

Eastern Ad-Hoc Budget Committee  
Minutes  
March 3, 2017  
Connecticut Room  
9 a.m.

**Attendance:**

Harrison Brooks, Karyl Bulmer, Maryanne Clifford, Kenneth DeLisa, James Howarth, Drew Hyatt, Kristin Jacobi, Anita Lee, David Mariasi, Diane Moore, Elsa Núñez, Dimitrios Pachis, Janice Wilson

**Absent:**

Luis Cordon, David Cummings, Catherine Dubuc, Jianhua Lin, Thomas Madera, Stephen Nathan, Norma Vivar, Christina Welch, George Whiting

Meeting commenced at 9:05 a.m.

1. Enrollment Update – D. Pachis

D. Pachis informed the committee that the number of high school graduates has been declining and will continue to so. This translates into a big challenge for colleges in New England.

D. Pachis reviewed Attachment A, CSCU Enrollment, Census Date Comparison, Enrollment as of Fall 2016 Census Compared to Fall 2015 Census. Overall, FTE enrollment has declined at Community Colleges by 4.6 percent, Charter Oak by 16.1 percent, and State Universities by 0.8 percent. There is a decline of 3 percent for the system. Asnuntuck's enrollment increased by 18.5 percent because they charged in-state tuition to out-of-state students and they received a federal grant to enroll prisoners. Enrollment at all other community colleges has decreased.

D. Pachis reviewed Attachment B, CSCU Enrollment, Census Date Comparison, Spring 2017 Compared to Fall 2016. Overall, enrollment declined at Community Colleges by 3.3 percent, Charter Oak by 11.8 percent, and State Universities by 1.3 percent. There is a decline of 2.5 percent for the system.

D. Pachis said Eastern is using financial aid as a way to attract new students. The percentage of students attending out-of-state schools has increased, in part because neighboring states have not increased tuition. We need to keep more of these students in state because they export for good.

In response to D. Hyatt's question, D. Pachis stated that all 47 Opportunity Scholars returned for the spring semester, and Eastern hopes to enroll additional Scholars.

2. Approval of Previous Meeting Minutes

H. Brooks moved and K. DeLisa seconded that the minutes of the October 17, 2016, meeting be approved. The motion passed.

3. Human Resources Update – K. DeLisa

K. DeLisa reviewed Attachment C, Personnel Changes Since 10-14-16. ECSU hired 13 new employees. There were 4 transfers out of agency, 6 resignations, 5 retirements, and 4 announced retirements. A hiring freeze is currently in place, and justifications to fill vacant positions must be submitted to the System Office. We have been allowed to fill all faculty positions with constraints and conditions as well as positions for custodians, Building Superintendent 2, IT, and the annual fund.

K. DeLisa said Eastern is very short staffed, and we have seen more absences because staff is overworked. J. Howarth said overtime has increased as a result of staff shortages and seasonal jobs. J. Howarth said he believes the system should not have put the position freeze in place, and he feels that each university president should determine which positions to fill.

#### 4. General Update – President Núñez

E. Núñez updated the committee as follows:

- CCSU has \$37.5 million in reserves, SCSU has \$41 million, Eastern has \$24 million, and Western has \$12.9 million. Eastern had no reserves when E. Núñez became President.
- President Ojakian has merged all the college and university budgets, and E. Núñez expressed her concern about this to the committee.
- It is important that Eastern make its enrollment number each year. J. Howarth builds the budget this number. We raised tuition \$500 for commuters and \$950 for residents; we do not want to increase housing costs.

To increase enrollment, D. Hyatt suggested that travel courses be offered to alumni. K. DeLisa said this is being looked into.

E. Núñez stated that the April Board meeting will be held at Eastern. The Board will be voting on tuition rates. They will also be announcing restructuring whereby HR will have regional sites on the campuses but will report to Steve Weinberger. E. Núñez said that having position control is important to her. K. DeLisa said if this is approved, it has to be implemented as of July 1. M. Clifford and H. Brooks are addressing these issues with their constituents.

#### 5. Eastern Connecticut State University Financial Update – J. Howarth

J. Howarth reviewed Attachment D, Financial Comments for FY 2017 Mid-Year Projection. Pages 1, 2, and 3 are commentary on the mid-year budget Eastern submitted to the System Office. Page 4 shows the FY 17 projection, FY 17 budget, and FY 16 actual amounts. There is a \$1.1 million surplus projected for FY 17. Page 5 shows the FY 16 expenditure plan comparison by object account. The FY 16 expenditures totaled \$122.4 million. J. Howarth said that we finished the year strong.

E. Núñez said our reserves increased this year. J. Howarth said that refunds from the parking garage and SRV bonds and from the fuel cell lease added to our reserves. E. Núñez said that while afraid for

next year, we can manage the cut being discussed without layoffs. E. Núñez asked the committee to tell the rank and file that there is stability right now.

E. Núñez said M. Ojakian wants \$7 million from unions. Whatever SEBAC agrees to it has to be voted on by rank and file. M. Ojakian said benefits will not be grandfathered. He has already cut cost of living increases from retirees.

J. Howarth said he is working on FY 18 right now and the focus is to not impact the students.

J. Howarth shares concern with President about merging general fund dollars. Finance Committee may modify allocation formula. \$2.3 million is overall reduction in governor's budget. He thinks it will be bigger than that.

6. New Business: General Discussion - All

There was no new business.

The meeting adjourned at 10:15 a.m.

Submitted by,

Rebecca Davis

# Connecticut State Colleges and Universities (CSCU) - Enrollment, Census Date Comparison

Enrollment as of Fall 2016 Census  
Compared to Fall 2015 Census

| Start Date -><br>Census Date -> | Community Colleges |         |         |         |         |         |         |         |         |             |         |         |            |         |         | Charter Oak State College* | State Universities |         |         |                  |         |         | Total  |                 |         |         |         |         |         |                  |         |         |              |         |         |        |         |        |         |         |        |        |       |        |       |        |         |        |         |        |         |        |         |         |
|---------------------------------|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|-------------|---------|---------|------------|---------|---------|----------------------------|--------------------|---------|---------|------------------|---------|---------|--------|-----------------|---------|---------|---------|---------|---------|------------------|---------|---------|--------------|---------|---------|--------|---------|--------|---------|---------|--------|--------|-------|--------|-------|--------|---------|--------|---------|--------|---------|--------|---------|---------|
|                                 | Asnuntuck          |         |         | Capital |         |         | Gateway |         |         | Tousontonic |         |         | Manchester |         |         |                            | Middlesex          |         |         | Naugatuck Valley |         |         |        | Northwestern CT |         |         | Norwalk |         |         | Quinebaug Valley |         |         | Three Rivers |         |         | Tunxis |         |        | Total   |         |        |        |       |        |       |        |         |        |         |        |         |        |         |         |
|                                 | 8/29/16            | 8/29/16 | 9/14/16 | 8/29/16 | 8/29/16 | 9/13/16 | 8/29/16 | 8/29/16 | 9/15/16 | 8/29/16     | 8/29/16 | 9/12/16 | 8/29/16    | 8/29/16 | 9/12/16 |                            | 8/29/16            | 8/29/16 | 9/12/16 | 8/29/16          | 8/29/16 | 9/12/16 |        | 8/29/16         | 8/29/16 | 9/12/16 | 8/29/16 | 8/29/16 | 9/12/16 | 8/29/16          | 8/29/16 | 9/12/16 | 8/29/16      | 8/29/16 | 9/12/16 |        |         |        |         |         |        |        |       |        |       |        |         |        |         |        |         |        |         |         |
| <b>Fall 2016 Census</b>         |                    |         |         |         |         |         |         |         |         |             |         |         |            |         |         |                            |                    |         |         |                  |         |         |        |                 |         |         |         |         |         |                  |         |         |              |         |         |        |         |        |         |         |        |        |       |        |       |        |         |        |         |        |         |        |         |         |
| Headcount                       | 652                | 688     | 2,081   | 1,767   | 2,169   | 976     | 2,231   | 419     | 1,978   | 524         | 1,383   | 1,433   | 16,301     | 302     | 8,118   | 4,359                      | 7,723              | 4,195   | 24,395  | 1,134            | 3,666   | 1,003   | 2,597  | 1,526           | 8,792   | 44,173  | 1,436   | 11,794  | 5,362   | 10,320           | 5,721   | 33,187  | 85,171       | 3,818   | 115,161 | 64,752 | 109,363 | 60,653 | 349,927 | 570,265 | 6,343  | 21,442 | 5,668 | 13,841 | 9,286 | 50,236 | 275,341 | 10,161 | 136,602 | 70,419 | 123,203 | 69,939 | 400,163 | 845,606 |
| Credit Hours                    | 9,164              | 8,891   | 27,299  | 23,272  | 28,621  | 12,916  | 29,835  | 5,747   | 26,653  | 6,976       | 18,640  | 18,508  | 216,520    | 3,818   | 115,161 | 64,752                     | 109,363            | 60,653  | 349,927 | 6,343            | 21,442  | 5,668   | 13,841 | 9,286           | 50,236  | 275,341 | 10,161  | 136,602 | 70,419  | 123,203          | 69,939  | 400,163 | 845,606      | 255     | 7,780   | 4,329  | 7,456   | 4,060  | 23,624  | 38,314  | 426    | 1,561  | 387   | 1,033  | 657   | 3,638  | 18,648  | 681    | 9,341   | 4,715  | 8,490   | 4,716  | 27,262  | 56,962  |
| FTE                             | 611                | 593     | 1,820   | 1,551   | 1,908   | 861     | 1,989   | 383     | 1,777   | 465         | 1,243   | 1,234   | 14,435     | 255     | 7,780   | 4,329                      | 7,456              | 4,060   | 23,624  | 426              | 1,561   | 387     | 1,033  | 657             | 3,638   | 18,648  | 681     | 9,341   | 4,715   | 8,490            | 4,716   | 27,262  | 56,962       | 329     | 8,267   | 4,311  | 7,687   | 4,328  | 24,593  | 42,297  | 1,406  | 3,819  | 950   | 2,786  | 1,498 | 9,063  | 45,845  | 1,735  | 12,086  | 5,261  | 10,473  | 5,826  | 33,646  | 88,142  |
| <b>Fall 2015 Census</b>         |                    |         |         |         |         |         |         |         |         |             |         |         |            |         |         |                            |                    |         |         |                  |         |         |        |                 |         |         |         |         |         |                  |         |         |              |         |         |        |         |        |         |         |        |        |       |        |       |        |         |        |         |        |         |        |         |         |
| Headcount                       | 622                | 825     | 2,286   | 1,654   | 2,383   | 1,087   | 2,362   | 434     | 2,134   | 587         | 1,407   | 1,594   | 17,375     | 329     | 8,267   | 4,311                      | 7,687              | 4,328   | 24,593  | 1,406            | 3,819   | 950     | 2,786  | 1,498           | 9,063   | 45,845  | 1,735   | 12,086  | 5,261   | 10,473           | 5,826   | 33,646  | 88,142       | 4,202   | 117,013 | 64,150 | 108,584 | 62,167 | 351,913 | 586,355 | 7,974  | 22,304 | 5,414 | 15,158 | 8,948 | 51,822 | 286,013 | 12,176 | 139,317 | 69,563 | 123,741 | 71,115 | 403,735 | 872,368 |
| Credit Hours                    | 8,684              | 10,562  | 29,757  | 21,730  | 31,392  | 14,495  | 31,596  | 5,891   | 28,869  | 7,691       | 18,928  | 20,647  | 230,240    | 4,202   | 117,013 | 64,150                     | 108,584            | 62,167  | 351,913 | 7,974            | 22,304  | 5,414   | 15,158 | 8,948           | 51,822  | 286,013 | 12,176  | 139,317 | 69,563  | 123,741          | 71,115  | 403,735 | 872,368      | 280     | 7,890   | 4,284  | 7,391   | 4,160  | 23,726  | 39,355  | 532    | 1,617  | 370   | 1,125  | 633   | 3,744  | 19,357  | 812    | 9,507   | 4,654  | 8,516   | 4,793  | 27,470  | 58,712  |
| FTE                             | 579                | 704     | 1,984   | 1,449   | 2,093   | 966     | 2,106   | 393     | 1,925   | 513         | 1,262   | 1,376   | 15,349     | 280     | 7,890   | 4,284                      | 7,391              | 4,160   | 23,726  | 532              | 1,617   | 370     | 1,125  | 633             | 3,744   | 19,357  | 812     | 9,507   | 4,654   | 8,516            | 4,793   | 27,470  | 58,712       | -8.2%   | -1.8%   | 1.1%   | 0.5%    | -3.1%  | -0.8%   | -3.1%   | -19.3% | -4.0%  | 5.6%  | -6.8%  | 1.9%  | -2.9%  | -3.6%   | -17.2% | -2.5%   | 1.9%   | -1.5%   | -1.8%  | -1.4%   | -3.4%   |
| <b>Difference</b>               |                    |         |         |         |         |         |         |         |         |             |         |         |            |         |         |                            |                    |         |         |                  |         |         |        |                 |         |         |         |         |         |                  |         |         |              |         |         |        |         |        |         |         |        |        |       |        |       |        |         |        |         |        |         |        |         |         |
| Headcount                       | 4.8%               | -16.6%  | -9.0%   | 6.8%    | -9.0%   | -10.2%  | -5.5%   | -3.5%   | -7.3%   | -10.7%      | -1.7%   | -10.1%  | -6.2%      | -8.2%   | -1.8%   | 1.1%                       | 0.5%               | -3.1%   | -0.8%   | -19.3%           | -4.0%   | 5.6%    | -6.8%  | 1.9%            | -2.9%   | -3.6%   | -17.2%  | -2.5%   | 1.9%    | -1.5%            | -1.8%   | -1.4%   | -3.4%        | -6.0%   | -3.2%   | -4.2%  | -6.0%   | -9.1%  | -1.6%   | 0.7%    | -2.4%  | -0.6%  | -2.7% | -20.5% | -3.9% | 4.7%   | -8.7%   | 3.8%   | -3.1%   | -3.7%  |         |        |         |         |
| Credit Hours                    | 5.5%               | -15.8%  | -8.3%   | 7.1%    | -8.8%   | -10.9%  | -5.6%   | -2.4%   | -7.7%   | -9.3%       | -1.5%   | -10.4%  | -6.0%      | -9.1%   | -1.6%   | 0.9%                       | 0.7%               | -2.4%   | -0.6%   | -20.5%           | -3.9%   | 4.7%    | -8.7%  | 3.8%            | -3.1%   | -3.7%   | -16.5%  | -1.9%   | 1.2%    | -0.4%            | -0.9%   | -0.9%   | -3.1%        | -6.0%   | -3.3%   | -4.6%  | -6.0%   | -9.1%  | -1.6%   | 0.9%    | -2.4%  | -0.6%  | -2.7% | -16.1% | -1.8% | 1.3%   | -0.3%   | -1.6%  | -1.6%   | -3.0%  |         |        |         |         |
| FTE                             | 5.5%               | -15.8%  | -8.3%   | 7.1%    | -8.8%   | -10.9%  | -5.6%   | -2.4%   | -7.7%   | -9.3%       | -1.5%   | -10.4%  | -6.0%      | -8.8%   | -1.4%   | 1.0%                       | 1.0%               | -2.4%   | -0.4%   | -19.9%           | -3.5%   | 4.7%    | -8.1%  | 3.8%            | -2.8%   | -3.7%   | -16.1%  | -1.8%   | 1.3%    | -0.3%            | -1.6%   | -1.6%   | -3.0%        | -6.0%   | -3.3%   | -4.6%  | -6.0%   | -9.1%  | -1.4%   | 0.9%    | -2.4%  | -0.4%  | -2.6% | -19.9% | -3.5% | 4.7%   | -8.1%   | 3.8%   | -2.8%   | -3.7%  |         |        |         |         |
| Total                           | 18.5%              | -7.6%   | -7.9%   | -0.9%   | -3.8%   | -7.8%   | -6.1%   | -4.4%   | -5.3%   | -7.6%       | -1.3%   | -8.0%   | -4.6%      | -4.6%   | -1.9%   | 1.2%                       | -0.4%              | -0.9%   | -0.9%   | -16.1%           | -1.8%   | 1.3%    | -0.3%  | -1.6%           | -1.6%   | -3.0%   | -4.6%   | -4.6%   | -4.6%   | -4.6%            | -4.6%   | -4.6%   | -4.6%        | -4.6%   | -4.6%   | -4.6%  | -4.6%   | -4.6%  | -4.6%   | -4.6%   | -4.6%  | -4.6%  | -4.6% | -4.6%  | -4.6% | -4.6%  | -4.6%   | -4.6%  | -4.6%   | -4.6%  |         |        |         |         |

**Notes**

Full-time equivalent enrollment is calculated in this worksheet as 15 undergraduate credit hours = 1 FTE, 12 graduate credit hours = 1 FTE. 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 2016 data are as of September 16, 2016; its official census date is October 30, 2016.

Data Sources: Campus IR Offices, CSU Data Repository

Prepared by the Connecticut State Colleges and Universities, Office of Research and System Effectiveness, September 26, 2016

## Connecticut State Colleges and Universities (CSCU) - Enrollment, Census Date Comparison

Enrollment as of Census Spring 2017  
Compared to Census Spring 2016

| Start Date -><br>Census Date -> | Community Colleges |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   | Charter Oak State College* |                   |                   |                   | State Universities |                   |                   |                   | Total             |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
|---------------------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|--|--|--|--|--|--|
|                                 | Community Colleges |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   | Charter Oak State College* |                   |                   |                   | State Universities |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
|                                 | Asnuntuck          |                    | Capital           |                   | Gateway           |                   | Housatonic        |                   | Manchester        |                   | Middlesex         |                   | Naugatuck Valley  |                   | Northwestern CT            |                   | Norwalk           |                   | Quinebaug Valley   |                   | Three Rivers      |                   |                   | Tunis              |                   | Total             |                   |                   |                   |  |  |  |  |  |  |  |
| 1/19/17<br>2/8/17               | 1/19/17<br>2/3/17  | 1/19/17<br>2/10/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/8/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17          | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17  | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/19/17<br>2/3/17 | 1/17/17<br>3/30/17 | 1/17/17<br>2/7/17 | 1/17/17<br>2/7/17 | 1/17/17<br>2/7/17 | 1/17/17<br>2/7/17 | 1/17/17<br>2/7/17 |  |  |  |  |  |  |  |
| <b>Census Spring 2017</b>       |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Headcount</b>                |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 538                | 579                | 1,843             | 1,492             | 1,778             | 863               | 1,733             | 350               | 1,728             | 422               | 1,109             | 1,116             | 13,551            | 314               | 7,437                      | 4,061             | 7,100             | 3,852             | 22,450             | 36,315            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 1,121              | 2,568              | 4,926             | 3,373             | 4,289             | 1,669             | 4,274             | 969               | 3,690             | 1,036             | 2,780             | 2,356             | 33,051            | 1,234             | 3,623                      | 936               | 2,619             | 1,532             | 8,710              | 42,995            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 1,659              | 3,147              | 6,769             | 4,865             | 6,067             | 2,532             | 6,007             | 1,319             | 5,418             | 1,458             | 3,889             | 3,472             | 46,602            | 1,548             | 11,060                     | 4,997             | 9,719             | 5,384             | 31,160             | 79,310            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Credit Hours</b>             |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 7,686              | 7,466              | 24,355            | 19,696            | 23,677            | 11,512            | 22,916            | 4,845             | 23,182            | 5,717             | 15,096            | 14,498            | 180,645           | 3,988             | 105,351                    | 59,970            | 100,098           | 55,219            | 320,637            | 505,270           |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 6,319              | 17,104             | 31,620            | 21,228            | 27,190            | 10,436            | 27,559            | 5,575             | 24,274            | 6,217             | 17,673            | 14,712            | 209,905           | 6,827             | 21,047                     | 3,900             | 14,479            | 9,180             | 48,605             | 265,337           |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 14,005             | 24,570             | 55,975            | 40,924            | 50,867            | 21,948            | 50,474            | 10,420            | 47,455            | 11,934            | 32,769            | 29,210            | 390,550           | 10,815            | 126,398                    | 63,870            | 114,577           | 64,398            | 369,242            | 770,607           |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>FTE</b>                      |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 512                | 498                | 1,624             | 1,313             | 1,578             | 767               | 1,528             | 323               | 1,545             | 381               | 1,006             | 967               | 12,043            | 267               | 7,115                      | 4,009             | 6,821             | 3,696             | 21,641             | 33,951            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 421                | 1,140              | 2,108             | 1,415             | 1,813             | 696               | 1,837             | 372               | 1,618             | 414               | 1,178             | 981               | 13,994            | 460               | 1,529                      | 268               | 1,073             | 649               | 3,519              | 17,973            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 934                | 1,638              | 3,732             | 2,728             | 3,391             | 1,463             | 3,365             | 695               | 3,164             | 796               | 2,185             | 1,947             | 26,037            | 727               | 8,644                      | 4,278             | 7,893             | 4,345             | 25,160             | 51,924            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Census Spring 2016</b>       |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Headcount</b>                |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 529                | 634                | 1,953             | 1,428             | 1,892             | 915               | 1,871             | 379               | 1,840             | 460               | 1,100             | 1,270             | 14,271            | 359               | 7,556                      | 4,066             | 7,118             | 3,926             | 22,666             | 37,296            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 928                | 2,601              | 5,073             | 3,508             | 4,592             | 1,769             | 4,314             | 959               | 3,690             | 1,006             | 2,814             | 2,364             | 33,618            | 1,407             | 3,737                      | 969               | 2,753             | 1,552             | 9,011              | 44,036            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 1,457              | 3,235              | 7,026             | 4,936             | 6,484             | 2,684             | 6,185             | 1,338             | 5,530             | 1,466             | 3,914             | 3,634             | 47,889            | 1,766             | 11,293                     | 5,035             | 9,871             | 5,478             | 31,677             | 81,332            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Credit Hours</b>             |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 7,417              | 8,210              | 25,897            | 18,890            | 25,197            | 12,344            | 24,894            | 5,255             | 24,636            | 6,129             | 15,017            | 16,586            | 190,471           | 4,612             | 106,998                    | 60,014            | 100,439           | 56,190            | 323,640            | 518,723           |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 5,240              | 17,392             | 32,604            | 21,724            | 28,965            | 11,004            | 28,045            | 5,592             | 24,117            | 5,953             | 17,744            | 14,840            | 213,219           | 7,763             | 21,961                     | 4,418             | 15,285            | 9,354             | 51,017             | 271,999           |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 12,657             | 25,602             | 58,501            | 40,614            | 54,161            | 23,348            | 52,939            | 10,847            | 48,753            | 12,082            | 32,761            | 31,426            | 403,690           | 12,375            | 128,959                    | 64,432            | 115,724           | 65,544            | 374,657            | 790,722           |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>FTE</b>                      |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 494                | 547                | 1,726             | 1,259             | 1,680             | 823               | 1,660             | 350               | 1,642             | 409               | 1,001             | 1,106             | 12,698            | 307               | 7,209                      | 4,010             | 6,837             | 3,760             | 21,816             | 34,822            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 349                | 1,159              | 2,174             | 1,448             | 1,931             | 734               | 1,870             | 373               | 1,608             | 397               | 1,183             | 989               | 14,215            | 518               | 1,590                      | 303               | 1,137             | 659               | 3,688              | 18,420            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 844                | 1,707              | 3,900             | 2,708             | 3,611             | 1,557             | 3,529             | 723               | 3,250             | 805               | 2,184             | 2,095             | 26,913            | 825               | 8,799                      | 4,313             | 7,974             | 4,419             | 25,504             | 53,242            |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Difference</b>               |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Headcount</b>                |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 1.7%               | -8.7%              | -5.6%             | 4.5%              | -6.0%             | -5.7%             | -7.4%             | -7.7%             | -6.1%             | -8.3%             | 0.8%              | -12.1%            | -5.0%             | -12.5%            | -1.6%                      | -0.1%             | -0.3%             | -1.9%             | -1.0%              | -2.6%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 20.8%              | -1.3%              | -2.9%             | -3.8%             | -6.6%             | -5.7%             | -0.9%             | 1.0%              | 0.0%              | 3.0%              | -1.2%             | -0.3%             | -1.7%             | -12.3%            | -3.1%                      | -3.4%             | -4.9%             | -1.3%             | -3.3%              | -2.4%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 13.9%              | -2.7%              | -3.7%             | -1.4%             | -6.4%             | -5.7%             | -2.9%             | -1.4%             | -2.0%             | -0.5%             | -0.6%             | -4.5%             | -2.7%             | -12.3%            | -2.1%                      | -0.8%             | -1.5%             | -1.7%             | -1.6%              | -2.5%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>Credit Hours</b>             |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 3.6%               | -9.1%              | -6.0%             | 4.3%              | -6.0%             | -6.7%             | -7.9%             | -7.8%             | -5.9%             | -6.7%             | 0.5%              | -12.6%            | -5.2%             | -13.5%            | -1.5%                      | -0.1%             | -0.3%             | -1.7%             | -0.9%              | -2.6%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 20.6%              | -1.7%              | -3.0%             | -2.3%             | -6.1%             | -5.2%             | -1.7%             | -0.3%             | 0.6%              | 4.4%              | -0.4%             | -0.9%             | -1.6%             | -12.1%            | -4.2%                      | -11.7%            | -5.3%             | -1.9%             | -4.7%              | -2.4%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 10.7%              | -4.0%              | -4.3%             | 0.8%              | -6.1%             | -6.0%             | -4.7%             | -3.9%             | -2.7%             | -1.2%             | 0.0%              | -7.1%             | -3.3%             | -12.6%            | -2.0%                      | -0.9%             | -1.0%             | -1.7%             | -1.4%              | -2.5%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| <b>FTE</b>                      |                    |                    |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                   |                            |                   |                   |                   |                    |                   |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| FT                              | 3.6%               | -9.1%              | -6.0%             | 4.3%              | -6.0%             | -6.7%             | -7.9%             | -7.8%             | -5.9%             | -6.7%             | 0.5%              | -12.6%            | -5.2%             | -13.0%            | -1.3%                      | 0.0%              | -0.2%             | -1.7%             | -0.8%              | -2.5%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| PT                              | 20.6%              | -1.7%              | -3.0%             | -2.3%             | -6.1%             | -5.2%             | -1.7%             | -0.3%             | 0.6%              | 4.4%              | -0.4%             | -0.9%             | -1.6%             | -11.1%            | -3.8%                      | -11.4%            | -5.6%             | -1.4%             | -4.6%              | -2.4%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |
| Total                           | 10.7%              | -4.0%              | -4.3%             | 0.8%              | -6.1%             | -6.0%             | -4.7%             | -3.9%             | -2.7%             | -1.2%             | 0.0%              | -7.1%             | -3.3%             | -11.8%            | -1.8%                      | -0.8%             | -1.0%             | -1.7%             | -1.3%              | -2.5%             |                   |                   |                   |                    |                   |                   |                   |                   |                   |  |  |  |  |  |  |  |

**Notes**

Full-time equivalent enrollment is calculated in this worksheet as 15 undergraduate credit hours = 1 FTE, 12 graduate credit hours = 1 FTE. 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 2017 data are as of February 3, 2017; its Spring 2017 official census date is March 30, 2017.

Data Sources: Campus IR Offices, CSU Data Repository  
Prepared by the Connecticut State College and Universities, Office of Research and System Effectiveness, February 22, 2017

**Eastern Connecticut State University  
Personnel Changes since 10-14-16  
As of 3-1-17**

**New Hires**

| Name                        | Title                          | Department                  | Eff Date   | Union           |
|-----------------------------|--------------------------------|-----------------------------|------------|-----------------|
| O'Donnell-Bobadilla, Kellie | Assistant Librarian            | Library                     | 12/9/2016  | AAUP            |
| Waszkelewicz, Mary          | Staff Counselor                | Counseling - Psych Services | 1/20/2017  | AAUP            |
| Rapacciuolo, Melissa        | Admin Asst                     | Counseling - Psych Services | 2/17/2017  | Clerical        |
| Freeman, David              | University Driver              | Institutional Safety        | 11/14/2016 | Maintenance     |
| Hare, Zachary               | Skilled Maintainer             | Facilities Management       | 1/17/2017  | Maintenance     |
| Hoxie, Kevin                | University Driver              | Institutional Safety        | 1/13/2017  | Maintenance     |
| Luby, Michael               | Stationary Engineer            | Facilities Management       | 2/6/2017   | Maintenance     |
| Tarquino, Dominic           | Skilled Maintainer             | Facilities Management       | 12/23/2016 | Maintenance     |
| Fauchon, Lauren             | Police Officer                 | Institutional Safety        | 1/20/2017  | Protective Serv |
| Alamo Salva, Karla          | Teacher Associate              | Child & Family Resources    | 12/23/2016 | SUOAF           |
| Hite, Rosemary              | Student Development Specialist | Acad Services Center        | 2/17/2017  | SUOAF           |
| Llano Martinez, Manuel      | Residence Hall Director        | Residential Life            | 11/11/2016 | SUOAF           |
| Rodriguez, Zuleymie         | Asst to Dir of Fin Aid         | Financial Aid               | 11/18/2016 | SUOAF           |

**Terminations**

| Name                          | Title                          | Department                | Eff Date   | Union           |
|-------------------------------|--------------------------------|---------------------------|------------|-----------------|
| <b>Transfer out of Agency</b> |                                |                           |            |                 |
| Frame, Owen                   | Custodian                      | Facilities Management     | 2/17/2017  | Maintenance     |
| Kroll, Derek                  | Custodian                      | Facilities Management     | 2/17/2017  | Maintenance     |
| Whalen, Brenda L.             | Associate CIO                  | Information Technology    | 2/3/2017   | Mgmt/Conf       |
| Verona, Kyle                  | Development Officer            | Institutional Advancement | 11/25/2016 | SUOAF           |
| <b>Resignation</b>            |                                |                           |            |                 |
| Jin, Chunying                 | Assistant Professor            | Psychology                | 12/23/2016 | AAUP            |
| Rivera, Sonia                 | University Driver              | Institutional Safety      | 12/1/2016  | Maintenance     |
| Allard, Ryan                  | Support Assistant              | Information Technology    | 1/14/2017  | SUOAF           |
| Batiste, Jeannine             | Asst Dir Advis & Career Explor | Career Development        | 12/24/2016 | SUOAF           |
| Omega, Eunice                 | Residence Hall Dir.            | Residential Life          | 11/5/2016  | SUOAF           |
| Sime, Timothy                 | Support Assistant              | Information Technology    | 2/21/2017  | SUOAF           |
| <b>Retirements</b>            |                                |                           |            |                 |
| Cretella, Irene               | Administrative Assistant       | VP for Student Affairs    | 1/1/2017   | Clerical        |
| Maldonado, Ivan               | Skilled Maintainer             | Facilities Management     | 3/1/2017   | Maintenance     |
| Ashford, Gregory              | Student Development Specialist | Academic Advisement       | 1/1/2017   | SUOAF           |
| Banach, Patricia              | Director of Library Services   | Library                   | 2/1/2017   | SUOAF           |
| Shimchick, Stephen            | Tech Supv Science Dept         | Biology                   | 1/1/2017   | SUOAF           |
| <b>Retirement Announced</b>   |                                |                           |            |                 |
| Arroyo, Imna                  | Professor                      | Art & Art History         | 6/1/2017   | AAUP            |
| Olczak, Christopher           | Bldg Superintendent 2          | Facilities Management     | 5/1/2017   | Maintenance     |
| Diaz, Carmen                  | CSU Admin Asst                 | Academic Affairs          | 6/1/2017   | Mgmt/Conf       |
| Flynn, Timothy                | Police Officer                 | Institutional Safety      | 6/1/2017   | Protective Serv |

## **Search Status**

A hiring freeze is now in place. The following is a list of ongoing searches before the freeze was imposed.

### **Management**

Associate VP for HR

### **SUOAF**

Asst Dir of Center for Internship and Career Development

Assistant Dean in School of Edu & Professional Studie

Assistant Dean of Continuing Studies and Enhanced Learning

Technical Specialist for the Science Departments

Visual and Performing Arts Coordinator

Director of Library Services

Support Assistant (IT)

Assistant Dir of Annual Fund and Advancement Services

Coordinator of Gallery and Museum Services

Asst Dir of Telecommunications (2 positions)

### **AAUP**

20 tenure track faculty for Fall 2017, 7 offers were made and accepted.

### **Classified Searches**

Bldg Superintendent 2

Police Officer

**Eastern Connecticut State University**  
**Financial Comments for FY 2017 Mid-Year Projection**

**Projected FY 2017 vs. Budget FY 2017**

Eastern Connecticut State University is currently projecting to end FY 2017 with a surplus of \$1.1 million on total revenues of \$134.4 million. This surplus will be added to our unrestricted reserves, these reserves are held for unanticipated future shortfalls, and this surplus represents 0.8% of total FY 2017 revenue. Our ability to end the year with a small surplus is significant considering we are projecting a \$1.7 million shortfall in revenue from our FY 2017 budget.

The revenue shortfall is primarily due to the reduction in state general fund appropriation and fringe benefits paid by state of \$0.9 million, contra revenue and other revenue of \$0.3 million, food services of \$0.3 million, and housing of \$0.2 million. Tuition and other student fees exceeded budget by \$0.1 million.

The reduction in state general fund appropriation of \$0.8 million reflect the original budget reduction made in the approved budget while the fringe benefit paid by state reduction of \$0.1 reflects the budget reduction offset in part by higher recovery percent than budgeted. We are projecting to be 5 full time SUOAF Administrative positions lower than budget reflecting the transfer of 3 positions to the Institute for Sustainably Energy and holding open one position each in Accounts Payable and Institutional Advancement.

This shortfall in revenue is projected to be offset by lower expenses for fringe benefits of \$1.7 million and combined full time, part time and overtime payments of \$0.5 million. The savings in fringe benefits are a combination of fewer employees and lower actual rates for retirement and insurance than provided at the time the budget was prepared. Also included are savings related to additional non-taxable portions of employee pay that was identified late in FY 2016.

We are also projecting to provide \$0.4 million less for bad debt expenses in FY 2017 following a new assessment method that was developed in FY 2016 that we believe better matches our accounts receivable collection performance.

Projected increased spending of \$0.5 million for new and replacement equipment for our residence halls and food service facilities are offset by lower designated transfers for auxiliary renewal and replacement.

With the continued support of the entire university we will meet the required expenditures within our projected university revenues.



**Actual Results FY 2016 vs. Prior Projection for FY 2016**

Eastern Connecticut State University completed FY 2016 with a surplus of \$5.3 million which was \$2.8 million above our earlier projection. Revenue of \$134.7 million was \$0.6 million above projection reflecting other revenue of \$0.3 million, higher fringe benefit recovery of \$0.2 million, and higher tuition and fees of \$0.1 million. The increase in other revenue includes energy credits related to our fuel cell contract that were not anticipated as the fuel cell company was in bankruptcy. Other revenue was also favorably impacted by higher than projected interest income that was received from the state late in the year.

Personal services and fringe benefits contributed \$1.2 million to the favorable surplus while operating expenses and designated transfers contributed \$1.0 million to the favorable surplus.

Personal services of \$0.4 million and fringe benefits of \$0.8 million unanticipated savings on non-taxable employee income and the impact of changes made by the state to the workers compensation calculation not having the anticipated unfavorable impact to the university.

Operating expenses were favorable \$0.6 million reflecting a change made in our calculation of annual bad debt expense. Upon review of the calculation formula the university revised the calculation to better reflect the actual collection performance by our Bursar's Office.

Designated transfers for auxiliary services renewal and replacement were lower by \$0.3 million from our earlier projection reflecting FY 2016 spending for housing and food services renewal and replacement of equipment. We have increased our refreshing of furniture and required equipment and this increase in spending is reflected in the lower required designated transfer.

**Actual Results FY 2016 vs. Budget FY 2016**

Eastern Connecticut State University completed FY 2016 with a surplus of \$5.3 million which was \$2.8 million above our earlier projection.

Revenue of \$134.7 million was \$0.2 million below budget reflecting a shortfall of \$0.4 million in housing and food services, and a reduction of \$0.2 million in state appropriation \$0.1 million in tuition and fees. This shortfall was offset in part by higher fringe benefit recovery of \$0.5 million and increased other revenue of \$0.2 million.

The increase in other revenue includes energy credits related to our fuel cell contract that were not anticipated as the fuel cell company was in bankruptcy. Other revenue was also favorably impacted by higher than projected interest income that was received from the state late in the year.

Personal services and fringe benefits contributed \$4.4 million to the favorable surplus while operating expenses combined with equipment purchases were favorable \$1.0 million, and designated transfers contributed \$0.1 million.

Personal services contributed \$1.9 million and fringe benefits and workers compensation were favorable \$2.5 million. The personal services savings are the result of holding open 18 full time positions in FY 2016 reflecting the hiring freeze and our decision to hold open positions in consideration of potential additional recessions. The 18 positions reflect an increase of 2 faculty over the original budget and lower staffing in maintenance (8), clerical (6), management confidential (2), police officers (2), SUOAF administrators (1) and A&R administrative and residual (1). The open positions in maintenance include custodians, general trade workers, and grounds keepers, while clerical open positions were in Registrar's Office, Bursar's Office, Academic Advising Center, Professional Studies Office, Payroll Department, and Accounts Payable/Travel Office.

Fringe benefit savings of \$2.5 million reflect the lower level of staffing, actual fringe benefit rates that were below budget, and unanticipated savings related to non-taxable employee income in our fringe benefit development model. Savings in workers compensation reflect the budgeted negative impact of changes to the workers compensation calculation that did not materialize.

Operating expenses were favorable \$1.4 million reflecting lower other expenses of \$0.9 million, lower bad debt expense of \$0.6 million and telecom expense by \$0.4 million. Partly offsetting the savings was an increase of \$0.6 million in financial aid for our students.

Bad debt expense savings of \$0.6 million reflect a change made in our calculation of annual bad debt expense. Upon review of the calculation formula the university revised the calculation to better reflect the actual collection performance by our Bursar's Office.

Other expense savings of \$0.9 million reflect lower food services contract expenses of \$0.6 million as the number of students purchasing meal plans were below our projected level and the annual contract increase negotiated was below the amount calculated in the budget process. We also experienced overall savings in our utilities of \$0.3 million reflecting both conservation and lower natural gas and gasoline prices.

Telecommunication favorable variance of \$0.4 reflects the CSCU Office elimination of the fee assessment for every housing student. This change was made in consideration of the new telecommunication project where each university is responsible for their campus.

Equipment purchased with operating funds were \$0.4 million higher than budget reflecting our replacement of equipment that was beyond their normal service life.

Designated transfers were lower by \$0.1 million reflecting a reduction in debt service related to an unanticipated SCRF refund of \$0.5 million which provided the opportunity to increase our transfer to auxiliary services for equipment renewal and replacement reserves of \$0.5 million. The reduction in university fee debt service of \$0.1 million is the result of lower university fees being collected.

EASTERN CONNECTICUT STATE UNIVERSITY  
 Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
 FY17 Projection, FY17 Budget and FY16 Actual

|   | FY16 Budget<br>Dollars (\$) | FY16 Actual<br>Dollars (\$) | FY17 Budget<br>Dollars (\$) | FY17 Projection<br>Dollars (\$) | FY16 Actual vs. Budget |               | FY17 Proj vs. Budget |               |  |
|---|-----------------------------|-----------------------------|-----------------------------|---------------------------------|------------------------|---------------|----------------------|---------------|--|
|   |                             |                             |                             |                                 | Inc (Dec)              |               | Inc (Dec)            |               |  |
|   |                             |                             |                             |                                 | Dollars (\$)           | Percent %     | Dollars (\$)         | Percent %     |  |
| <b>Revenue:</b>   |                             |                             |                             |                                 |                        |               |                      |               |  |
| Tuition (Gross)   | 22,586,779                  | 22,504,417                  | 23,383,632                  | 23,443,532                      | (82,362)               | -0.40%        | 59,900               | 0.30%         |  |
| PT Part Time Tuition (Gross)                              | 1,861,261                   | 1,903,753                   | 2,022,298                   | 2,072,365                       | 42,492                 | 2.30%         | 50,067               | 2.50%         |  |
| PT General University Fee                                 | 2,128,216                   | 2,162,711                   | 2,305,195                   | 2,347,550                       | 34,495                 | 1.60%         | 42,355               | 1.80%         |  |
| University General Fee (excluding Accident Ins.)          | 15,820,596                  | 15,356,470                  | 17,183,448                  | 17,296,444                      | (464,126)              | -2.90%        | 112,996              | 0.70%         |  |
| University Fee  | 3,695,400                   | 3,631,903                   | 3,747,828                   | 3,782,000                       | (63,497)               | -1.70%        | 34,172               | 0.90%         |  |
| PT Extension Fee (Gross)                                  | 2,841,083                   | 2,868,936                   | 3,035,356                   | 3,111,211                       | 27,853                 | 1.00%         | 75,855               | 2.50%         |  |
| All Other Student Fees                                    | 1,763,284                   | 1,860,728                   | 2,371,241                   | 1,937,249                       | 97,444                 | 5.50%         | (453,992)            | -18.30%       |  |
| Accident Insurance  | 1,239,832                   | 1,528,873                   | 466,658                     | 473,984                         | 289,041                | 23.30%        | 7,326                | 1.60%         |  |
| Telecom Revenue   | 398,720                     | 395,423                     | 394,800                     | 391,840                         | (3,297)                | -0.80%        | (2,960)              | -0.70%        |  |
| State Appropriations                                      | 31,140,248                  | 30,903,924                  | 29,753,680                  | 28,917,907                      | (236,324)              | -0.80%        | (835,773)            | -2.80%        |  |
| Fringe Benefits Paid By State                             | 22,759,795                  | 23,227,052                  | 22,589,608                  | 22,478,479                      | 467,257                | 2.10%         | (111,129)            | -0.50%        |  |
| Housing   | 20,548,093                  | 20,310,476                  | 20,990,305                  | 20,833,226                      | (237,617)              | -1.20%        | (157,079)            | -0.70%        |  |
| Food Service  | 7,151,969                   | 6,953,273                   | 7,218,735                   | 6,966,546                       | (198,696)              | -2.80%        | (252,189)            | -3.50%        |  |
| All Other Revenue   | 2,445,951                   | 2,633,666                   | 2,270,723                   | 1,676,209                       | (187,715)              | -7.70%        | (594,514)            | -26.20%       |  |
| Less: Contra Revenue                                      | (1,440,251)                 | (1,543,888)                 | (1,596,175)                 | (1,336,092)                     | (103,637)              | 7.20%         | 260,083              | -16.30%       |  |
| <b>Total Revenue</b>                                      | <b>134,940,976</b>          | <b>134,697,717</b>          | <b>136,137,332</b>          | <b>134,392,450</b>              | <b>(243,259)</b>       | <b>-0.20%</b> | <b>(1,744,882)</b>   | <b>-1.30%</b> |  |
| <b>Expenditures:</b>                                      |                             |                             |                             |                                 |                        |               |                      |               |  |
| <b>Personal Services:</b>                                 |                             |                             |                             |                                 |                        |               |                      |               |  |
| Total Full Time   | 46,085,654                  | 44,722,652                  | 45,565,695                  | 44,693,365                      | (1,363,002)            | -3.00%        | (872,330)            | -1.90%        |  |
| <b>Part Time:</b>   |                             |                             |                             |                                 |                        |               |                      |               |  |
| Lecturers   | 5,507,035                   | 5,387,263                   | 5,549,539                   | 5,663,420                       | (119,772)              | -2.20%        | 113,881              | 2.10%         |  |
| Perm/Intermit PT  | 140,475                     | 146,230                     | 172,456                     | 172,456                         | 5,755                  | 4.10%         | -                    | 0.00%         |  |
| University Assistants                                     | 1,119,736                   | 973,432                     | 1,219,010                   | 1,219,010                       | (146,304)              | -13.10%       | -                    | 0.00%         |  |
| Graduate Assistants                                       | 80,000                      | 82,963                      | 151,431                     | 199,031                         | 2,963                  | 3.70%         | 47,600               | 31.40%        |  |
| Other Part Time   | 16,000                      | 5,089                       | 119,327                     | 147,000                         | (10,911)               | -68.20%       | 27,673               | 23.30%        |  |
| Total Part Time   | 6,863,246                   | 6,594,977                   | 7,211,763                   | 7,400,917                       | (268,269)              | -3.90%        | 189,154              | 2.60%         |  |
| Overtime  | 890,000                     | 931,655                     | 1,003,163                   | 1,103,163                       | 41,655                 | 4.70%         | 100,000              | 10.00%        |  |
| All Other Personal Services                               | 4,593,200                   | 4,235,518                   | 4,447,920                   | 4,487,920                       | (359,682)              | -7.80%        | 40,000               | 0.90%         |  |
| Subtotal Personal Services                                | 58,434,100                  | 56,484,802                  | 58,228,541                  | 57,685,365                      | (1,949,298)            | -3.30%        | (343,176)            | -0.90%        |  |
| Fringe Benefits   | 35,678,147                  | 33,351,436                  | 36,282,307                  | 34,535,402                      | (2,326,711)            | -6.50%        | (1,746,903)          | -4.80%        |  |
| Worker's Comp. Recovery                                   | 303,852                     | 156,515                     | 407,600                     | 179,735                         | (147,337)              | -48.50%       | (227,865)            | -55.90%       |  |
| Total P.S. & Fringe Benefits                              | 94,416,099                  | 89,992,753                  | 94,918,448                  | 92,400,502                      | (4,433,346)            | -4.70%        | (2,517,946)          | -2.70%        |  |
| <b>Other Expenses:</b>                                    |                             |                             |                             |                                 |                        |               |                      |               |  |
| Inst. Financial Aid/Match                                 | 7,268,340                   | 7,848,901                   | 8,656,231                   | 8,656,231                       | 580,561                | 8.00%         | -                    | 0.00%         |  |
| Waivers   | 1,349,868                   | 1,287,070                   | 1,222,626                   | 1,230,044                       | (62,798)               | -4.70%        | 27,418               | 2.20%         |  |
| Bad Debt Expense  | 952,493                     | 326,202                     | 831,195                     | 407,534                         | (626,291)              | -65.80%       | (423,661)            | -51.00%       |  |
| All Other Expenses  | 21,528,214                  | 20,600,136                  | 20,904,642                  | 21,094,191                      | (928,078)              | -4.30%        | 189,319              | 0.90%         |  |
| Telecom Expense   | 938,720                     | 528,904                     | 422,635                     | 376,174                         | (409,816)              | -43.70%       | (46,461)             | -11.00%       |  |
| Total Other Expenses                                      | 32,037,635                  | 30,591,213                  | 32,037,329                  | 31,784,174                      | (1,446,422)            | -4.50%        | (253,153)            | -0.80%        |  |
| <b>Library Expenses:</b>                                  |                             |                             |                             |                                 |                        |               |                      |               |  |
| Books   | 165,083                     | 188,178                     | 174,993                     | 174,972                         | 23,095                 | 14.00%        | (21)                 | 0.00%         |  |
| Periodicals   | 418,200                     | 411,257                     | 438,314                     | 438,085                         | (6,943)                | -1.70%        | (229)                | -0.10%        |  |
| Electronic Periodicals / Subscriptions                    | 254,500                     | 230,209                     | 239,548                     | 239,198                         | (24,291)               | -9.50%        | (350)                | -0.10%        |  |
| All Other Library Equipment                               | 15,300                      | 18,832                      | 21,616                      | 21,616                          | 3,532                  | 23.10%        | -                    | 0.00%         |  |
| Total Non-P.S. Library Expense                            | 853,083                     | 848,476                     | 874,471                     | 873,871                         | (4,607)                | -0.50%        | (600)                | -0.10%        |  |
| Total Equipment (excludes Library)                        | 550,000                     | 986,729                     | 450,000                     | 900,000                         | 436,729                | 79.40%        | 450,000              | 100.00%       |  |
| <b>Total Expenditures</b>                                 | <b>127,856,817</b>          | <b>122,419,171</b>          | <b>128,280,248</b>          | <b>125,958,547</b>              | <b>(5,437,646)</b>     | <b>-4.30%</b> | <b>(2,321,701)</b>   | <b>-1.80%</b> |  |
| <b>Addition to (Use of) Funds Before Designated Items</b> | <b>7,084,159</b>            | <b>12,278,546</b>           | <b>7,857,084</b>            | <b>8,433,903</b>                | <b>5,194,387</b>       | <b>73.30%</b> | <b>576,819</b>       | <b>7.30%</b>  |  |
| <b>Designated Transfers Per BOR Policies</b>              |                             |                             |                             |                                 |                        |               |                      |               |  |
| Debt Service (University Fee)                             | (3,695,400)                 | (3,592,454)                 | (3,747,828)                 | (3,740,921)                     | 102,946                | -2.80%        | 6,907                | -0.20%        |  |
| Debt Service Residence Halls                              | (2,788,551)                 | (2,286,875)                 | (2,759,811)                 | (2,759,811)                     | 501,676                | -18.00%       | -                    | 0.00%         |  |
| Debt Service Parking Garage                               | (455,168)                   | (412,103)                   | (435,578)                   | (435,578)                       | 43,065                 | -9.50%        | -                    | 0.00%         |  |
| Auxiliary Renewal and Replacement                         | (554,001)                   | (1,066,265)                 | (1,325,599)                 | (875,000)                       | (512,264)              | 92.50%        | 450,599              | -34.00%       |  |
| Total Designated Transfers                                | (7,493,120)                 | (7,357,697)                 | (8,268,816)                 | (7,811,310)                     | 135,423                | -1.80%        | 457,506              | -5.50%        |  |
| <b>Other Designated Fund Requests</b>                     |                             |                             |                             |                                 |                        |               |                      |               |  |
| Additional Funding - Outcomes Based Funding               | -                           | 0                           | -                           | 90,000                          | -                      | NA            | 90,000               | NA            |  |
| Developmental Education                                   | 408,961                     | 375,212                     | 411,732                     | 399,380                         | (33,749)               | -8.30%        | -                    | -             |  |
| Total Other Designated Fund Requests                      | 408,961                     | 375,212                     | 411,732                     | 489,380                         | (33,749)               | -8.30%        | 77,648               | 18.90%        |  |
| <b>Addition to (Use of) Funds</b>                         | <b>-</b>                    | <b>5,296,061</b>            | <b>-</b>                    | <b>1,111,973</b>                | <b>5,296,061</b>       | <b>NA</b>     | <b>1,111,973</b>     | <b>NA</b>     |  |

