

Eastern Ad-Hoc Budget Committee
Minutes
October 8, 2014
Connecticut Room
9:00 a.m.

Attendance:

Patricia Banach, Karyl Bulmer, Maryanne Clifford, Karen Collins, Luis Cordon, David Cummings, Matthew Hicks, Drew Hyatt, James Howarth, Jian Lin, Weiping Liu, Diane Moore, Elsa Núñez, Dimitrios Pachis, Steven Weinberger, George Whiting

Absent:

David Bachand, Gregory Kane, David Mariasi, Thomas Madera

Meeting commenced at 9:00 a.m. Committee members introduced themselves.

1. Approval of Previous Meeting Minutes

G. Whiting moved and M. Clifford seconded that the minutes of the April 22, 2014, meeting be approved as amended by D. Pachis. The motion passed.

2. Welcome and Update – President Núñez

E. Núñez welcomed new members and advised that their responsibility is to take information back to the group they represent. Members should talk about Eastern's financial and enrollment situation. All documents are public and can be shared with colleagues unless otherwise noted.

3. Transform 2020 – Pat Banach

P. Banach presented "Transform CSCU 2020 Eastern Town Hall" (see attachment A). This presentation was originally given by Dr. Gray and Dr. Free at the Town Hall meeting. E. Núñez explained that all Transform 2020's initiatives all have budget implications. P. Banach reviewed the Initiatives (Attachment B) and invited Ad Hoc members to get involved in their implementation by completing the volunteer card (Attachment C) or contacting executive sponsors (Attachment D), P. Banach, or BOR's M. Kozlowski. P. Banach then presented "Transform CSCU 2020 Eastern Town Hall" (Attachment A) slides.

E. Núñez informed the committee that ECSU is submitting a request for genius/smart classrooms to be used for lecture/capture. Professors can record lectures and visuals for students to view on their own time. Class time can be used to enhance student learning. R. Free said the plan is to use Library 436 and a room in Webb for this purpose. The committee discussed the pros and cons of lecture/captures.

4. Enrollment Update – Rhona Free

R. Free handed out fall 2014 enrollment data (Attachments E, F, and G). She explained that enrollment has a significant impact on the budget. The first page of Attachment E shows enrollment data for all 17 campuses. Eastern has had a significant reduction in headcount and revenue due to

changing demographics, the reduction in the number of high school graduates, and UConn's aggressive freshman recruiting.

R. Free reviewed Attachment F which shows detailed figures for enrollment for the four CSUs. Eastern's undergraduate enrollment has decreased reflecting fewer freshmen; our students are graduating faster and undergraduates are now able to complete student teaching within four years. Graduate enrollment has declined because other universities are offering graduate programs with fewer requirements, and some of our programs weren't being updated as needed.

R. Free reviewed Attachment G which shows total undergraduate and graduate numbers. Our numbers have been affected by high out-of-state tuition and fees, the ability for students in New England to attend any out-of-state university through NEBHE, and the ability for students from Massachusetts and Rhode Island to attend through NEBHE regardless of their major. We are attracting new students by offering health sciences and media majors and by offering more courses to high school students on their campuses. We plan to have the revised graduate program and accounting masters ready by June so May graduates can enroll right away.

R. Free said Eastern is focusing on recruitment and retention. We have gone test optional for Admissions, established four-year merit scholarships, produced a new interactive view book, and participated in Go Back to Get Ahead. The new majors will also help with recruitment.

5. Financial Update – Jim Howarth

J. Howarth reviewed Attachment H, Financial Update for Fall 2014 and Current Projection for FY 2014. He explained that we expect to increase our reserve balance by \$2.5 million. Revenues exceeded the overall budget by \$4.1 million, operating expenses exceeded the budget by \$0.5 million, and personal services exceeded the budget by \$0.5 million. All in all, FY 14 was successful. We met all requirements for operating expenses. We had to set aside more funds for bad debt because of a new calculation the auditors were using. This year we are reviewing student balances from one semester to another and are no longer rolling larger balances forward.

J. Howarth reviewed Current Projection for FY 2015. He said that we will break even this year. He also informed the committee that we had a favorable adjustment with a 7.7% reduction in retirement fringe benefits paid by the state.

J. Howarth stated that requested operating expense budgets were reduced in most areas by 10% to help address the shortfall. Even after the reduction, operating expenses represent an approximately \$1.0 million increase over actual FY 14 operating expenses.

J. Howarth said the Finance Committee met yesterday, and there were requests in the current services budget. The BOR's biennial budget included one-time funds to offset tuition increases. We have asked for the funds in FY 16 and 17 based on the fact that the BOR president requested only a two percent increase in tuition for FY 16 and 17.

6. Human Resources Update – Steve Weinberger

S. Weinberger reviewed Attachment I, Personnel Changes Since 4-15-14. He informed the committee that personnel changes include: 19 new tenure track faculty, 20 temporary appointments, 2 deaths, 10 resignations, 9 retirements, and 14 announced retirements. There are 18 tenure track, 1 management, 3 SUOAF, and 5 classified searches underway.

7. New Business: General Discussion - All

E. Núñez asked the committee to talk to everyone and tell them how well we are doing. Given slight downturn in enrollment, we will be balancing the budget, hiring is going on, we are re-deploying resources for a balanced budget.

The meeting adjourned at 11:30 a.m.

Submitted by,

Rebecca Davis

Transform CSCU 2020

Eastern Town Hall

Agenda

- Introduction to Transform
- Goals for Transform, and “Value Proposition”
- Initiative Clusters, Spotlight
- Transform at Eastern
- Discussion and Q&A
- What's next, and how to get involved



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A Little Background...

- From California to Connecticut...
- “We need a plan...”
- “...and I’ve got the money.”
- Feb. 2014: Transform is announced
- 7 months later, a plan is starting to take shape



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You May Ask: What is Transform?

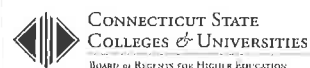
A plan to unite CSCU institutions into one system, and

- Increase affordability and accessibility for students
- Make CSCU an economic engine for Connecticut
- Improve the overall student experience
- Implement initiatives in 7 key areas



A Plan Based on the BOR's Goals

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



...And Why Should You Care?

- Making college available to more people
- Producing better educated, more highly skilled graduates
- Improving facilities, classrooms and IT infrastructure
- Helping to insulate the System from adverse state budget impacts
- Stay ahead of the higher education revolution



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CSCU 2020 Value Proposition

A standard to guide our decisions and actions

Preparation to Achieve Life & Career Goals

- Enhanced career-related programming
- Expanded partnerships with businesses
- Academic programs tied to workforce needs

Quality Student Experience

- Academic rigor and superior learning
- Targeted services (e.g., embedded tutoring)
- Enhanced academic advising
- Programs aligned to workforce needs
- High-caliber faculty
- Student diversity

Superior Course & Program Access

- Flexible options for online offerings
- Improve transfer & articulation
- State of the art classrooms
- Cross-registration options
- Degree variety

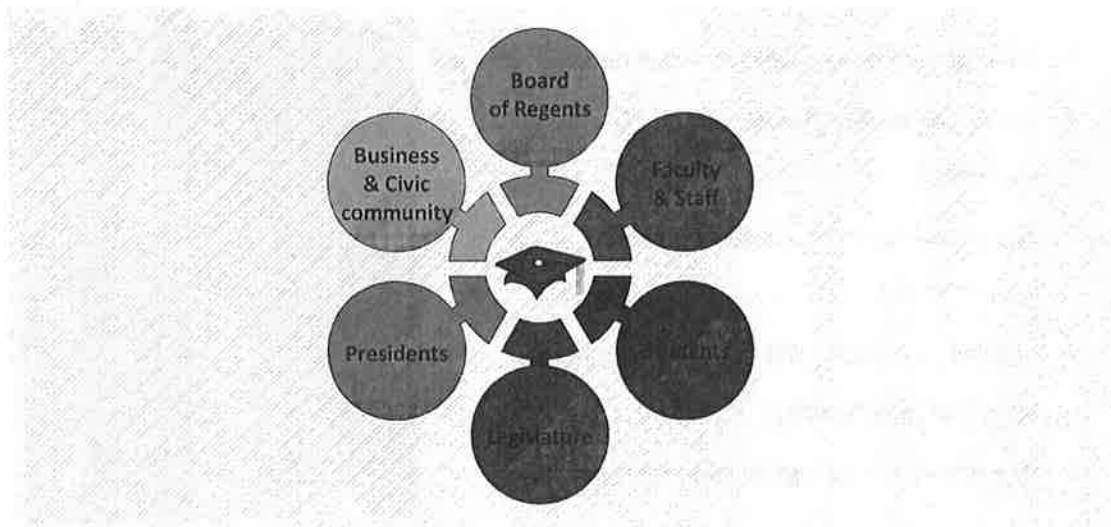
Affordable Price

- Lowest tuition in state of Connecticut
- Efficient path to degree
- Enhance financial aid support

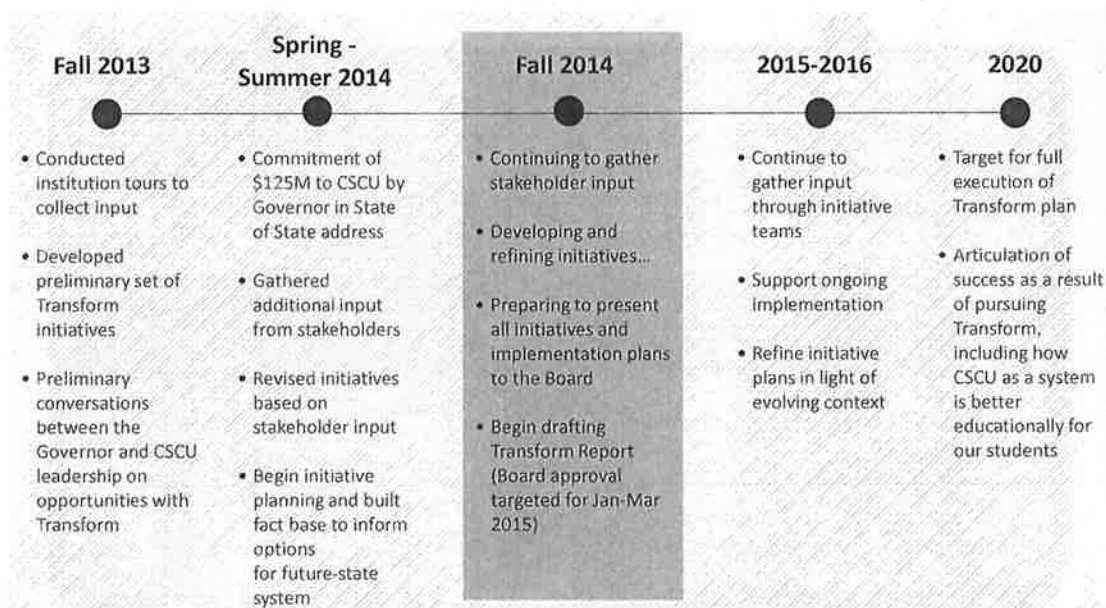


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Stakeholders in Transform Planning



Transform at This Moment



Transform Initiatives

Academic (I) Cluster

INITIATIVE GROUP	INITIATIVE	EXECUTIVE SPONSOR
Attracting & Recruiting Students	Establish/grow early college programs at CC's	DeFilippis (DDeFilippis@nv.edu)
	Cross campus registration and admissions	DeFilippis
	Go Back to Get Ahead	DeFilippis
	Veterans recruitment	DeFilippis
	Recruit non-resident students	Schmotter (SchmotterJ@wscu.edu)
	Improve opportunities for study abroad	Schmotter
	Graduate student recruitment	Schmotter
Student Retention	Academic advising	Jukoski (MJukoski@threerivers.edu)
	First year student experience	Jukoski
Enhance Academic Offering	Academic Program Optimization	Nunez (Nunez2020@easternct.edu)
	K-12 alignment PA 12-40	Nunez
	Academic Centers of Excellence	Nunez
	Strengthen liberal arts core	Nunez
	Faculty skill and development:	Nunez
	Research for graduate students	Nunez



Transform Initiatives

Academic (II) and Workforce Clusters

INITIATIVE GROUP	INITIATIVE	EXECUTIVE SPONSOR
Transfer & Articulation	Seamless system wide transfer	Gargano (MGargano@commnet.edu)
	Philanthropic campaign to transfer from CC to CSU	Gargano
Instructional Innovation	Build state of the art classrooms	Tolisano (JTolisano@commnet.edu)
	Blended learning and online course delivery	Papazian (Papazianm1@southernct.edu)
	Study skills for online/distant learning	Papazian
Student Services	Evening and after hours support	Glickman (GGlickman@mcc.comnet.edu)
	Invest in co-curricular student experience & res. life	Glickman
	Enhanced career services	Glickman
Workforce of Tomorrow	Labor needs & workforce programs	Nieves (WNieves@ccc.comnet.edu)
	Career-related programs (e.g., P-Tech)	Nieves
	Collaboration with business community	Nieves
	Career pathway alignment – CT Tech.	Nieves



Transform Initiatives

Non-Academic Clusters

INITIATIVE GROUP	INITIATIVE	EXECUTIVE SPONSOR
Transparency	System-wide policy transparency	Kozlowski (MKozlowski@commnet.edu)
	Shared metrics	Kozlowski
Revenue Management	Revenue Management	Steiner (ESteiner@commnet.edu)
Efficiency	Organizational effectiveness & efficiency	Steiner
IT	IT systems assessment	Tolisano (Itolisano@commnet.edu)
	IT organizational structure	Tolisano
Facilities	Facilities master plan	Epstein (epsteink@ct.edu)
	Code compliance/infrastructure improvement	Epstein

Note: One of the thirty-six initiatives, Common Calendar, is complete.



Academic Initiatives Spotlight

System-Wide Metrics

Focus of initiative to date

- Identified 25 shared metrics to measure performance against BOR goals
- Agreed on points of comparison and peer groups

Goal	Metric	Progress
[Placeholder]	Student Success	Upward arrow
	Faculty Success	Downward arrow
	Administrative Success	Downward arrow
	Financial Success	Downward arrow
	Operational Success	Downward arrow
[Placeholder]	Student Success	Downward arrow
	Faculty Success	Downward arrow
	Administrative Success	Downward arrow
	Financial Success	Downward arrow
	Operational Success	Downward arrow
[Placeholder]	Student Success	Downward arrow
	Faculty Success	Downward arrow
	Administrative Success	Downward arrow
	Financial Success	Downward arrow
	Operational Success	Downward arrow
[Placeholder]	Student Success	Downward arrow
	Faculty Success	Downward arrow
	Administrative Success	Downward arrow
	Financial Success	Downward arrow
	Operational Success	Downward arrow
[Placeholder]	Student Success	Downward arrow
	Faculty Success	Downward arrow
	Administrative Success	Downward arrow
	Financial Success	Downward arrow
	Operational Success	Downward arrow



Academic Initiatives Spotlight

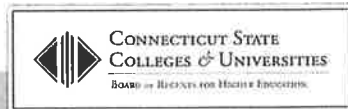
Smart Classrooms

Progress to date

- Assembled team, defined mission and scope, and conducted brainstorming sessions
- Subjected research to peer review
- Conducted review of current technology/tool portfolio
- Reviewed applicable CT contracting rules
- Met with vendors, conducted campus tours, and evaluated dependencies

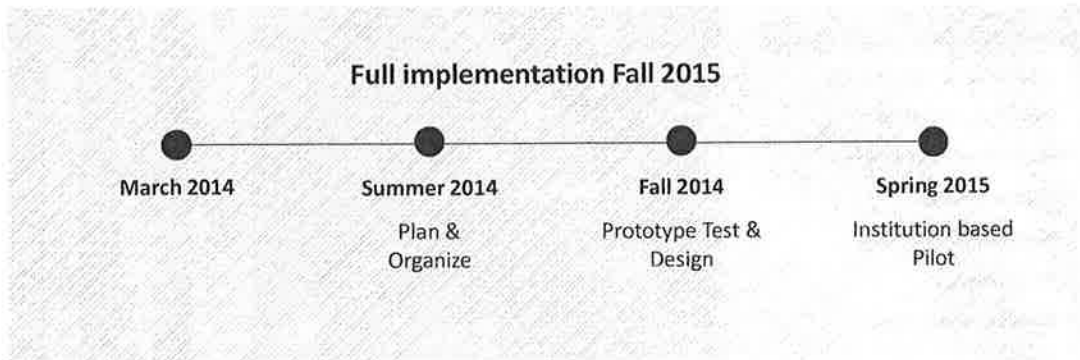
Next Steps

- Create e-learning eco systems
- Review alignment with Transform goals
- Ensure portability of classroom innovation across multiple platforms for maximum adoption



Academic Initiatives Spotlight

Smart Classrooms



Transform at Eastern

TRANSFORM CLUSTERS

• Attracting & Recruiting Students

- Student Retention
- Enhance Academic Offering
- Transfer & Articulation
- Instructional Innovation
- Student Services
- Workforce of Tomorrow
- Transparency
- Revenue Management
- Efficiency
- IT
- Facilities

What is Eastern doing?

- Expanded existing and created new Early College offerings
- Expanded services for Veterans and Active Military students
- Expanded NERSP, implemented test-optional, 4-year merit aid, GBTGA, interactive viewbook and tour

Eastern's 2013 Strategic Plan

- Provide a residential private college experience and community at a public university price
- Evaluate, fund, and implement technological and data-based recruitment and aid innovations
- Increase the percentage of financial need met
- Refine procedures for international study and field work
- Review and revise admissions strategies
- Enrich the graduate program offerings at Eastern



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Transform at Eastern

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What is Eastern doing?

- Targeted advising cohorts/predictive analytics
- Program level retention emphasis
- Eastern-in-4 plans for all first year students

Eastern's 2013 Strategic Plan

- Refine use of data to identify students' needs for services
- Provide development opportunities and incentives for faculty and staff to provide informed and attentive advising
- Expand and refine procedures for directing students to services and tracking student use of services
- Develop and implement procedures to link advising and financial aid information
- Create a coordinated Parents' Engagement Program



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Transform at Eastern

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What is Eastern doing?

- Using the Exemplary Program Review process to allocate resources to programs that contribute to Eastern's mission and offer exemplary educational opportunities
- Added 21 new tenure-track faculty for Fall 2014

Eastern's 2013 Strategic Plan

- Streamline and eliminate complexities of academic requirements in the majors and LAC and incorporate flexibilities that promote integrative learning experiences
- Develop new and revise/update existing majors that build on Eastern's strengths and that prepare students to enter growing industries and occupations
- Support integration of research, creative work & teaching
- Assess and modify graduate programs and curriculum offerings relative to workforce needs and student demand



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Transform at Eastern

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- Transfer & Articulation
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What is Eastern doing?

- Implement the ConnSCU Transfer and Articulation policy and develop additional articulation agreements
- Financial aid set-asides for transfer students
- New majors aligned with interests of transfer students
- Transfer pathway sheets for all majors
- HLSCI Summer Undergraduate Research Program

Eastern's 2013 Strategic Plan

- Coordinate ECSU Foundation fundraising to support students of high ability, including transfer students
- Expand initiatives aimed at attracting diverse populations of students into STEM majors
- Review and revise recruitment and incentive strategies to attract high performing students into all academic majors and programs, including the Honors programs



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Transform at Eastern

TRANSFORM CLUSTERS

- Attracting & Recruiting Students
- Student Retention
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- Transfer & Articulation
- **Instructional Innovation**
- Student Services
- Workforce of Tomorrow
- Transparency
- Revenue Management
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- Facilities

What is Eastern doing?

- Created an Office of Professional Development with links to CIT to support faculty innovation and technology use
- Increase the number of LAW internship, service-learning, co-op, campus leadership and other opportunities
Implement procedures, including use of AAC&U's VALUE Rubric to evaluate the effectiveness of integrative learning
- Expand the number of agencies operating in the Work Hub

Eastern's 2013 plan

- Match course locations and modes with needs of target students (online, hybrid, weekend, evening, compressed)
- Ensure that classroom, labs, and studios have hardware and software to support innovative & current teaching practices
- Increased support for high impact practices (URSCA)



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Transform at Eastern

TRANSFORM CLUSTERS

- Attracting & Recruiting Students
- Student Retention
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- Transfer & Articulation
- Instructional Innovation
- **Student Services**
- Workforce of Tomorrow
- Transparency
- Revenue Management
- Efficiency
- IT
- Facilities

What is Eastern doing?

- Evening, online and weekend tutoring and advising

Eastern's 2013 Strategic Plan

- Expand use of data to identify students' needs for services
- Enhance identification of students needing psychological services
- Offer more career-related workshops that bring successful alumni and professionals to campus
- Provide opportunities for supervised pre-professional experiences throughout students' four years at Eastern
- Create a coordinated discipline-based alumni engagement program to provide student career development
- Expand student leadership development opportunities
- Diversify participants in internship and career fairs
- Establish theme-based residence halls



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What is Eastern doing?

- Created 3 new majors to address workforce needs
- Liberal Arts Work Program and Work Hub

Eastern's 2013 Strategic Plan

- Develop new majors and revise/update existing majors that build on Eastern's strengths, are consistent with our mission, and that prepare students to enter growing industries and occupations
- Seek input related to trends in the discipline, careers, and industries from successful alumni and other professionals
- Connect students to alumni and professional networks
- Review graduate program requirements to ensure that they reflect current workforce requirements



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What is Eastern doing?

- Expansion of NERSP program
- Ad hoc budget committee

Eastern's 2013 Strategic Plan

- Administrative units develop and execute operational plans that reflect the strategic goals, advance the university's mission and vision, and align resource allocations with university priorities.
- Review and revise procedures related to billing, payment, and financial holds to promote timely payments and minimizing borrowing
- Exemplary Program Review processes to allocate resources



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Transform at Eastern

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What is Eastern doing?

- Upgraded technology in all teaching spaces
- Expanded wifi

Eastern's 2013 Strategic Plan

- Complete the final phases of construction of campus facilities critical to Eastern's residential, liberal arts mission, and continue to emphasize outstanding maintenance of buildings and grounds
- Ensure that physical, technological, information and library resources that support teaching, learning, research, & creative work meet high standards.
- Ensure that classroom, labs, studios and other facilities are equipped with hardware and software that support innovative and current teaching practices



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How to Get Involved

Get involved in an initiative, or send your comments or questions

- Contact the Executive Sponsor in the cluster in which you are interested
- Contact Eastern's Campus Liaison, Patricia Banach, at banachp@easternct.edu
- Contact Michael Kozlowski at mkozlowski@commnet.edu



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Transform Initiatives

Initiative Group	Initiative	Executive Sponsor
Attracting & Recruiting Students	Establish/grow early college programs at CC's	DeFilippis
	Cross campus registration and admissions	DeFilippis
	Go Back to Get Ahead	DeFilippis
	Veterans recruitment	DeFilippis
	Recruit non-resident students	Schmottter
	Improve opportunities for study abroad	Schmottter
Graduate student recruitment	Graduate student recruitment	Schmottter
	Academic advising	Jukoski
	First year student experience	Jukoski
Academic Program Optimization	Academic Program Optimization	Nunez
	K-12 alignment PA 12-40	Nunez
	Academic Centers of Excellence	Nunez
	Strengthen liberal arts core	Nunez
Faculty skill and development:	Faculty skill and development:	Nunez
	Research for graduate students	Nunez



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	Career pathway alignment – CT Tech.	Nieves

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	IT organizational structure	Tolisano
Facilities	Facilities master plan	Epstein
	Code compliance/infrastructure improvement	Epstein
<p>Note: One of the thirty-six initiatives, Common Calendar, is complete.</p>		

Transform CSCU 2020 Town Hall

September 11, 2014

I am interested in getting involved in Transform. Please contact me to provide more information on how I can participate in making college more accessible and affordable, and how we can improve our students' academics and futures. *[Please check the box below for the area in which you are interested.]*

- | | |
|---|---|
| <input type="checkbox"/> Academics | <input type="checkbox"/> Policy Transparency, Performance Metrics |
| <input type="checkbox"/> Workforce for Tomorrow | <input type="checkbox"/> Facilities |
| <input type="checkbox"/> Information Technology | <input type="checkbox"/> Revenue Management |
| <input type="checkbox"/> Efficiency | |

Name: _____

Email Address: _____

The Board of Regents and Eastern Connecticut State University thank you for your interest. We will be getting back to you shortly.

DDeFilippis@nv.edu

SchmutterJ@wscu.edu

MJukoski@threerivers.edu

mkozlowski@commnet.edu

Nunez2020@easternct.edu

MGargano@commnet.edu

JTolisano@commnet.edu

Papazianm1@southernct.edu

GGlickman@mcc.commnet.edu

WNieves@ccc.commnet.edu

MKozlowski@commnet.edu

ESteiner@commnet.edu

epsteink@ct.edu

Connecticut State Universities (CSU) - Early Enrollment, Comparison

Fall 2014 Census Date Enrollment
Compared to Fall 2013 Census Date Enrollment

	State Universities												Total				
	Central				Eastern				Southern					Western			
	UG	GR	Total	UG	GR	Total	UG	GR	Total	UG	GR	Total		UG	GR	Total	
Sep 12, 2014																	
Heads	7,702	566	8,268	4,288	44	4,332	6,802	894	7,696	4,365	57	4,422	23,157	1,561	24,718		
PT	2,169	1,600	3,769	851	104	955	1,331	1,798	3,129	1,077	453	1,530	5,428	3,955	9,383		
Total	9,871	2,166	12,037	5,139	148	5,287	8,133	2,692	10,825	5,442	510	5,952	28,585	5,516	34,101		
Credit Hours	110,876	6,136	117,012	64,001	469	64,470	99,940	9,877	108,817	63,012	697	63,709	336,828	17,179	354,007		
PT	14,411	7,426	21,837	4,936	447	5,383	8,870	8,078	16,948	6,873	2,149	9,022	35,090	18,100	53,189		
Total	125,287	13,562	138,849	68,937	916	69,853	107,810	17,955	125,764	69,885	2,846	72,731	371,918	35,279	407,196		
FTE	7,392	511	7,903	4,267	39	4,306	6,596	823	7,419	4,201	58	4,259	22,455	1,432	23,887		
PT	961	619	1,580	329	37	366	581	673	1,264	458	179	637	2,338	1,508	3,848		
Total	8,352	1,130	9,483	4,596	76	4,672	7,187	1,496	8,684	4,659	237	4,896	24,794	2,940	27,734		
Fall 2013																	
Heads	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		
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		
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		
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		
PT	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		
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		
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		
PT	945	576	1,522	311	42	354	547	644	1,190	457	171	629	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		
Difference																	
Heads	1.0%	-3.1%	0.7%	-2.4%	-34.3%	-2.9%	-3.1%	2.1%	-2.5%	-0.7%	-19.7%	-1.0%	-1.2%	-2.3%	-1.2%		
PT	1.0%	6.0%	3.1%	8.5%	-14.8%	5.4%	7.3%	7.6%	7.5%	-1.9%	-1.9%	-1.9%	3.0%	5.0%	3.9%		
Total	1.0%	3.4%	1.4%	-0.8%	-21.7%	-1.5%	-1.5%	5.7%	0.2%	-0.9%	-4.3%	-1.2%	-0.4%	2.9%	0.1%		
Credit Hours	0.9%	-2.9%	0.7%	-2.2%	-33.9%	-2.6%	-3.3%	0.2%	-3.0%	-0.9%	-22.1%	-1.2%	-1.3%	-3.4%	-1.4%		
PT	1.6%	7.4%	3.5%	5.8%	-12.2%	4.0%	8.2%	4.6%	6.4%	0.2%	4.5%	1.2%	3.5%	5.2%	4.1%		
Total	1.0%	2.5%	1.1%	-1.7%	-24.9%	-2.1%	-2.4%	2.1%	-1.8%	-0.8%	-3.5%	-0.9%	-0.9%	0.8%	-0.7%		
FTE	0.9%	-2.9%	0.6%	-2.2%	-33.9%	-2.7%	-3.3%	0.2%	-2.9%	-0.9%	-22.1%	-1.3%	-1.3%	-3.4%	-1.4%		
PT	1.6%	7.4%	3.8%	5.8%	-12.2%	3.6%	8.2%	4.6%	6.2%	0.2%	4.5%	1.4%	3.5%	5.2%	4.2%		
Total	1.0%	2.4%	1.1%	-1.7%	-24.9%	-2.2%	-2.4%	2.1%	-1.7%	-0.8%	-3.5%	-1.0%	-0.9%	0.8%	-0.7%		

Notes

Full-time equivalent enrollment is calculated in this worksheet as 15 undergraduate credit hours = 1 FTE, 12 graduate credit hours = 1 FTE; percent change for credit hours and FTE will match for community colleges and Charter Oak State College, but it will not match for state universities. 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.

Charter Oak State College's fall census date is at the end of October and will include enrollments from their second 8-week term. These Charter Oak figures compare fall enrollment as of September 20, 2013 to September 19, 2014.

Data Sources: Community College Institutional Research Data Base (IRDB query IRDB_CDHeadCountCreditHoursAtCensusDateForPreliminaryEnrollmentReport.SQL), institutions' IR offices. Prepared by the CT Board of Regents for Higher Education, Office of Policy, Research and Strategic Planning; September 24, 2014

	2012	2013	2015 enrollment 2014 targets
Undergraduate New	1442	1433	1306
Full-time First time	979	963	873
In-state First time	908	887	819
Out-of-state First time	35	37	8
NEBHE First time	29	27	44
International First time	7	12	2
Undergraduate Transfer/Readmit	463	470	433
In-state	446	446	410
Out-of-state	7	9	10
NEBHE	2	3	6
International	8	12	7
Total new undergraduate	1442	1433	1306
Continuing undergraduate FT	2978	2962	2985
Total full-time undergraduate	4420	4395	4291
Total part-time undergraduate	839	786	851
High school			
"regular"			
Total Graduate	188	189	150
Graduate part-time	149	122	106
Graduate full-time	39	67	44
University total	5447	5370	5292

Current Projection for FY 2015

We are currently evaluating the impact of a slight reduction in fall enrollment and are taking the necessary actions to produce another financially successful year. We continue to keep focused on the needs of our students first as we address this challenge.

Our overall projected revenue short fall is \$3.9 million including an expected reduction in fringe benefits paid by state of \$1.6 million. This reduction in fringe benefits is primarily due to lower than expected overall fringe benefits costs we will be paying which also results in a reduced recovery from the state in the form of fringe benefits paid by state. The lower fringe rate is encouraging as the rate for the SERS retirement plan actually decreased by 7.7% from the rate charged in FY 2014. We are also projecting an additional \$0.5 in state funding to support our increased efforts in remedial instruction and support.

Total personal services including fringe benefits is projected to be below budget by \$3.9 reflecting holding several full time positions open as some areas have existing staff covering additional duties in support the overall needs of the university.

Requested operating expense budgets were reduced in most areas by 10% to help address the revenue shortfall. It is important to note that even after the reduction the new level of operating expenses represents approximately a \$1.0 million increase over actual FY 2014 operating expenses. We continue to evaluate the needs of our students in the area of financial aid and where possible we will look to use additional aid to strengthen our spring enrollment.

While our fall enrollment shortfall has produced some challenges for Eastern continue producing favorable financial performance, we remain committed to work together to face the challenge.

Eastern Connecticut State University

Financial Update Fall 2014

Preliminary Results for FY 2014

While our year-end audit has not as yet been completed for FY 2014 we are confident Eastern Connecticut State University completed the year with a small surplus to add to our reserve balance.

Our revenues exceeded our overall budget by \$4.1 million primarily in the areas of fringe benefits paid by state \$4.1 million, and state general fund appropriation \$1.6 million. These favorable variances were offset in part by lower tuition and fees of \$1.6 million. The increase in general fund appropriation includes the additional faculty and counselor positions approved by the BOR while the fringe paid by state includes the additional funded positions combined with the financial impact of the higher fringe benefit expenses we experienced in FY 2014. You will recall the higher benefit rates and the conversion of many individuals to the SERS retirement plan.

Personal services exceeded plan by \$0.5 million due to higher fringe benefit expense of \$2.1 million while savings were experienced in full time staffing \$0.4 million, part time staffing \$0.5 million and other personal services \$0.5 million. Our full time staffing includes increased positions for faculty and counselors and the achieved savings were experienced in support areas where several positions remained vacant to aid in our ability to operate without a loss.

Overall operating expenses, including operating funded equipment purchases, exceeded the budget by \$0.5 million. This includes an additional provision for bad debt required to meet new audit standard of \$1.1 million and additional financial aid to assist our students \$0.5 million, offset in part by department operating expense savings in excess of \$1.0 million.

Currently we expect to increase our reserve balance by \$2.5 million which is approximately 2.0% of our overall revenue for the year.

Our financial success was made possible through the continued support of the entire Eastern Community.

Eastern Connecticut State University
 Personnel Changes since 4-15-14
 As of 10-3-14

New Hires

Name	Title	Department	Eff Date	Union
Tenure Track Faculty				
Baires, Sarah E.	Assistant Professor	Sociology	8/22/2014	AAUP
Bright Holland, Alycia	Assistant Professor	Performing Arts	8/22/2014	AAUP
Chen, Tao	Assistant Professor	Visual Arts	8/22/2014	AAUP
Chiang, Pamela P.	Assistant Professor	Sociology	8/22/2014	AAUP
Dracoby, Joseph D.	Assistant Professor	Psychology	8/22/2014	AAUP
Dziuk, Stacy K.	Assistant Professor	Performing Arts	8/22/2014	AAUP
Jeon, Jehoon	Assistant Professor	Communication	8/22/2014	AAUP
Kunene, Kim N.	Assistant Professor	Business Administration	8/22/2014	AAUP
Lucin, Kurt M.	Assistant Professor	Biology	8/22/2014	AAUP
Meleo-Erwin, Zoe C.	Assistant Professor	Sociology	8/22/2014	AAUP
Scisco, Jenna L.	Assistant Professor	Psychology	8/22/2014	AAUP
Speicher, Allison	Assistant Professor	English	8/22/2014	AAUP
Torcellini, Paul A.	Associate Professor	Environ Earth Science	8/22/2014	AAUP
Vats, Sonal	Assistant Professor	Economics	8/22/2014	AAUP
Whitfield, Amanda J.	Assistant Professor	Performing Arts	8/22/2014	AAUP
Youngblood, Jordan R.	Assistant Professor	English	8/22/2014	AAUP
Temporary Faculty Converted to Tenure Track				
Fabrizi, Mark	Assistant Professor	Education	8/22/2014	AAUP
Moorehead, Tanya	Assistant Professor	Education	8/22/2014	AAUP
Rahmanifar, Afarin	Assistant Professor	Visual Arts	8/22/2014	AAUP

Non-Teaching Faculty

Tilley, Brian D. Coach 2 Athletics 8/28/2014 AAUP

Temporary Faculty

Bucci, Gregory J. Assistant Professor Business Administration 8/22/2014 AAUP
Goldstein, Jason S. Assistant Professor Biology 8/22/2014 AAUP

Non-Faculty

Surprenant, Teresa D. Project Manager - Early Learn Dean Professional Studies 5/2/2014 SUOAF
Davis, Tyler Comp Supp Trainee Information Technology 5/23/2014 SUOAF
Dunn, June E. Program Assistant Continuing Education 6/27/2014 SUOAF
Easley II, Jacob Dean of Edu & Prof Studies Dean Professional Studies 6/27/2014 SUOAF
Fitzpatrick, Shannon Admissions Assistant Admissions 7/14/2014 SUOAF
DeCarli, Joanne A. Asst to Dir of Fin Aid Financial Aid 7/25/2014 SUOAF
Massanelli, Jeffery D. Residence Hall Director Residential Life 8/4/2014 SUOAF
Omega, Eunice Joyce Residence Hall Dir. Residential Life 8/4/2014 SUOAF
Sumrell, Joshua K. Residence Hall Dir. Residential Life 8/4/2014 SUOAF
Dixon, Alicia Monique Residence Hall Director Residential Life 8/13/2014 SUOAF
Glass, Christina M. Asst. to Dir. Financial Aid Financial Aid 9/3/2014 SUOAF
Vashington, Anik M. Instruc Design Coordinator Information Technology 9/5/2014 SUOAF
Rodriguez, Sandra I. Administrative Assistant Continuing Education 5/2/2014 Clerical
Allevo, Janine S Administrative Assistant Health Services 7/11/2014 Clerical
Davis, Myles Skilled Maintainer Facilities Management 4/14/2014 Maintenance
DeJesus, Pablo A. Custodian Facilities Management 4/21/2014 Maintenance
Gonzalez-Vargas, Daniela Custodian Facilities Management 4/24/2014 Maintenance
Bouthillier, Matthew L. A. MaintSupv2(Carpy) Facilities Management 7/11/2014 Maintenance
Brown, Beverley J. Police Officer Institutional Safety 6/13/2014 Protect Services

Terminations

Name	Title	Department	Eff Date	Union
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End of Temporary Appointment

Sokolovskaya, Anya V	Assistant Professor	Performing Arts	6/1/2014	AAUP
Baraghoshi, Behroz	Assistant Professor	Economics	8/22/2014	AAUP
Barfchin, Massoud	Assistant Professor	Business Administration	8/22/2014	AAUP
Desroches, Richard Joseph	Assistant Professor	Business Administration	8/22/2014	AAUP
Dudas, Mary J.	Assistant Professor	Poli Sci/Phil/Geo	8/22/2014	AAUP
Gilbertson, Lea A.	Assistant Professor	Environ Earth Science	8/22/2014	AAUP
Greene, Robert L.	Assistant Professor	Visual Arts	8/22/2014	AAUP
Ingle, Jeanne C.	Assistant Professor	Education	8/22/2014	AAUP
Ingram, Kristin L.	Instructor	Business Administration	8/22/2014	AAUP
Lien, Fontaine	Assistant Professor	World Lang & Cultures	8/22/2014	AAUP
Magee, Linda N.	Instructor	Health and Phys Edu	8/22/2014	AAUP
Mancini-Dubrey, Stephanie	Assistant Professor	Sociology	8/22/2014	AAUP
Savelli, Melanie R.	Instructor	Communication	8/22/2014	AAUP
Sheridan, Matthew M.	Assistant Professor	Communication	6/1/2014	AAUP
Taylor, Mika	Assistant Professor	English	8/22/2014	AAUP
Weselcouch, Catherine N.	Assistant Professor	Math and Computer Sci	8/22/2014	AAUP
Wynn, Nancy	Assistant Professor	Performing Arts	8/22/2014	AAUP
Rose, Arielle Katherine	Program Assistant	Continuing Education	6/27/2014	SUOAF
Boliver, Laura B.	Residence Hall Dir	Residential Life	8/8/2014	SUOAF
Holowaty, Jennifer L.	Student Dev Specialist	Academic Advisement	8/23/2014	SUOAF
Death				
Semmelrock, Jason E.	Qual Craft Worker-HVAC	Facilities Management	7/1/2014	Maintenance
Tinker, Nancy Gertrude	Dir of Fac Mngt & Plan	Facilities Management	4/19/2014	Mgmt
Resignation				
Axel, Justin B	Coach 3 - Men's Lacrosse	Athletics	7/19/2014	AAUP
Eibel-Spanyi, Katalin Rita	Professor	Business Administration	8/22/2014	AAUP
Gomes, Amilcah	Asst. Dir. of Acad. Supp. Cntr	Academic Advisement	6/13/2014	SUOAF
Price, LaQuana E.	Asst. Dir. of Admissions	Admissions	7/3/2014	SUOAF
De Los Santos, Julisa	Residence Hall Dir	Residential Life	8/2/2014	SUOAF

Robinson, Carrie Lee	Residence Hall Director	Residential Life	8/2/2014	SUOAF
Gammell, William J.	Assoc VP Acad Affairs	VP of Academic Affairs	5/16/2014	Mgmt
Serrano, Angel M.	Custodian	Facilities Management	8/29/2014	Maintenance
Brokaw, Cynthia T.	Payroll Clerk	Payroll	6/13/2014	Clerical
Gage, Hazel M.	Secretary 2	VP for Student Affairs	7/11/2014	Clerical
Retirements				
Durand, Cheryl Elizabeth	Custodian	Facilities Management	9/1/2014	Maintenance
Godbout, Jean-Pierre	Maint Supervisor 2-Carpentry	Facilities Management	6/1/2014	Maintenance
Veneziano, Kathryn	Unit Supervisor	Accounts Payable	6/1/2014	Clerical
Purvis, Nancy Jean	Police Officer	Institutional Safety	6/1/2014	Protect Services
Herzog, Susan	SULibrarian	Library	7/1/2014	AAUP
Newell, William L.	Professor	Poli Sci/Phil/Geo	6/1/2014	AAUP
Williams, Neil F.	Professor	Health and Phys Edu	6/1/2014	AAUP
Abrahams, Richard W.	Asst Coor Cap Proj/Fac Pl	Facilities Mgt - Engin	7/1/2014	SUOAF
Lomonaco, James N.	Student Dev Specialist	Academic Advisement	8/1/2014	SUOAF
Retirement Announced				
Guarnieri, Christine	Student Dev Specialist	Advising	10/1/2014	SUOAF
Kucharski, Patricia	Administrative Assistant	Edu & Prof Studies	10/1/2014	Clerical
Gavin, Rachael	Library Technical Assistant	Library	1/1/2015	A&R
Bisantz, June	Professor	Visual Arts	1/1/2015	AAUP
Higginbotham, Ann	Professor	History	1/1/2015	AAUP
Lemons, Robert	Professor	Performing Arts	1/1/2015	AAUP
Levin, Martin	Professor	Biology	1/1/2015	AAUP
Martin, Margaret	Professor	Social Work	1/1/2015	AAUP
Ricklin, Leslie	Professor	Education	1/1/2015	AAUP
Pudlo, Deborah	Stationary Engineer	Facilities Management	1/1/2015	Maintenance
Williams, Carol	Assoc Dean of Cont Edu	Continuing Education	1/1/2015	SUOAF
Colins, Karen	Administrative Assistant	Public Safety	4/1/2015	Clerical
Kenney, William	Supp Specialist - Unix	Information Technology	5/1/2015	SUOAF

Gruenberg, Ann Professor Education 7/1/2015 AAUP

Search Status

AAUP

18 tenure track faculty searches just announced, preparing for paperwork

Management

Chief Information Officer: search committee formed

SUOAF

Director of Athletics: SUOAF ten day internal posting sent out on 10/2/14
Coordinator of Gallery and Museum Services: internal posting just ended, public search started
Asst Dir of Acad Services Center: ongoing

Classified Searches

Administrative Asst, School of Edu & Professional Studies: reviewing applications
Police Officer: reviewing applications
QCW - HVAC: candidates being identified for interviews
Stationary Engineer: just posted to the public
Mail Handler: internal posting