

Eastern Ad-Hoc Budget Committee  
Minutes  
February 21, 2014  
Connecticut Room  
9:00 a.m.

**Attendance:**

David Bachand, Karyl Bulmer, Karen Collins, David Cummings, Anne Dawson, Kenneth DeLisa, Rhona Free, Edwin Harris, Matthew Hicks, Drew Hyatt, James Howarth, Gregory Kane, David Mariasi, Diane Moore, Elsa Núñez, Dimitrios Pachis, George Whiting

**Absent:**

Patricia Banach, Maryanne Clifford, Margaret Letterman, Jian Lin, Thomas Madera

Meeting commenced at 9:05 a.m.

1. Approval of Previous Meeting Minutes

D. Mariasi moved and G. Whiting seconded that the minutes of the November, 14, 2013, meeting be approved. The motion passed.

2. Welcome and Update – President Núñez

E. Núñez updated the committee on recent BOR actions and the Governor's State of the State Address. E. Núñez informed the committee that Dr. Gray presented Excel CT to the Board in December. They responded positively and asked for a more substantive document. The Governor renamed this plan, and it is now called Transform CSCU 2020.

The Governor's budget includes \$134 million for the ConnSCU's 17 universities. Half of this has been designated for deferred maintenance, and the other half is for the following:

- The "Go Back to Get Ahead" program which will allow any Connecticut resident who began their degree but has been out of the classroom for at least 18 months to take one free course for each course they take, up to three free courses in total in pursuit of a college degree.
- The "Genius Classrooms" program which will provide \$1 million to each campus to build a high-tech classroom to facilitate learning.
- Funds to the community colleges for early college.

E. Núñez stated that the President Gray is recommending a 2 percent increase in tuition and fees.

3. Recruiting and Enrollment – Rhona Free and Ned Harris

R. Free distributed and reviewed Attachment A which shows the enrollment and composition of the freshman class. We have reduced the number of full-time freshman, increased the number of transfer students, and increased the number of graduates. We want to make sure we admit students who will graduate. R. Free reviewed Attachment B which shows the number of community

college students transferring to Eastern. She then reviewed Attachment C which shows census date preliminary enrollment. Eastern is the only university whose headcount has increased.

N. Harris reviewed Attachment D: "Fall 2014 Admissions Application Activity Report: A 3-Year Comparison" to give the Committee a sense of our application activity over the past three years. He then outlined some new strategies that are being used to recruit students during a time of smaller high school graduating cohorts. Eastern is:

- a. Developing new academic programs,
- b. hosting Junior Preview Day (a campus visit program targeting high school juniors),
- c. starting an Ambassadors Program to involve more of our students in recruitment activities,
- d. implementing new initiatives to strengthen our presence on community college campuses,
- e. purchasing high school junior and transfer names (available from the College Board, National Research Center for College and University Admissions and Phi Theta Kappa) with whom we can promote Eastern,
- f. working on an agreement to establish an English as a Second Language Program on campus,
- g. opened a discussion with Maguire and Associates to determine if they can help us use of limited institutional aid resources more effectively and efficiently, and,
- h. exploring the possibility of expanding our Honors Program into an Eastern Scholars Program in order to enroll more academically able students from our admitted pool.

#### 4. Financial Updates and Tuition and Fees – Jim Howarth

J. Howarth reviewed the confidential draft FY 15 Expenditure Plan. The plan includes a 2 percent tuition and fee increase. He then reviewed all other potential increases for FY 15. He explained that the System Office will be providing a supplemental one-time 3% increase for FY 15.

A. Dawson asked if we could lobby for more funds. E. Núñez said Senate, students, and faculty have the right to lobby the legislature. She said students are going to lobby on Monday, and they will be focusing on the points listed in Attachment E. She advised the committee that any add-ons requested should be added to the base.

J. Howarth reviewed Attachment F (updated 3/14/14) which shows total employee cost for FY 15 based on an anticipated 75% increase. Subsequent to the meeting, we have revised our estimate down to a 5% composite rate increase.

The meeting adjourned at 10:30 a.m.

Submitted by,

Rebecca Davis

Addendum: Subsequent to the meeting, we learned that fringe benefits increases would not be as high as we had anticipated.

Fall of Year	Full-time Freshmen	Percentage of total FT enrollment	Full-time Sophomore	Percentage of total FT enrollment	Full-time Junior	Percentage of total FT enrollment	Full-time Senior	Percentage of total FT enrollment	Total FT
2013	1341	31%	1129	26%	1005	23%	920	21%	4395
2012	1362	31%	1024	23%	1042	24%	992	22%	4420
2011	1315	30%	1068	24%	1099	24%	965	22%	4447
2010	1342	30%	1171	27%	1031	23%	873	20%	4417
2009	1407	33%	1083	25%	965	22%	872	20%	4327
2008	1399	34%	985	24%	925	22%	815	20%	4124
2007	1298	33%	993	25%	940	24%	742	19%	3973
2006	1407	36%	935	24%	853	22%	703	18%	3898
Percent change from Fall 2006 to Fall 2013	-5%		21%		18%		31%		13%

Fall of Year	First Time Freshmen	First Time Enrolled Out of state (2008 = out-of-state and out-of-country)	First Time Enrolled Out of country	New Transfers Full-time	Total incoming new Full-time students	Percentage of total FT incoming students made up of transfer students	New transfers CT Residents	New transfers out of state (2008 = out of state and country)	New transfers out of country	Total new transfers FT and PT	Percent total new transfers CT Residents
2013	887 (92%)	71	5	426	1389	31%	478	9	12	499	96%
2012	911 (93%)	61	7	423	1402	30%	467	9	8	484	96%
2011	905 (95%)	43	3	433	1456	35%	479	22	4	505	95%
2010	931 (92%)	69	8	463	1471	31%	530	30	3	563	94%
2009	840 (89%)	95	9	441	1385	32%	410	21	10	441	93%
2008	841 (88%)	110		353	1304	27%	435	51		486	90%

Recent Graduating Classes: Percent Who Entered as First-Time and Transfer Students												
Entry Type ▼	2007-2008		2008-2009		2009-2010		2010-2011		2011-2012		2012-2013	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
First-Time	478	52%	485	51%	542	53%	549	53%	580	53%	672	58%
Transfer	448	48%	462	49%	485	47%	496	47%	511	47%	477	42%
Total	926		947		1027		1045		1091		1149	
1 Undergraduate degree-earners only												

Entering Transfer Students: Fall 2007-2013 (Full-Time)

Minority Male Transfer Students: Fall 2007-2013 (Full-Time)

	2007	2008	2009	2010	2011	2012	2013	2007	2008	2009	2010	2011	2012	2013
Asnuntuck	3	10	11	15	9	9	3	0	0	0	0	0	0	0
Capital	4	3	7	9	4	4	7	1	0	3	6	1	3	1
Gateway	4	7	9	7	7	4	11	2	1	0	2	2	1	4
Housatonic	6	5	4	2	4	0	6	0	0	1	0	2	0	1
Manchester	58	60	71	86	64	67	58	4	5	4	5	4	6	4
Middlesex	7	7	13	16	13	9	12	0	0	0	1	0	0	1
Naugatuck	6	5	3	9	5	5	7	0	0	0	2	1	0	0
Northwestern	2	4	1	1	0	5	2	0	0	0	0	0	0	0
Norwalk	6	2	12	12	8	22	10	2	0	2	1	0	3	1
Quinebaug	39	38	48	39	50	38	43	2	0	3	4	1	2	4
Three Rivers	57	49	64	57	52	65	68	3	4	1	6	4	9	7
Tunxis	7	4	9	5	14	7	4	1	0	0	1	2	1	0
Totals	199	194	252	258	230	235	231	15	10	14	28	17	25	23
Grads	132	127	149	138	67			6	5	4	9	2		
Grad %	66%	65%	59%	53%	29%			40%	50%	29%	32%	12%		
Totals	379	353	441	463	433	423	426	26	32	27	45	33	45	42
Grads	232	226	258	238	110			12	16	11	16	6		
Grad %	61%	64%	59%	51%	25%			46%	50%	41%	36%	18%		

Entering Transfer Students: Fall 2007-2013 (Part-Time)

	2007	2008	2009	2010	2011	2012	2013
Asnuntuck	0	2	1	1	2	1	0
Capital	3	7	2	5	1	0	1
Gateway	0	1	0	0	0	0	0
Housatonic	0	0	0	0	1	0	0
Manchester	11	12	12	19	4	13	14
Middlesex	0	2	1	1	2	3	0
Naugatuck	0	0	1	1	0	0	0
Northwestern	1	2	2	0	0	0	0
Norwalk	0	0	1	0	0	0	0
Quinebaug	20	13	12	18	12	5	17
Three Rivers	21	25	18	26	15	26	23
Tunxis	2	1	1	1	0	0	0
Totals	58	65	51	72	37	48	55
Grads	39	49	26	34	9		
Grad %	67%	75%	51%	47%	24%		
Totals	90	133	104	100	72	61	73
Grads	54	95	53	42	15		
Grad %	60%	71%	51%	42%	21%		



# Eastern Connecticut State University

## Fall 2014 Admissions Application Activity Report: A 3-Year Comparison

As of February 17, 2014

Full-time Undergraduate Total	Activity Fall 2012 2/15/2012	Activity Fall 2013 2/14/2013	Activity Fall 2014 2/17/2014	% Difference 2013 vs 2014	2014 Goals	% of Goal Met
Applied (Total)	4131	4706	4334	-7.9%	5000	87%
FT Freshmen	3803	4422	4048	-8.5%		
Transfer	314	273	271	-0.7%		
Readmit	14	11	15	36.4%		
Admitted	2424	2729	2395	-12.2%		
Active/Pending	1085	1187	1152	-2.9%		
Admitted Withdrawn	10	9	12	33.3%		
Rejected/Denied Admission	307	386	405	4.9%		
Tuition Deposits Paid	232	177	133	-24.9%	1445	9%
FT Freshmen	206	162	114	-29.6%	975	12%
Transfers	24	15	18	20.0%	430	4%
Readmits	2	0	1	#DIV/0!	40	3%

SAT COMPARISON:	Fall 2012 2/15/2012	Fall 2013 2/14/2013	Fall 2014 2/17/2014
Ave. SAT of Applied:	997	1004	996
Ave. SAT of Accepted	1061	1066	1062
Ave. SAT of Pd Deposit	1028	1047	1036

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Out-of-State Full-time Undergraduate Total	Activity Fall 2012 2/15/2012	Activity Fall 2013 2/14/2013	Activity Fall 2014 2/17/2014	% Difference 2013 vs 2014	2014 Goals	% of Goal Met
Applied (Total)	394	435	291	-33.1%		
FT Freshmen	366	259	273	5.4%		
Transfer	26	15	17	13.3%		
Readmit	2	2	1	-50.0%		
Admitted	232	267	144	-46.1%		
Active/Pending	117	115	105	-8.7%		
Admitted Withdrawn	1	3	3	0.0%		
Rejected/Denied Admission	26	36	29	-19.4%		
Tuition Deposits Paid	9	12	1	-91.7%	40	3%
FT Freshmen	8	12	1	-91.7%	32	3%
Transfers	1	0	0	#DIV/0!	8	0%
Readmits	0	0	0	#DIV/0!	0	#DIV/0!

NERSP Full-time Undergraduate Total	Activity Fall 2012 2/15/2012	Activity Fall 2013 2/14/2013	Activity Fall 2014 2/17/2014	% Difference 2013 vs 2014	2014 Goals	% of Goal Met
Applied (Total)	56	44	199	352.3%		
FT Freshmen	56	44	194	340.9%		
Transfer	0	0	5	#DIV/0!		
Readmit	0	0	0	#DIV/0!		
Admitted	41	31	119	283.9%		
Active/Pending	11	9	51	466.7%		
Admitted Withdrawn	1	0	0	#DIV/0!		
Rejected/Denied Admission	2	3	20	566.7%		
Tuition Deposits Paid	5	5	10	100.0%	65	15%
FT Freshmen	5	5	10	100.0%	55	18%
Transfers	0	0	0	#DIV/0!	10	0%
Readmits	0	0	0	#DIV/0!	0	#DIV/0!

International Full-time Undergraduate Total	Activity Fall 2012 2/15/2012	Activity Fall 2013 2/14/2013	Activity Fall 2014 2/17/2014	% Difference 2013 vs 2014	2014 Goals	% of Goal Met
Applied (Total)	39	44	34	-22.7%		
FT Freshmen	34	41	25	-39.0%		
Transfer	5	3	8	166.7%		
Readmit	0	0	1	#DIV/0!		
Admitted	16	23	13	-43.5%		
Active/Pending	23	19	17	-10.5%		
Admitted Withdrawn	2	0	0	#DIV/0!		
Rejected/Denied Admission	0	0	1	#DIV/0!		
Tuition Deposits Paid	0	2	1	-50.0%	32	3%
FT Freshmen	0	1	0	-100.0%	16	0%
Transfers	0	1	1	0.0%	16	6%
Readmits	0	0	0	#DIV/0!	0	#DIV/0!

## Points to Consider Regarding State Funding for Eastern Connecticut State University

### Trend of shifting share of funding to students

- In FY 2013 the state provided funding for operating expenses in the amount of \$24,850,909 and fringe benefits paid by state of \$13,996,734. This represented 34% of total revenue for the university. Revenue directly related to tuition, fees, housing and food services represented 65% and 1% from all other sources of revenue.
- In FY 2005 the state provided funding for operating expenses in the amount of \$22,221,511 and fringe benefits paid by state of \$9,338,054. This represented 41% of total revenue for the university. Revenue directly related to tuition, fees, housing and food services represented 57% and 2% from all other sources of revenue.

### Clearly a shift to a greater amount of student funding

#### Growth in enrollment:

- Fall of 2004 (FY 2005) Full Time Undergraduate Enrollment was 3,700
- Fall 2012 (FY 2013) Full Time Undergraduate Enrollment was 4,420

This represents an increase of 720 students or 19%

#### Information from Integrated Postsecondary Education Data System (IPEDS) shows that compared with other peer institutions show the following:

- Percentage of Eastern Students receiving Institution Grants 48%
- Percentage of Peer Group receiving Institution Grants 60%

Our Students are less likely to receive Institutional Grants

- Percentage of Eastern Students borrowing for education 74%
- Percentage of Peer Group borrowing 52%

Our Students more likely to borrow for education

- Annual average amount of loans taken by Eastern students \$7,328
- Annual average amount of loans taken by peer institutions \$5,729

Our students have to borrow more for their education than peer group

#### What is the current outlook for FY 2015

- University is faced currently with mandatory contractual increases averaging over 5%
- Cost to the university for fringe benefits for employees are projected increase by 15% for FY 2015
- Announced 2% tuition and fee will not cover the increases the university is projection

- What services will the University be forced to reduce or eliminate to mitigate any shortfall and what will the impact be to the students and their university experience.
  - Larger class size
  - Fewer course offerings
  - Delayed graduation due to course availability
  - Reduced direct student support functions
    - Counseling
    - Writing Center
  - Reduced Library hours
  - Elimination of sports programs
  - Reduced Student Center hours
  - Reduced custodial services
  - Increased deferred maintenance
  - Fewer University Police Officers

**Model to Project Total Employee Cost  
FY 2014-15**

DRAFT ESTIMATED FY 15 INCREASE IMPACT

	Projected		State	Alternative	Increase	
	Rates	Base			Increase	%
Enter Annual Salary		79,125.00				
Bi-weekly		3,031.61				
Actual Pay @ 26 Pay Periods		78,822.00	78,822.00	78,822.00	4,109.00	5.5%
FICA- SS	6.20%	4,886.96				
FICA -Medicare	1.45%	1,142.92				
Unemployment Compensation	0.12%	94.59				
Workers Compensation	0.91%	717.28				
Standard All Employees		6,841.75	6,841.75	6,841.75		
State Retirement	53.00%		41,775.66		-3.1%	54.71%
Alternate Retirement	12.00%			9,458.64	7.1%	11.20%
<b>Cost Before Insurance</b>			<b>127,439.41</b>	<b>95,122.39</b>		

Project Inc %	Rate FY 2014	Rate Change
-3.1%	54.71%	-1.71%
7.1%	11.20%	0.80%

	Bi Weekly	Annual
<b>Sample Using Oxford Rates POS</b>		
Single	\$ 248.09	6,450.34
Subscriber + 1	\$ 506.97	13,181.22
Family	\$ 629.89	16,377.14
FLES (Family Less Employed Spouse)	\$ 418.97	10,893.22
<b>Dental Using United Health Care Basic</b>		
Single	\$ 24.81	645.06
Subscriber + 1	\$ 60.40	1,570.40
Family	\$ 60.40	1,570.40
FLES (Family Less Employed Spouse)	\$ 43.04	1,119.04

Projected Inc %	FY 2014	
	Bi Weekly	Annual
9.50%	\$ 226.57	5,890.82
9.50%	\$ 462.99	12,037.74
9.50%	\$ 575.24	14,956.24
9.50%	\$ 382.62	9,948.12
8.00%	\$ 22.97	597.22
8.00%	\$ 55.93	1,454.18
8.00%	\$ 55.93	1,454.18
8.00%	\$ 39.85	1,036.10

Estimated Fringe Including Retirement					Increase Over FY 14			
	State	%	Alternative	%	State		Alternative	
	\$	%	\$	%	\$	%	\$	%
Single	55,712.81	70.7%	23,395.79	29.7%	1,864.19	3.5%	2,054.79	9.6%
Subscriber +1	63,369.03	80.4%	31,052.01	39.4%	2,516.53	4.1%	2,707.13	9.6%
Family	66,564.95	84.4%	34,247.93	43.4%	2,793.95	4.4%	2,984.55	9.5%
FLES	60,629.67	76.9%	28,312.65	35.9%	2,284.87	3.9%	2,475.47	9.6%
<b>Projected Total Cost</b>								
Salary and Fringe								
Single	134,534.81		102,217.79		5,973.19	4.6%	6,163.79	6.4%
Subscriber +1	142,191.03		109,874.01		6,625.53	4.9%	6,816.13	6.6%
Family	145,386.95		113,069.93		6,902.95	5.0%	7,093.55	6.7%
FLES	139,451.67		107,134.65		6,393.87	4.8%	6,584.47	6.5%

**Instructions**

Enter annual salary in green cell above  
Update rates annually in yellow cells