 2013 by 45 students or one percent, to 4,465. Other student populations — part-time undergraduates and graduate enrollments — are expected to continue to decline.

Enrollment alone will not yield the increased revenue stream that the University has experienced in past years, now that our full-time undergraduate enrollment has reached a level that is appropriate for a Liberal Arts University. Therefore, while the 5.25 percent increase in tuition for Fiscal Year 2014 will generate \$1,212,397 in additional revenues, we must continue to be cautious in allocating those additional resources. As stated previously, careful management of existing resources, cost-savings and other efficiencies will be the way to achieving a balanced budget in Fiscal Year 2014.

**FISCAL MANAGEMENT:**

- In FY 2013, we were able to fill several critical faculty positions as tenure track positions.
- For FY 2014, knowing that new revenue streams are not forthcoming, most vacant administrative positions will continue to be held open.
- Our FY 2014 budget includes six new full time faculty positions as we continue to invest any additional resources available into areas that provide direct support our students.
- Grants continue to support tutoring, advising, and other Academic Services Center services.
- In the current fiscal year, as it did in the past several budget cycles, Eastern has practiced a strict budget review to identify and earmark operating savings. In these efforts, departments have adjusted their paces of spending and prioritized their most compelling needs.
- Sound fiscal management has also allowed the University to continue to support its diversity and Affirmative Action goals; Eastern has the highest percentage of minority faculty of any college or university in Connecticut.
- The University continues to benefit from the work of the Ad Hoc Budget Committee. Composed of representatives from every bargaining unit, the student body, the University Senate and the faculty ranks, the Committee plays an active role in communicating information and proposals for budgeting efficiencies throughout the campus. It has helped develop campus-wide awareness of and appreciation for economies that reduce prospects for layoffs, drastic budget curbs, or program elimination. Best of all, the Committee has built a successful record of communicating regularly to the University community so it is kept informed of major budget adjustments.

**MEETING OUR STRATEGIC PLANNING OBJECTIVES:**

Despite ongoing fiscal challenges facing the University, the cost-saving and financial practices that have been developed and implemented over the past four years have allowed Eastern to continue to move forward in meeting the objectives of the 2008–13 Strategic Plan.

- In Fiscal Year 2014 Eastern will continue to allocate available resources to hiring full-time faculty in tenure-track lines when appropriate. Maintaining relatively small class sizes and a favorable student-faculty ratio is critical to Eastern’s liberal education experience. Close student-faculty interaction, high impact practices, attentive faculty advising and innovative teaching methods that promote student success differentiate Eastern as Connecticut’s designated public liberal arts university. In Fiscal Year 2014 Eastern intends to rebuild the full-time faculty to 200.
- In 2013-14, Eastern will expand the role of “high-impact” practices to continue gains in student engagement and graduation rates, especially for traditionally underrepresented students. Promotion of undergraduate research, expansion of service-learning, carefully designed capstone experiences, and increased offerings of affordable study abroad opportunities will be accomplished through targeted hiring of new faculty, strategic support for faculty development and curriculum innovation, and deliberate allocation of resources to departments that emphasize high-impact practices.
- Eastern will continue to offer students experiences consistent with the tagline: “A Liberal Education. Practically Applied.” As part of the University’s primary educational mission — to provide students with a broad-based collection of interdisciplinary liberal arts courses grounded in practical, applied experiences, Eastern has institutionalized its Liberal Arts Work program and expanded opportunities for integrative learning experiences. While many integrative learning experiences take the traditional forms of internships or co-ops, Eastern has created innovative ways for students to develop their skills through applied learning opportunities that allow students to build their resumes and enhance their ability to begin careers right after graduation. An on-campus “WorkHub” provides a site where students are able to work for clients on a range of projects. Expanding from initial projects in information systems, students in the Work Hub have created marketing materials for non-profits in a new photographic and digital design studio and are serving as Grant Associates, assisting non-profits in seeking and applying for grants.
- Another Strategic Plan Initiative — Global Citizenship — continues to see progress. In the upcoming year the number of students studying internationally is expected to grow by 20 percent through a new approach to global field courses. Eastern will annually establish an overseas location where a set of linked courses will be offered. This will reduce cost, making the programs accessible to more students, and also enhance the safety, health and security issues that are always a concern when sending students overseas. In addition, it will lessen the burden placed on faculty for planning and increase the number of faculty interested in offering international courses and the diversity of courses offered.

- In 2013-14 Eastern will continue to emphasize the provision of support services to maximize student success. Overwhelming use of services provided by the Academic Services Center (ASC) has required a second round of space reallocations and the reassignment of staff to the ASC. The Writing Center has moved into a separate but nearby room and the Advising Center space was increased by about 40 percent to accommodate reassigned staff. A full-time director was hired to integrate the various ASC services and maximize the effectiveness of the services, with particular emphasis on use of technology.
- Eastern continues initiatives that promote student access and success, including use of the Common Application; outreach efforts in urban high schools; and refined use of a predictive assessment model and intervention program for at-risk students. To diversify the campus further, several new initiatives are being implemented to recruit international students.
- Eastern has continued to take a leadership role in making transfer seamless for community college and other transfer students. Initiatives include development of a new rolling registration program for transfer students; participation in a Department of Labor-funded Health and Life Science grant program; successful application to the College of Technology; and the assignment of additional advisers to provide regular service at community colleges. In addition, a new program has been proposed to meet new state regulations for Early Childhood teachers, with courses being offered at sites convenient for in-service teachers.
- In FY 2014 Eastern will complete the transition from an earlier Academic Program Review process to a new process that was proposed in the 2008-13 Strategic Plan, piloted in 2010-11 and implemented successfully in 2011-12 and 2012-13. The new process explicitly links resource allocations to program success in a number of measures including student retention, persistence and graduation; support for high-impact practices; curriculum innovation and updating; enrollment; and program distinctiveness.

**EASTERN ENERGY INITIATIVES:**

Eastern's historical focus on energy conservation and related cost savings yielded significant results in Fiscal Year 2013. The Encelium lighting project reduced energy consumption by 28 percent in the J. Eugene Smith Library and will be installed in the Student Center this summer.

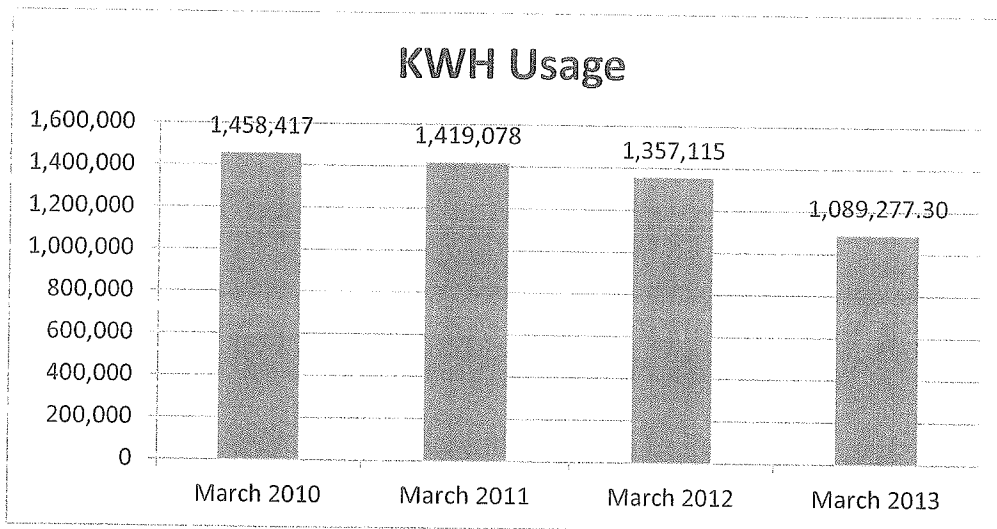
Building Management Systems will be installed in Burnap, Crandall and Occum Halls this summer. The Building Management Systems allow for significant energy savings.

By working closely with Connecticut Light and Power, and their retro-commissioning program — we have implemented new energy efficient lighting in other areas, upgrades to air handling systems, reprogramming of HVAC equipment to operate efficiently in both winter and summer. Additionally, Facilities Management and Planning continues recycling educational programs in the residence halls, and continues planning reclamation of green space. We are pleased to see our efforts result in consistent energy savings over time. For instance, we have reduced energy

consumption each March, with the result that we have lowered electrical usage by 9.5 percent since March 2010.

Additionally the staff of the Facilities Management & Planning Department is always looking for new and creative ways to reduce consumption.

	March 2010	March 2011	March 2012	March 2013
Meter A	972,637	946,010	904,586	725,978.2
Meter B	485,780	473,068	452,529	363,299.1
Total	1,458,417	1,419,078	1,357,115	1,089,277.3
	March 2009	March 2010	March 2011	March 2013
25.4 percent reduction since 2010				



Another major addition to our energy conservation efforts this coming year is a PureCell Model 400 kW Class I combined heat and power fuel cell that has been installed by UTC Power (UTCP) on the west side of the Science Building, under a 10-year Energy Services Agreement. Eastern will use 100 percent of the energy produced to provide a majority of the power required for the Science Building while maximizing the use of the heat output available from the plant. Supplemental heat generated by the operation of the fuel cell will be utilized by Eastern's

infrastructure. With effective utilization of the thermal output, overall system efficiencies of up to 90 percent are possible — more than double that of traditional power sources.



**Eastern Connecticut State University  
Summary of Changes  
Fiscal Year 2013**

	Favorable (Unfavorable)	Comments
Budgeted FY 2013	\$ -	
FY 2013 Revenue:		
Full Time Tuition and University General Fee	\$ (650,579)	Overall enrollment within 1% & mix of Out of State and Graduate
PT Tuition, Extension and General University Fee	407,408	Slightly over budget for FY 13 - Lower reduction from prior year
General Fund and Fringe Benefits Paid By State	(655,480)	Reduced General Fund partly offset by increased Fringe Rate
Housing and Food Service	(148,329)	Slightly lower occupancy and Food Services
University Fee	(113,042)	Overall enrollment within 1% - mix of Out of State and Graduate
All Other	<u>114,444</u>	
	(1,045,578)	
FY 2013 Expenses:		
Personal Services	1,170,263	Full time positions held open
Fringe Benefit	<u>(428,824)</u>	Impact of ARP to SERS conversion
	741,439	
Financial Aid & Waivers	(187,195)	Increased student support
All Other Expense	<u>803,352</u>	Conservative spending and conservation
	616,157	
Library	<u>-</u>	
Equipment	<u>150,000</u>	Limited expenditures
Projected Increase in FY 2013 Surplus before Transfers	462,018	
FY 2013 Transfers:		
Debt Service (University Fee)	<u>113,042</u>	Transfer as collected
	<u>-</u>	
	113,042	
Projected FY 2013 Surplus Per Spending Plan	<u><u>\$ 575,060</u></u>	

**Eastern Connecticut State University**  
**Summary of Changes**  
**Fiscal Year 2014**

	Favorable (Unfavorable)	Comments
Projected FY 2013 Surplus	\$ 575,060	
<b>Revenues:</b>		
Full Time Tuition and University General Fee	\$ 2,704,739	Return to FY 2013 budgeted level, higher mix, and annual increases
PT Tuition, Extension and General University Fee	(258,115)	Part Time continued lower trend for enrollment
General Fund and Fringe Benefits Paid By State	1,712,727	General Fund with increased Fringe @expected lower value
Housing and Food Service	1,340,281	Primarily fees with changes in food program for Occum
University Fee	207,761	Slight increase in population combined with fee increase
All Other	<u>314,921</u>	
	\$ 6,022,314	
<b>Expenses:</b>		
Personal Services	(2,823,996)	Contractual increases and key positions filled
Fringe Benefit	<u>(3,434,495)</u>	Full year impact SERS and 5% increase in fringe rates over experience
Financial Aid & Waivers	(52,377)	Provided additional aid to our students over required 15% (Bud 16%)
All Other Expense	<u>(380,530)</u>	Overall increase 1.6% Total Other Expenses
Library Expenses	<u>-</u>	Hold at FY 13 level
Equipment	<u>-</u>	Hold at FY 13 level
Projected Increase In FY 2014 Surplus Before Transfers	(669,084)	
<b>FY 2014 Transfers:</b>		
Debt Service (University Fee)	(207,761)	Transfer as collected
Auxiliary Renewal and Replacement	651,785	Reduced from prior level but remain within requirement
Legal Fee Recovery	<u>(350,000)</u>	FY 13 Funding of Police Officers Mandated Legal Fees
	<u>94,024</u>	
Budget FY 2014 Breakeven Spending Plan	<u>\$ -</u>	

**Eastern Connecticut State University**  
**Expenditure Plan (Operating) - By Object Account**  
**FY2012-13 Estimate**

Worksheet 7-A

Account Name	Total Funds		Operating E&G		Self Supporting		Oper.-Aux. Svc	
	pos.	\$	pos.	\$	pos.	\$	pos.	\$
<b>Revenue:</b>								
Tuition (Gross)		20,286,004		20,286,004		0		0
Part Time Tuition (Gross)		1,805,670		1,805,670		0		0
General University Fee		2,054,560		2,054,560		0		0
University General Fee (excluding Accident Ins.)		13,771,715		13,771,715		0		0
University Fee		4,563,472		4,563,472		0		0
Extension Fee (Gross; exclude Info. Tech. Fee)		3,469,897		3,469,897		0		0
All Other Student Fees		1,617,201		784,885		0		832,316
Accident Insurance		1,121,568		0		0		1,121,568
Telecom Revenue		410,423		0		0		410,423
State Appropriations		24,953,660		24,953,660		0		0
Fringe Benefits Paid By State		13,181,625		13,181,625		0		0
Housing		18,471,614		0		0		18,471,614
Food Service		6,761,789		0		0		6,761,789
All Other Revenue		2,156,469		2,084,348		0		72,121
Less: ContraRevenue		(947,523)		(947,523)		0		0
<b>Total Revenue</b>		<b>113,678,144</b>		<b>86,008,313</b>		<b>0</b>		<b>27,669,831</b>
<b>Expenditures:</b>								
<b>Personal Services:</b>								
Total Full Time	588	40,431,853	553	38,969,359	0	0	35	1,462,494
<b>Part Time:</b>								
Lecturers	279	4,918,099	279	4,918,099	0	0	0	0
Perm/Intermit PT	9	335,124	9	335,124	0	0	0	0
University Assistants	61	875,000	61	875,000	0	0	0	0
Graduate Assistants	5	25,239	5	25,239	0	0	0	0
Other Part Time	0	40,977	0	40,977	0	0	0	0
<b>Total Part Time</b>	<b>354</b>	<b>6,194,439</b>	<b>354</b>	<b>6,194,439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Overtime		765,000		730,000		0		35,000
All Other Personal Services (inc. Sick, Vac, Accr. Abs.)		4,204,052		3,652,280		0		551,772
Subtotal Personal Services		51,595,344		49,546,078		0		2,049,266
Fringe Benefits		23,067,553		21,995,021		0		1,072,532
Worker's Comp. Recovery		268,223		247,730		0		20,493
<b>Total P.S. &amp; Fringe Benefits</b>		<b>74,931,120</b>		<b>71,788,829</b>		<b>0</b>		<b>3,142,291</b>
<b>Other Expenses:</b>								
Inst. Financial Aid/Match		4,700,000		4,700,000		0		0
Waivers		1,383,075		582,080		0		800,995
Bad Debt Expense (current year)		367,746		229,757		0		137,989
All Other Expenses		20,446,944		10,262,967		0		10,183,977
Telecom Expense		1,102,903		692,480		0		410,423
<b>Total Other Expenses</b>		<b>28,000,668</b>		<b>16,467,284</b>		<b>0</b>		<b>11,533,384</b>
<b>Library Expenses:</b>								
Books		251,071		251,071		0		0
Periodicals		398,876		398,876		0		0
Electronic Periodicals		232,560		232,560		0		0
All Other Library Equipment		19,545		19,545		0		0
<b>Total Non-P.S. Library Expense</b>		<b>902,052</b>		<b>902,052</b>		<b>0</b>		<b>0</b>
<b>Total Equipment (excludes Library)</b>		<b>550,000</b>		<b>300,000</b>		<b>0</b>		<b>250,000</b>
Indirect Cost		0		0		0		0
<b>Total Expenditures</b>		<b>104,383,840</b>		<b>89,458,165</b>		<b>0</b>		<b>14,925,675</b>
<b>Addition to (Use of) Funds Before Designated Items</b>		<b>9,294,304</b>		<b>(3,449,852)</b>		<b>0</b>		<b>12,744,156</b>
<b>Designated Transfers Per BOT Policies</b>								
Debt Service (University Fee)		(4,563,472)		(4,563,472)		0		0
Debt Service Residence Halls		(2,788,519)		0		0		(2,788,519)
Debt Service Parking Garage		(533,994)		0		0		(533,994)
Auxiliary Renewal and Replacement (To limit of BOT guideline)		(1,183,259)		0		0		(1,183,259)
BOT Approved Transfer from System Reserves		0		0		0		0
Transfer from System Office for Legal Fees		350,000		350,000		0		0
Other Transfer - Be Specific		0		0		0		0
Other Transfer - Be Specific		0		0		0		0
<b>Total Designated Transfers</b>		<b>(8,719,244)</b>		<b>(4,213,472)</b>		<b>0</b>		<b>(4,505,772)</b>
<b>Other Designated Fund Requests</b>								
Debt Service Prefunding		0		0		0		0
Other Request - Be Specific		0		0		0		0
Other Request - Be Specific		0		0		0		0
Other Request - Be Specific		0		0		0		0
Other Request - Be Specific		0		0		0		0
Other Request - Be Specific		0		0		0		0
<b>Total Other Designated Fund Requests</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>
<b>Addition to (Use of) Funds</b>		<b>575,060</b>		<b>(7,663,324)</b>		<b>0</b>		<b>8,238,384</b>

**Eastern Connecticut State University**  
**Expenditure Plan (Operating) - By Object Account**  
**FY2013-14 Budget**

Worksheet 7-B

Account Name	Total Funds		Operating E&G		Self Supporting		Oper.-Aux. Svc		FY 2013-14 Budget Favorable (Unfavorable) FY 2012-13 Estimate	
	pos.	\$	pos.	\$	pos.	\$	pos.	\$	\$	%
<b>Revenue:</b>										
Tuition (Gross)		21,756,516		21,756,516		0		0	1,470,512	7.25%
Part Time Tuition (Gross)		1,819,320		1,819,320		0		0	13,650	0.76%
General University Fee		2,097,778		2,097,778		0		0	43,218	2.10%
University General Fee (excluding Accident Ins.)		15,005,942		15,005,942		0		0	1,234,227	8.96%
University Fee		4,771,233		4,771,233		0		0	207,761	4.55%
Extension Fee (Gross; exclude Info. Tech. Fee)		3,154,914		3,154,914		0		0	(314,983)	-9.08%
All Other Student Fees		1,867,962		1,027,323		0		840,639	250,761	15.51%
Accident Insurance		1,231,212		0		0		1,231,212	109,644	9.78%
Telecom Revenue		414,400		0		0		414,400	3,977	0.97%
State Appropriations		25,957,038		25,957,038		0		0	1,003,378	4.02%
Fringe Benefits Paid By State		13,890,974		13,890,974		0		0	709,349	5.38%
Housing		19,485,584		0		0		19,485,584	1,013,970	5.49%
Food Service		7,088,100		0		0		7,088,100	326,311	4.83%
All Other Revenue		2,156,469		2,084,348		0		72,121	0	n.a.
Less: ContraRevenue		(996,984)		(996,984)		0		0	(49,461)	5.22%
<b>Total Revenue</b>		<b>119,700,458</b>		<b>90,568,402</b>		<b>0</b>		<b>29,132,056</b>	<b>6,022,314</b>	<b>5.30%</b>
<b>Expenditures:</b>										
<b>Personal Services:</b>										
<b>Total Full Time</b>	598	42,521,878	563	40,993,335	0	0	35	1,528,543	(2,090,025)	-5.17%
<b>Part Time:</b>										
Lecturers	259	4,936,514	259	4,936,514	0	0	0	0	(18,415)	-0.37%
Perm/Interim PT	9	729,291	9	729,291	0	0	0	0	(394,167)	-117.62%
University Assistants	63	904,640	63	904,640	0	0	0	0	(29,640)	-3.39%
Graduate Assistants	7	105,000	7	105,000	0	0	0	0	(79,761)	-316.02%
Other Part Time	0	30,131	0	30,131	0	0	0	0	10,846	26.47%
<b>Total Part Time</b>	<b>338</b>	<b>6,705,576</b>	<b>338</b>	<b>6,705,576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(511,137)</b>	<b>-8.25%</b>
Overtime		787,900		751,900		0		36,000	(22,950)	-3.00%
All Other Personal Services (inc. Sick, Vac, Accr. Abs.)		4,403,936		3,827,224		0		576,712	(199,884)	-4.75%
<b>Subtotal Personal Services</b>		<b>54,419,340</b>		<b>52,278,035</b>		<b>0</b>		<b>2,141,305</b>	<b>(2,823,996)</b>	<b>-5.47%</b>
Fringe Benefits		26,487,468		25,278,726		0		1,208,742	(3,419,915)	-14.83%
Worker's Comp. Recovery		282,803		261,390		0		21,413	(14,580)	-5.44%
<b>Total P.S. &amp; Fringe Benefits</b>		<b>81,189,611</b>		<b>77,818,151</b>		<b>0</b>		<b>3,371,460</b>	<b>(6,258,491)</b>	<b>-8.35%</b>
<b>Other Expenses:</b>										
Inst. Financial Aid/Match		4,679,835		4,679,835		0		0	20,165	0.43%
Waivers		1,455,617		613,023		0		842,594	(72,542)	-5.24%
Bad Debt Expense (current expense)		388,329		243,029		0		145,300	(20,583)	-5.60%
All Other Expenses		20,742,694		10,309,637		0		10,433,057	(295,750)	-1.45%
Telecom Expense		1,167,100		752,700		0		414,400	(64,197)	-5.82%
<b>Total Other Expenses</b>		<b>28,433,575</b>		<b>16,598,224</b>		<b>0</b>		<b>11,835,351</b>	<b>(432,907)</b>	<b>-1.55%</b>
<b>Library Expenses:</b>										
Books		251,071		251,071		0		0	0	n.a.
Periodicals		398,876		398,876		0		0	0	n.a.
Electronic Periodicals		232,560		232,560		0		0	0	n.a.
All Other Library Equipment		19,545		19,545		0		0	0	n.a.
<b>Total Non-P.S. Library Expense</b>		<b>902,052</b>		<b>902,052</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>n.a.</b>
<b>Total Equipment (excludes Library)</b>		<b>550,000</b>		<b>300,000</b>		<b>0</b>		<b>250,000</b>	<b>0</b>	<b>n.a.</b>
Indirect Cost		0		0		0		0	0	na
<b>Total Expenditures</b>		<b>111,075,238</b>		<b>95,618,427</b>		<b>0</b>		<b>15,456,811</b>	<b>(6,691,398)</b>	<b>-6.41%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>		<b>8,625,220</b>		<b>(5,050,025)</b>		<b>0</b>		<b>13,675,245</b>	<b>(669,084)</b>	<b>-7.20%</b>
<b>Designated Transfers Per BOT Policies</b>										
Debt Service (University Fee)		(4,771,233)		(4,771,233)		0		0	(207,761)	4.55%
Debt Service Residence Halls		(2,788,519)		0		0		(2,788,519)	0	n.a.
Debt Service Parking Garage		(533,994)		0		0		(533,994)	0	n.a.
Auxiliary Renewal and Replacement (To limit of BOT guideline)		(531,474)		0		0		(531,474)	651,785	55.08%
Other Transfer - Be Specific		0		0		0		0	0	na
Transfer from System Office for Legal Fees		0		0		0		0	(350,000)	100.00%
Other Transfer - Be Specific		0		0		0		0	0	na
Other Transfer - Be Specific		0		0		0		0	0	na
<b>Total Designated Transfers</b>		<b>(8,625,220)</b>		<b>(4,771,233)</b>		<b>0</b>		<b>(3,853,987)</b>	<b>94,024</b>	<b>1.08%</b>
<b>Other Designated Fund Requests</b>										
Debt Service Prefunding		0		0		0		0	0	na
Other Request - Be Specific		0		0		0		0	0	na
Other Request - Be Specific		0		0		0		0	0	na
Other Request - Be Specific		0		0		0		0	0	na
Other Request - Be Specific		0		0		0		0	0	na
Other Request - Be Specific		0		0		0		0	0	na
<b>Total Other Designated Fund Requests</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>na</b>
<b>Addition to (Use of) Funds</b>		<b>0</b>		<b>(9,821,258)</b>		<b>0</b>		<b>9,821,255</b>	<b>(575,060)</b>	<b>-100.00%</b>

**Eastern CT State University  
Personnel Changes since 2-1-13  
As of 4-16-13**

**New Hires**

Name	Title	Department	Eff Date	Union
Bisee, William	Dir of Academic Services Center	Academic Services Center	3/8/2013	SUOAF
Jackson, Star	Curriculum and Program Coordinator	Academic Affairs	3/8/2013	SUOAF
Vivar, Norma	Operations & Database Support	Spec Info Tech Services	3/21/2013	SUOAF

**Retired**

Name	Title	Department	Date	Union
Pernal, Michael	Executive Vice President	Exec VP's Office	2/1/2013	Management
Zinvavage, Walter	Dir of Info Tech & IT Planning	ITS	2/1/2013	SUOAF
Mavor, Edith	Coord of Liberal Arts Works Hub	Academic Affairs	3/1/2013	SUOAF
Theriaque, Diane	Sec 2	Sociology	4/1/2013	Clerical

**Scheduled to Retire**

# Employee(s)	Date	Union
1	6/1/2013	Maintenance
3	6/1, 6/1 and 7/1/2013	AAUP
1	7/1/2013	Clerical
1	7/1/2013	Mgmt/Confidential

**Resignation**

Name	Title	Department	Date	Union
Cummins, Tara Michel	Cash Accounting Clerk	Bursar 2	3/16/2013	Clerical

**Search Status**

Positions filled for Fall 2013 include: 10 tenure track and 7 temporary faculty positions .  
 6 more faculty vacancies are to be filled, most likely as temporary faculty  
 3 SUOAF searches are ongoing: Coord. Of Accessibility Services; Coordinator of Women's Ctr.; Res. Hall Director.  
 Classified positions open are for two custodians and 1 cash accounting clerk.

