

Eastern Ad-Hoc Budget Committee

Minutes

February 23, 2015

Connecticut Room

9:00 a.m.

Attendance:

David Bachand, Karyl Bulmer, Maryanne Clifford, David Cummings, Christopher Dorsey, Catherine Dubuc, James Howarth, Jian Lin, Weiping Liu, David Mariasi, Joseph McGann, Diane Moore, Elsa Núñez, Dimitrios Pachis, Steven Weinberger, George Whiting

Absent:

Patricia Banach, Luis Cordon, Matthew Hicks, Drew Hyatt, Gregory Kane, Thomas Madera

Meeting commenced at 9:00 a.m.

1. Approval of Previous Meeting Minutes

D. Cummings moved and D. Mariasi seconded that the minutes of the November 20, 2014, meeting be approved. M. Clifford abstained from voting. The motion passed.

J. Howarth introduced new member Catherine Dubuc. She is replacing Karen Collins. Committee members introduced themselves.

2. Welcome – President Núñez / Jim Howarth

E. Nunez stated that Dr. Gray is addressing the Appropriations Committee tomorrow. The System is planning for a \$40 million cut.

E. Núñez informed the committee that Transform 2020 is currently being implemented. Greg Kane and Elena Tapia are Eastern's representatives.

3. Current Recruiting Activity – Chris Dorsey

Chris Dorsey distributed the handout "Tuition Discounting" (Attachment A). He reviewed the handout and explained how Admissions is using tuition discounting and recommendations made by the Maguire study to increase enrollment. As a result, we have been able to admit more students for fall 2015.

4. ECSU Foundation Scholarships – Joe McGann

J. McGann reviewed scholarships and participation rates (Attachment B). ECSU's participation rate has increased to 8% over the last decade. ECSU has increased its scholarship awards to \$750,000. He then reviewed Endowment in Millions of Dollars (Attachment C) which shows that ECSU has \$18 million in assets and \$13 million in endowments. J. McGann shared the "A Liberated Education. Practically Applied" flyer (Attachment D) which shows graduate Fred Hughes and graduate/Foundation Board member David Whitehead interacting with students.

5. State Budget Impact on Eastern Connecticut State University – Jim Howarth

J. Howarth reviewed the Governor's FY 16 proposed budget for the Board of Regents (Attachment E). For FY 16, CSU requested \$164,170,323, and the governor recommended \$159,309,488. For FY 16 Transform CSCU, we requested \$23,000,000, and the governor recommended \$10,894,737. Overall, the governor is recommending 12% less than we are requesting. J. Howarth said we may need to meet this reduction through a combination of tuition increases, operating expense reductions, and staff reductions. The legislature may also provide additional funds.

E. Nunez stated that we have had budget cuts for the last six years and two cuts this year. We need unions, friends, and families to write to legislators. It is important that we do not lose jobs and that the quality of education is not affected.

M. Clifford suggested offering more courses on weekends and over the summer as a way to increase revenue. The committee discussed the pros and cons of this suggestion.

6. Human Resources Update – Steve Weinberger

S. Weinberger reviewed the personnel changes since November 18, 2014 (Attachment F). He also addressed workforce management adjustments and told the committee that the university will respect all contract provisions in the event of layoffs.

M. Clifford asked if we were going forward with searches. E. Núñez said at this point we are, but we will put "subject to funding" in offer letters.

7. New Business: General Discussion - All

The committee discussed the early childhood center and its effects on the budget. M. Clifford stated that faculty are having trouble enrolling their children in the program. E. Núñez said we need to look into this matter.

J. Howarth ended the meeting by stating that we must have minimal impact to students, and we have to plead for more funding to avoid layoffs and reductions.

The meeting adjourned at 10:35 a.m.

Submitted by,

Rebecca Davis

2/23/15

Tuition Discounting

High Tuition/ High Discount Model

- In 2013 average discount rate at private 4-year college was 46.5%
- In 2003 that rate was 37.9%
- Take University of Hartford for example

Total Cost	\$46,962
Average Financial Aid Award	\$25,195
Average out-of-pocket cost	\$21,497
Discount Rate	53.6%-41.9%*
* Financial package may include Stafford Loan	

Maguire Financial Aid Leveraging Project

- Conducted separate matrix analyses for CT resident first years, CT nonresident first years, and CT resident transfers.
- The matrix analysis profiles different academic quality and financial need populations on key enrollment metrics, specifically:
 - Volume of students
 - Yield (percentage of admitted student who enroll)
 - Size of the institutional grant/scholarship award amount
 - Net total revenue
- Matrix analysis can reveal patterns that provide insight to admissions and financial aid strategies.

Project Finding

- Low/no need admitted First Year in-state students ranked 8-10 yielded at a lower rate than students with financial need
 - Low/no need yielded at 24.4% (178 of 730)
 - Mid/high need yielded at 38% (68 of 179)
 - If we enrolled the low/no need at the same rate as mid/high need the class would have increased by 99 students
- Among all groups the common factor that decreases likelihood of enrollment is Net Cost to student

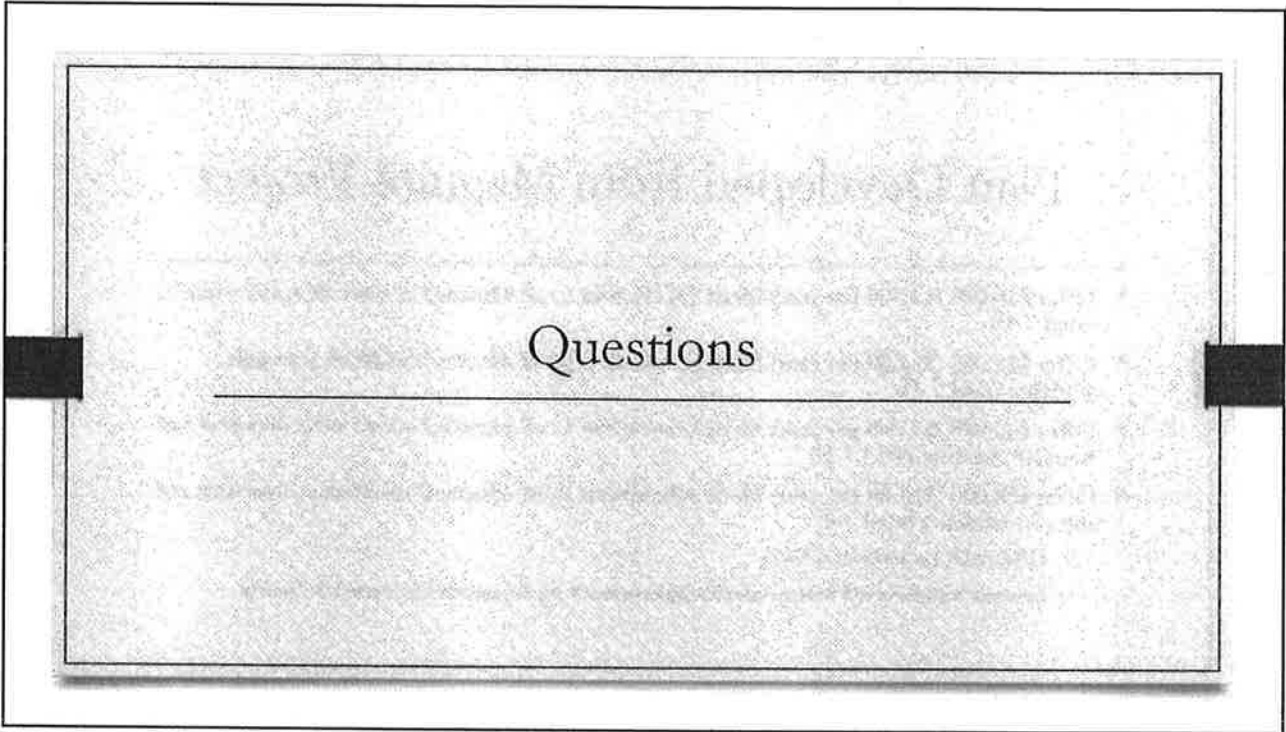
Plan Developed from Maguire Project

- Offer \$10,000 (\$2,500 per year) Merit Scholarship to all admitted in-state first-year students rated 7-10
- Offer \$10,000 (\$2,500 per year) Merit Scholarship to all admitted NEBHE first-year students rated 7-10
- Offer \$36,000 (\$9,000 per year) Merit Scholarship to all admitted out-of-state first-year and transfer students rated 7-10
- Offer \$24,000 (\$6,000 per year) Merit Scholarship to all admitted out-of-state first-year and transfer students rated 4-6
 - Offer made on acceptance letter
 - Students with need will have grants allocation reduced by the amount of Merit Scholarship

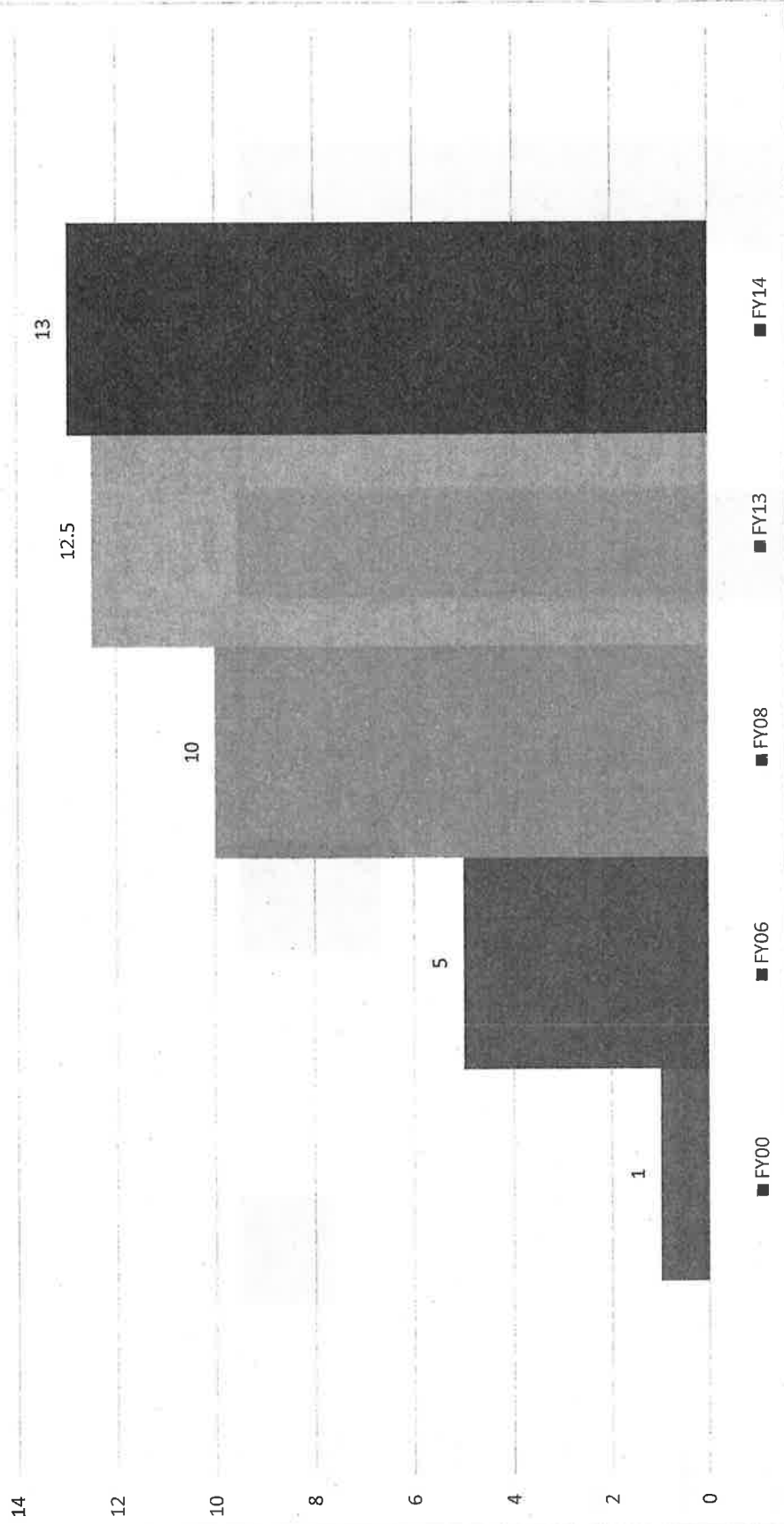
Net Revenue Model

	Low/no need in-state rated 7-10	NEBHE rated 7-10
Cost of Attendance	\$21,210	\$23,508
Minus Scholarship or grants	\$2,500	\$2,500
Net Revenue	\$18,710	\$21,008

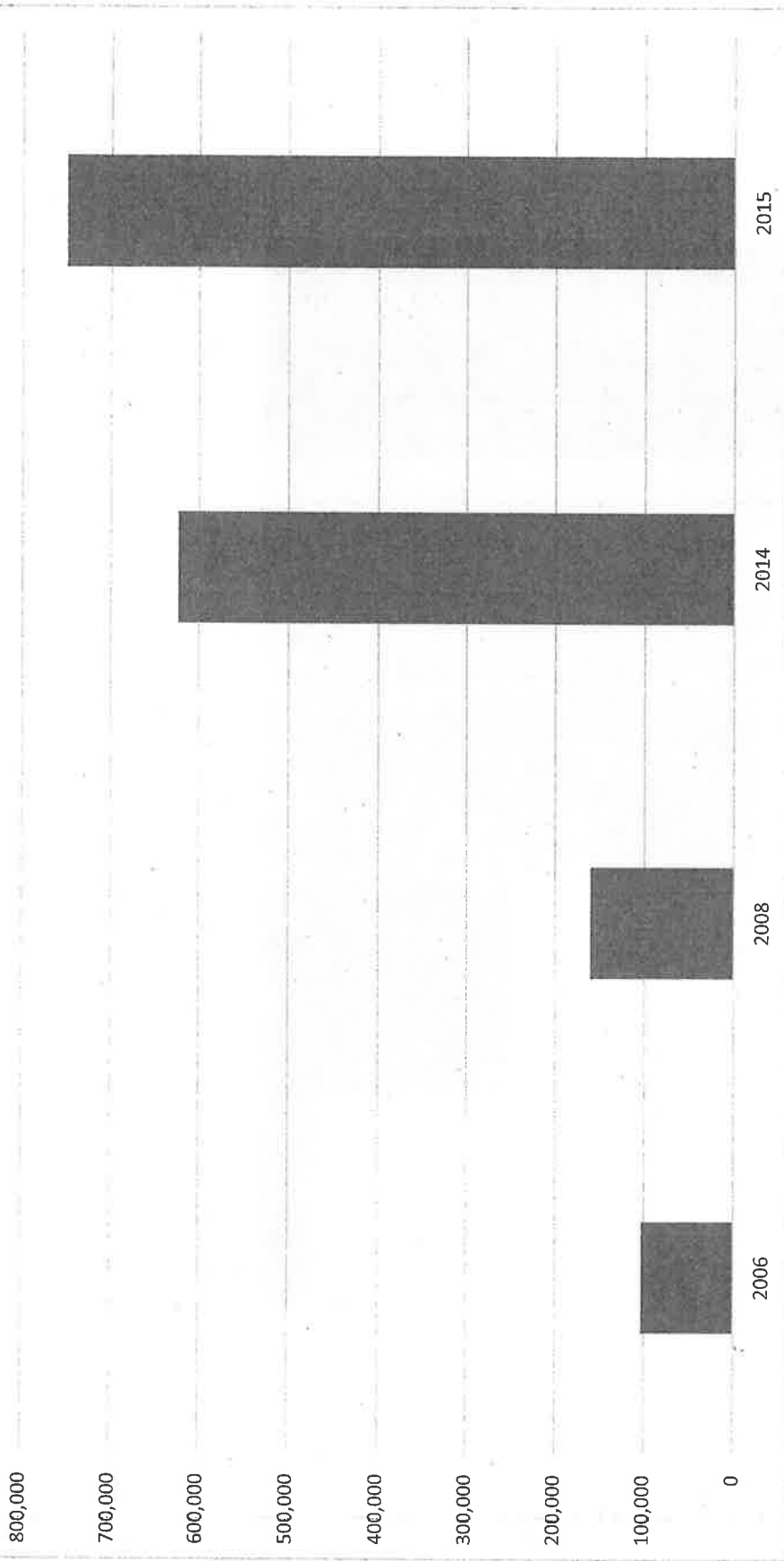
	Out-of-state rated 7-10	Out-of-state rated 4-6
Cost of Attendance	\$32,945	\$32,945
Minus Scholarship or grants	\$9,000	\$6,000
Net Revenue	\$23,945	\$26,945



Endowment in Millions of Dollars



**ECSU FOUNDATION SCHOLARSHIP AWARDS
(IN DOLLARS)**



A Liberal Education. Practically Applied.

"We enjoy giving Eastern students the opportunity to intern at our firm. I know they come to our offices with a strong foundation in accounting, strong ethics, and a high interest in learning how to apply their skills and knowledge in a professional setting."

Frederick J. Hughes Jr., '87 CPA, CFE
Partner, BlumShapiro



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Jaime Przygocki '13
Accounting Major



A Liberal Education. Practically Applied.

"As an Eastern alumnus, it is gratifying to see interns and candidates for full-time employment coming from my alma mater with strong technology skills, the ability to analyze data and solve problems, and the confidence to work and communicate in a healthcare setting."

David Whitehead '84, CEO and President
Backus and Windham Hospitals
Hartford Healthcare System

with:
Austin McMenemy '14
Business Information Systems Major
Health Informatics Minor



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BOARD OF REGENTS FOR HIGHER EDUCATION

Budget Summary

<http://www.ctregents.org>

AGENCY PURPOSE

- To provide affordable, innovative and rigorous programs that permit students to achieve their personal and higher education career goals, as well as contribute to the economic growth of the state, through the system's 17 Connecticut State Colleges and Universities;
- To coordinate programs and services through public higher education and among its institutions;
- To establish tuition and student fee policies; and
- To review and recommend new academic programs and to further the higher educational interests of the state.

RECOMMENDED SIGNIFICANT CHANGES

	2015-2016	2016-2017
Reductions		
• Reduce Funding for the Transform CSCU 2020 Program	-12,105,263	-12,105,263
• Reduce Block Grant Funding Levels	-4,025,266	-5,831,093
Current Services		
• Provide Operating and Maintenance Funds for New Buildings	543,607	943,633
Reallocations		
• Consolidate Statewide Appropriations for Estimated Change in Accruals	-908,635	-908,635

AGENCY SUMMARY

<i>Personnel Summary</i>	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017
	Total Authorized	Change From FY 2015	Total Recommended	Change From FY 2016	Total Recommended
Permanent Full-Time Positions					
General Fund	4,617	8	4,625	8	4,633
Higher Ed Operating	5,581	1	5,582	40	5,622
Financial Summary					
	FY 2015	FY 2016	FY 2016	FY 2017	FY 2017
	Estimated	Current Services	Total Recommended	Current Services	Total Recommended
General Fund					
<i>Other Current Expenses</i>					
Charter Oak State College	2,588,604	2,733,385	2,733,385	2,769,156	2,769,156
Regional Community - Technical Colleges	155,605,363	163,171,028	163,171,028	164,460,874	164,460,874
Connecticut State University	155,564,671	163,298,122	159,309,488	163,776,317	157,983,871
Board of Regents for Higher Education	666,038	702,670	666,038	704,685	666,038
Transform CSCU	23,000,000	23,000,000	10,894,737	23,000,000	10,894,737
TOTAL - Other Current Expenses	337,424,676	352,905,205	336,774,676	354,711,032	336,774,676
<i>Nonfunctional - Change to Accruals</i>	908,635	908,635	0	908,635	0
TOTAL - General Fund	338,333,311	353,813,840	336,774,676	355,619,667	336,774,676
<i>Additional Funds Available</i>					
Federal Funds	133,107,252	132,058,964	132,058,964	134,003,609	134,003,609
Private Funds	18,100,000	18,462,000	18,462,000	18,831,240	18,831,240
Higher Ed Operating	758,388,119	753,572,082	753,572,082	768,704,455	768,704,455
Special Non-Appropriated Funds	3,762,005	3,838,301	3,838,301	3,949,611	3,949,611
TOTAL - All Funds Net	1,251,680,687	1,261,745,187	1,244,706,023	1,281,108,582	1,262,263,591

PROGRAM OR PROJECT BY AGENCY

	FY 2016 Requested	FY 2016 Recommended	FY 2017 Requested	FY 2017 Recommended
Board of Regents for Higher Education				
Consolidation and upgrade of system student and financial information technology systems Estimated State Funds - \$80,000,000 Prior Authorization - \$20,000,000	52,250,000	20,000,000	10,500,000	40,000,000
Manchester Community College: Planning for a new academic building	4,581,694			
At all Community Colleges: Deferred maintenance, code compliance and infrastructure improvements Estimated State Funds - \$114,250,000 Prior Authorization - \$88,750,000	26,903,360	15,500,000	30,266,280	10,000,000
All State Universities: Deferred maintenance, code compliance and infrastructure improvements	12,202,137	10,000,000	16,715,904	12,000,000
Asnuntuck Community College: New and replacement instruction, research and/or laboratory equipment	2,000,000			
Asnuntuck Community College: Alterations, renovations and improvements for expansion of library and student services	3,806,609			3,800,000
Norwalk Community College: Alterations, renovations and improvements to the B wing building			5,190,031	5,190,000
At Norwalk Community College: Implementation of phase III of the master plan Estimated State Funds - \$32,520,936 Prior Authorization - \$3,720,936	28,880,263	28,800,000	2,362,697	
All State Colleges and Universities: Land and property acquisition	5,000,000			
Advanced manufacturing and emerging technology programs Estimated State Funds - \$22,925,000 Prior Authorization - \$17,800,000	2,500,000	2,500,000	2,625,000	2,625,000
Norwalk Community College: Roof replacement on the east campus	1,010,553			
Naugatuck Valley Community College: Upgrades to mechanical systems	2,145,000			
Naugatuck Valley Community College: Demolition of the annex building	1,500,000			
Northwestern Community College: - Alterations, renovations and improvements to White Hall	825,000		2,021,250	
All State Colleges and Universities: New and replacement instruction, research and/or laboratory equipment	12,300,000	16,000,000	12,915,000	12,000,000
Capital Community College: Alterations, renovations and improvements to optimize space utilization Estimated State Funds - \$11,000,000 Prior Authorization - \$6,000,000	5,095,756	5,000,000		
Gateway Community College: Planning, design and property acquisition for relocation of the automotive continuing education program			1,281,581	

Capital Program

PROGRAM OR PROJECT BY AGENCY

	FY 2016 Requested	FY 2016 Recommended	FY 2017 Requested	FY 2017 Recommended
Tunxis Community College: Implementation of phase III of the master plan	3,000,000	3,000,000	47,466,492	
Estimated State Funds - \$55,449,309				
Prior Authorization - \$4,993,817				
Naugatuck Community College: New and replacement instruction, research and/or laboratory equipment for the Danbury campus	2,500,000			
Charter Oak State College: Design and construction of a new facility	248,257		28,119,756	
Prior Authorization - \$2,550,000				
Total - Board of Regents for Higher Education	\$ 166,748,629	\$ 100,800,000	\$ 159,463,991	\$ 85,615,000

Board of Regents for Higher Education

	FY15 Proj			FY16 Biennial Request		Governor FY16 Recommended		FY16 Rec vs FY15 Proj		FY16 Rec vs Requested	
								\$	%	\$	%
General Fund											
Charter Oak	2,558,052	2,743,436	2,733,385					175,333	7%	(10,051)	0%
CCC	154,324,892	163,455,836	163,171,028					8,846,136	6%	(284,808)	0%
CSU	152,172,982	164,170,323	159,309,488					7,136,506	5%	(4,860,835)	-3%
BOR	666,038	702,670	666,038					-	0%	(36,632)	-5%
Transform CSCU	23,000,000	23,000,000	10,894,737					(12,105,263)	-53%	(12,105,263)	-53%
Additional Funds	17,850,000	30,026,142	-					(17,850,000)	-100%	(30,026,142)	-100%
	350,571,964	384,098,407	336,774,676					(13,797,288)	-4%	(47,323,731)	-12%

State Universities
 FY15 Projection State Appropriation and Transform CSCU funds

	Additional Funds															
	State Appropriation			Gov's Rescission		Gov's Rescission		Operations Support			Developmental Education				Total Additional Funds	
	11/20/14	1/23/15	Total General Fund	3% Tuition	DM change	Additional Operations Support to offset Rescission	Total Operations Support	Developmental Education	Transitional Adult Education	Total Dev Edu	GBTGA Proj (Fall & Spring)	Total Dev Edu, Early College and GBTGA	Total Additional Funds			
<u>Universities</u>																
CCSU	44,114,950	(443,555)	43,195,454	3,101,171	750,757	390,105	4,242,033	469,565	-	469,565	163,200	632,765	4,874,798			
ECSU	28,750,309	(309,962)	28,151,476	1,472,050	-	237,668	1,709,718	469,565	-	469,565	110,562	580,127	2,289,845			
SCSU	42,846,984	(462,315)	41,953,813	2,958,253	686,296	382,742	4,027,291	469,565	-	469,565	139,842	609,407	4,636,698			
WCSU	28,511,359	(307,428)	27,917,421	1,693,216	-	239,485	1,932,701	469,565	-	469,565	80,832	550,397	2,483,098			
SO	11,060,672	(105,854)	10,954,818	469,779	-	-	469,779	-	-	-	-	-	469,779			
Total CSU	155,284,274	-1,555,646	152,172,982	9,694,470	1,437,053	1,250,000	12,381,523	1,878,260	-	1,878,260	494,436	2,372,696	14,754,219			

Eastern Connecticut State University
 Personnel Changes since 11-18-14
 As of 2-17-15

New Hires

Name	Title	Department	Eff Date	Union
Dubuc, Catherine	Administrative Assistant	Dean Professional Studies	12/12/2014	Clerical
Theriault, Alan	QCW (HVACR)	Facilities Management	11/28/2014	Maintenance
Kroll, Derek M.	Custodian	Facilities Management	12/26/2014	Maintenance
Aldrich, Shawn R.	Stationary Engineer	Facilities Management	1/23/2015	Maintenance
Rose, Arielle Katherine	Program Assistant	Continuing Education	11/19/2014	SUOAF
Leser, Sean Michael	Videographer	Center for Early Child Edu	12/12/2014	SUOAF
Ruddy, Jessica M.	Stud Development Spec	Academic Advisement	1/2/2015	SUOAF

Terminations

Name	Title	Department	Eff Date	Union
Resignations				
Olivero, Alicia K.	Police Officer	Public Safety	11/25/2014	Protective Serv
Mitchell, Adam P.	Police Officer	Public Safety	12/24/2014	Protective Serv
Seitz, Reed	Bldg & Grounds Patrol Officer	Public Safety	2/5/2015	Protective Serv
Comstock, Donald	Police Officer	Public Safety	2/9/2015	Protective Serv
Retirements				
Pudlo, Deborah Mae	Stationary Engineer	Facilities Management	1/1/2015	Maintenance
Gavin, Rachael Ida	Library Technical Assistant	Library	1/1/2015	A&R
Bisantz, June M.	Professor	Visual Arts	1/1/2015	AAUP
Higginbotham, Ann R.	Professor	History	1/1/2015	AAUP
Lemons, Robert Mccord	Professor	Performing Arts	1/1/2015	AAUP
Levin, Martin A.	Professor	Center for Educ Excellence 1	1/1/2015	AAUP

Martin, Margaret	Professor	Social Work Program	1/1/2015 AAUP
Ricklin, Leslie Perfect	Professor	Education	1/1/2015 AAUP
Williams, Carol J.	Assoc Dean of Cont Educ	Continuing Education	1/1/2015 SUOAF
Retirement Announced Since the Last Meeting			
Freidenfelds, Kathy	Lib Tech	Library	5/1/2015 A&R
Agustin Bernal, Bernal	Asst Professor	World Lang & Cultures	6/1/2015 AAUP
Adams, Michael	Professor	Biology	6/1/2015 AAUP
Swanson, Timothy	Assoc Professor	Physical Sciences	6/1/2015 AAUP
Gruenberg, Ann	Professor	Education	7/1/2015 AAUP
Collins, Karen	Admin Asst	Public Safety	4/1/2015 Clerical
Kenney, William	Support Specialist - Unix	ITS	5/1/2015 SUOAF
Tarkmeel, Nancy	Asst Dean	Edu & Prof Studies	7/1/2015 SUOAF

Search Status

AAUP

18 tenure track faculty searches: 2 filled (Music & History), others ongoing
 Search recently started for 1 Librarian and 1 Counselor positions

Management

Chief Information Officer: interviews scheduled

SUOAF

Director of Athletics: search being handled by Academic Keys
 Coordinator of Gallery and Museum Services: interviews ongoing
 University Writer/Editor: reviewing applications
 Campus Architect: position posted

Asst to Dir of Auxiliary Services: suoaf internal posting completed
Director of Counseling & Psychological Services: Suoaf internal posting sent
Coordinator of Student AccessAbility Services, Suoaf internal posting sent
Director of Fin Aid & Vet Affairs: EHR-2 completed
Associate Registrar: EHR-2 completed
Teacher Associate: EHR-2 completed

Classified Searches

Building & Grounds Patrol Officers (5 positions): all filled, will start in the end of February.
Admin Asst in Police Dept: interviewing
Police Officers: one new hire will start on Feb. 20. Search for another position (to replace Comstock) just initiated.
Library Technician: reviewing applications