

Eastern Ad Hoc Budget Committee
Minutes
March 4, 2022
Via Web Ex
8:30 a.m.

Attendance:

Jennifer Brown, Karyl Bulmer, Kenneth DeLisa, Stephen Ferruci, James Howarth, Drew Hyatt, Lyndsey Lanagan-Leitzel, David Mariasi, Christine Nietupski, Elsa Núñez, Alex Rafael-Coli, Lori Runksmeier, William Salka, Janice Wilson

Absent:

Cynthia Brokaw, Brendan Cunningham, Julia DeLapp, Nicole Krassas, Nathan Fontaine, Diane Moore, Joshua Tanguay, Andrew White

Meeting commenced at 8:30 a.m.

1. Approval of Previous Meeting Minutes

The minutes of the December 1, 2021, meeting were approved.

2. Welcome and General Update – E. Núñez

E. Núñez welcomed the committee, thanked them for their work, and provided the following updates:

- The University is working on its budget for next year.
- The tuition rate increase may be around 5%.
- Angela Bazin is working with K. Bulmer on next year's housing rates.
- Ben Barnes is working with the CFOs on the details of the state appropriation.
- The following will impact next year's budget: expenses, raises, fringe benefit costs, retiree payouts, and an extra payroll.

3. Enrollment Trends - W. Salka and J. Brown

W. Salka and J. Brown shared "Eastern's Enrollment Trends: A Tale of Challenge and Hope" (Attachment A), a PowerPoint presentation. Their presentation provided a detailed breakdown of Eastern's enrollment numbers over the past twenty years.

W. Salka informed the committee that Eastern is developing a Strategic Enrollment Management Plan. The plan will set targets for a mix of undergraduate and graduate students and will include a series of initiatives to achieve those goals.

4. Budget Update – J. Howarth

J. Howarth stated that budget heads are completing their FY 23 worksheets and submitting them to their vice president. J. Howarth and K. Bulmer will review these requests with the Vice Presidents

and the President. The budget request will be submitted to the System Office on May 10, the Finance Committee will act on it on June 8, and the BOR will adopt it on June 23.

J. Howarth reviewed Attachment B, notes on the projected FY 23 budget, which shows a \$21.9 million shortfall.

J. Howarth reviewed Attachment C, CSCU FY 22 and FY 23 Projected Shortfalls and Governor's Recommended Budget Adjustments. This shows a system shortfall of \$51 million for FY 22 and \$123 million for FY 23, with a combined shortfall of \$174 million for both years. Ben Barnes has asked the legislators for \$174 million in additional aid, and we are slightly optimistic that we will get some of this money.

J. Howarth reviewed Attachment D which is part of the Governor's actual budget. This lists one-time recommended adjustments to be split between the 17 colleges and universities.

J. Howarth will meet with SGA regarding the tuition increase.

5. Human Resources Update – K. DeLisa

K. DeLisa reviewed Attachment E, Personnel Changes Since 12-1-21. He stated that there have been sixteen new hires, five resignations, five retirements, and one end-of-temporary appointment.

There are 65 announced retirements. Because of the state retirement program, that number is expected to increase as we get closer to July 1. K. DeLisa asked for cooperation and willingness to serve on the search committees needed to fill these positions.

6. New Business: General Discussion

There was no new business.

The meeting adjourned at 9:55 a.m.

Submitted by,
Rebecca Davis



Eastern's Enrollment Trends: A Tale of Challenge and Hope

Ad Hoc Budget Committee Meeting

February 25, 2022



Previous Plans: 2014 Enrollment Management Plan

- 2014 Enrollment Management Plan to Cover 2015 – 2020
 - Goal to “Attain a stable enrollment mix (undergraduate and graduate) with slight increases:
 - Total Students: from 5,287 in (FA14) to 5,500 in (FA20)
 - Undergraduates: from 5,139 (FA14) to 5,200 (FA20)
 - Graduates: from 148 (FA14) to 300 (FA20)

Unfortunately, this plan seemed to have been lost until 2020, because...

Previous Plans: 2016 Master Plan

- Master Plan notes 10-year projection of enrollment, approved by BOR
- Used Incorrect Numbers from 2014 as baseline for projection
 - Total Headcount Claimed: 5,944 / Actual Total Headcount: 5,293 (-651)
 - Undergrad Headcount Claimed: 5,784 / Actual UG Headcount: 5,143 (-605)
 - Graduate Headcount Claimed: 160 / Actual Grad Headcount: 150 (-10)
- Projected Enrollment in 2025:
 - Total Headcount: 6,012
 - Undergraduate Headcount: 5,782
 - Graduate Headcount: 230

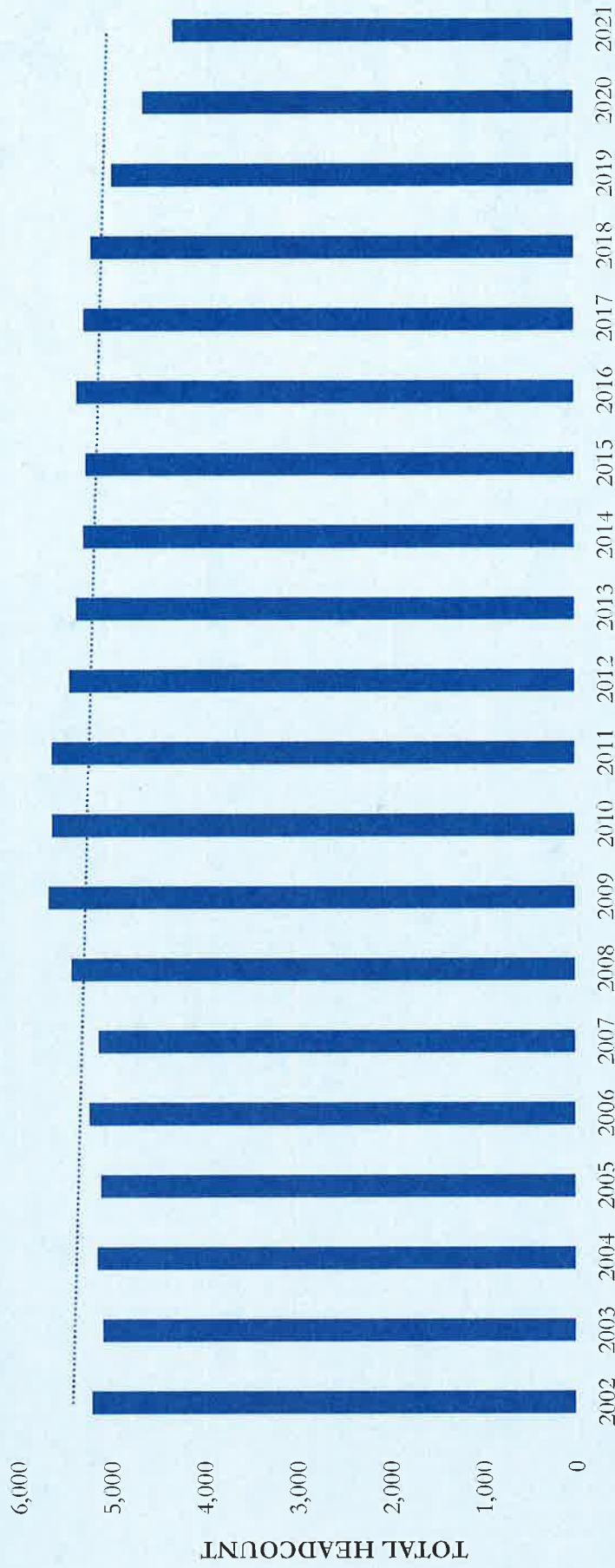
Key Points

- 2014 Enrollment Management Plan was based on actual numbers
 - Goal of 5,500 total students was realistic at that time
 - But, were peaking during a significant recession (2007 Stock Market Crash)
- Enrollment Assumptions underlying the 2016 Master Plan used inflated numbers
 - Seems the number of students in each major were counted not realizing many students are double majors, creating duplicate data

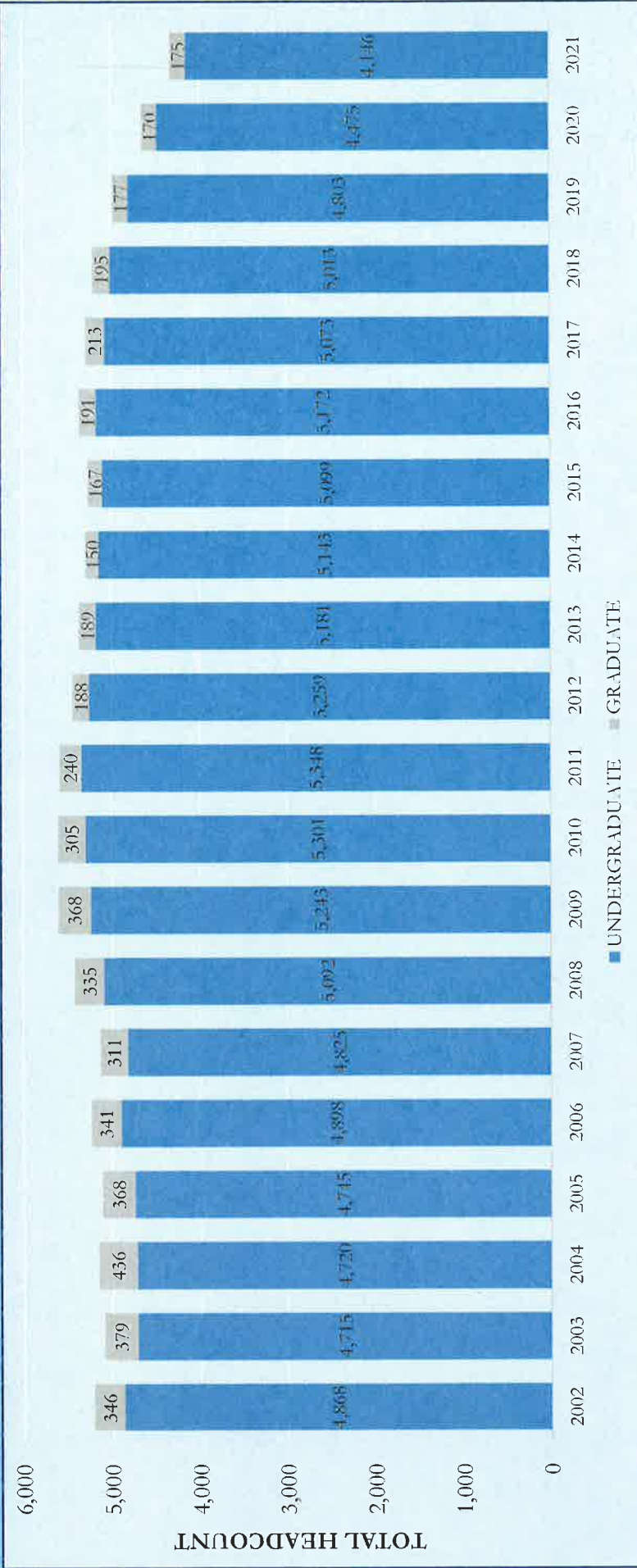
Total Student Enrollment Fall 2002 to Fall 2021

TERM	3 RD WEEK FREEZE ENROLLMENT	TERM	3 RD WEEK FREEZE ENROLLMENT
Fall 2002	5,214	Fall 2012	5,447
Fall 2003	5,094	Fall 2013	5,370
Fall 2004	5,156	Fall 2014	5,293
Fall 2005	5,113	Fall 2015	5,266
Fall 2006	5,239	Fall 2016	5,363
Fall 2007	5,136	Fall 2017	5,286
Fall 2008	5,427	Fall 2018	5,208
Fall 2009	5,670	Fall 2019	4,980
Fall 2010	5,631	Fall 2020	4,645
Fall 2011	5,635	Fall 2021	4,321

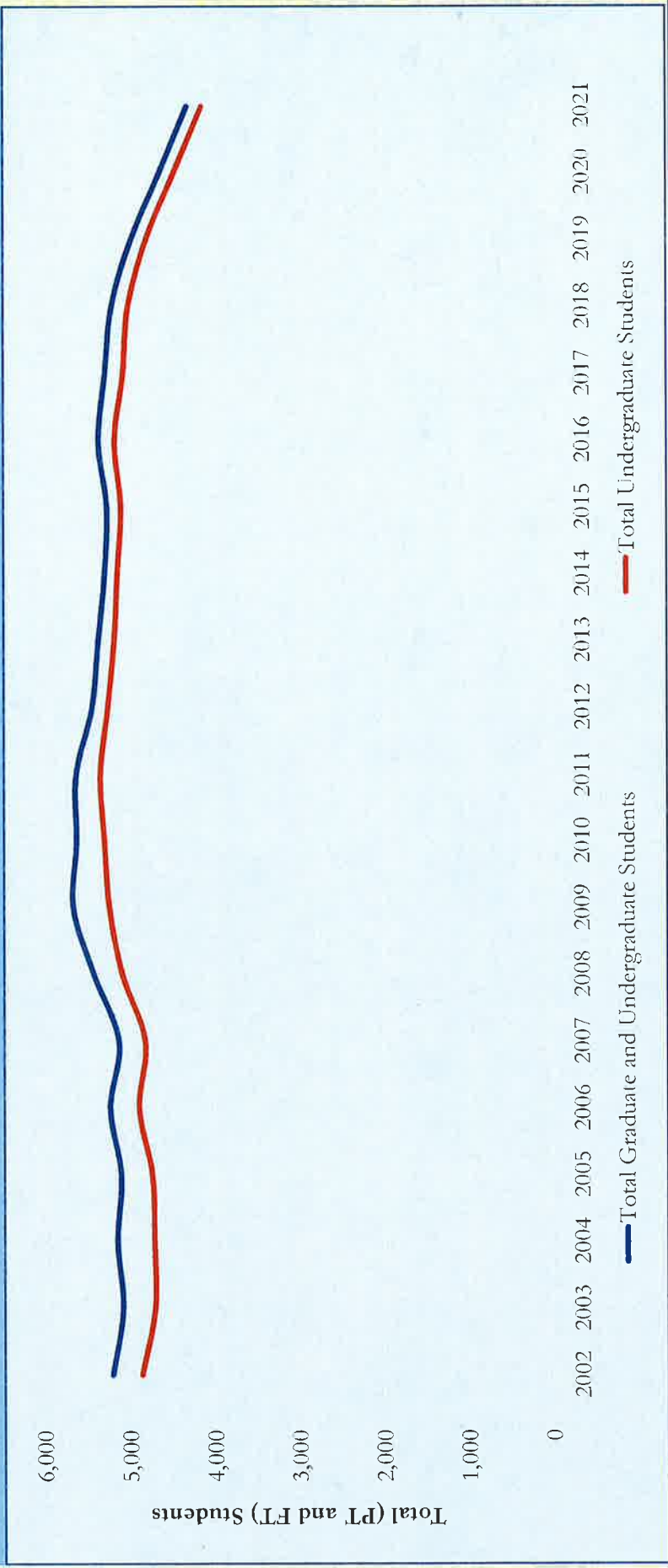
Total Student Enrollment Fall 2002 to Fall 2021



Undergraduate and Graduate Student Share of Total Enrollment Fall 2002 to Fall 2021



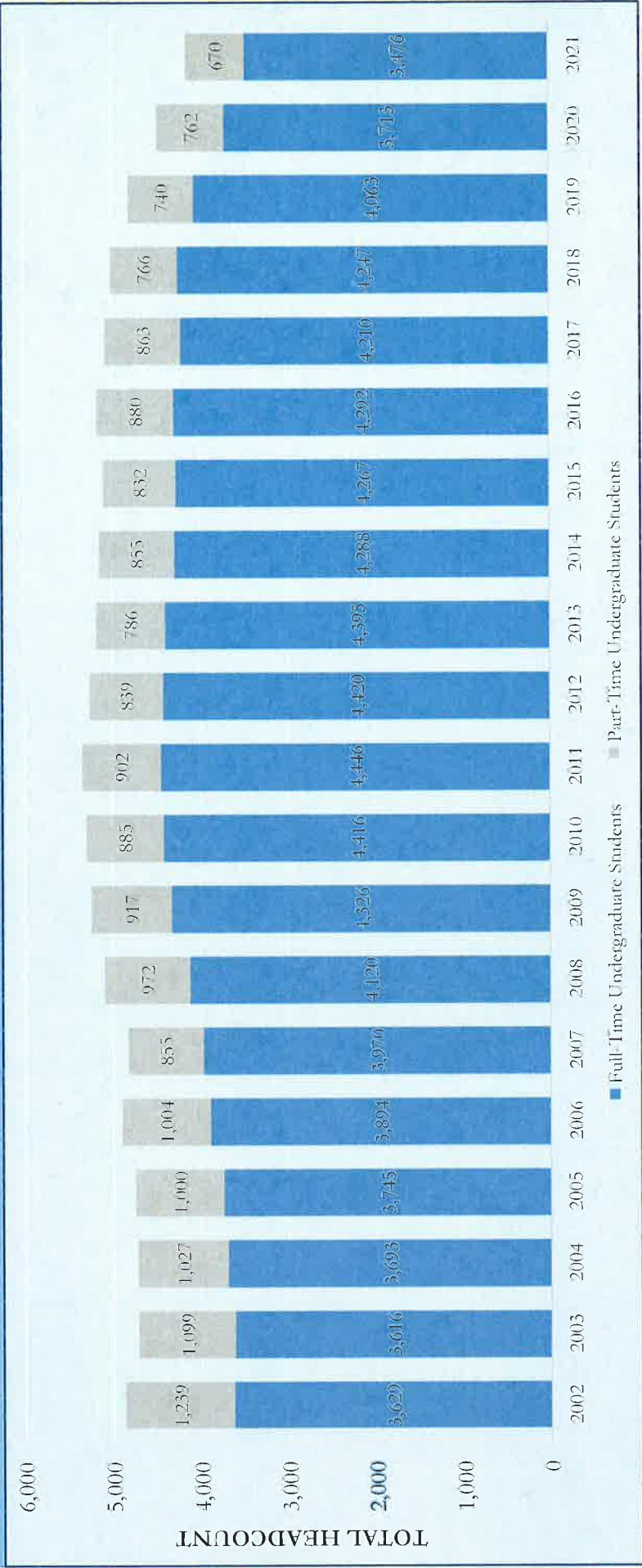
Total Student Enrollment Fall 2002 to Fall 2021



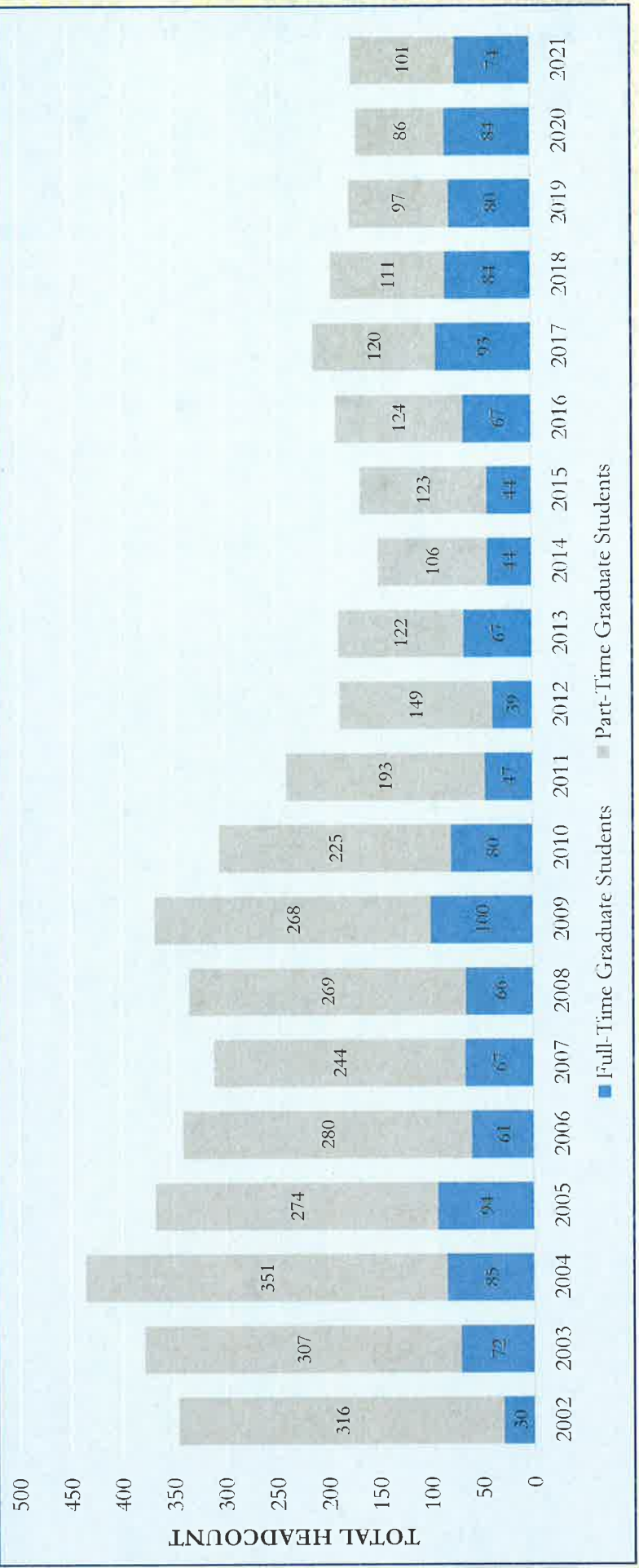
Undergraduate and Graduate Student Enrollment: FT vs. PT Fall 2002 to Fall 2021

TERM	Undergraduate		Graduate		TERM	Undergraduate		Graduate	
	Full-Time	Part-Time	Full-Time	Part-Time		Full-Time	Part-Time	Full-Time	Part-Time
Fall 2002	3,629	1,239	30	316	Fall 2012	4,420	839	39	149
Fall 2003	3,616	1,099	72	307	Fall 2013	4,395	786	67	122
Fall 2004	3,693	1,027	85	351	Fall 2014	4,288	855	44	106
Fall 2005	3,745	1,000	94	274	Fall 2015	4,267	832	44	123
Fall 2006	3,894	1,004	61	280	Fall 2016	4,292	880	67	124
Fall 2007	3,970	855	67	244	Fall 2017	4,210	863	93	120
Fall 2008	4,120	972	66	269	Fall 2018	4,247	766	84	111
Fall 2009	4,326	917	100	268	Fall 2019	4,063	740	80	97
Fall 2010	4,416	885	80	225	Fall 2020	3,713	762	84	86
Fall 2011	4,446	902	47	193	Fall 2021	3,476	670	74	101

Full-Time and Part-Time Share of UNDERGRADUATE Student Enrollment Fall 2002 to Fall 2021



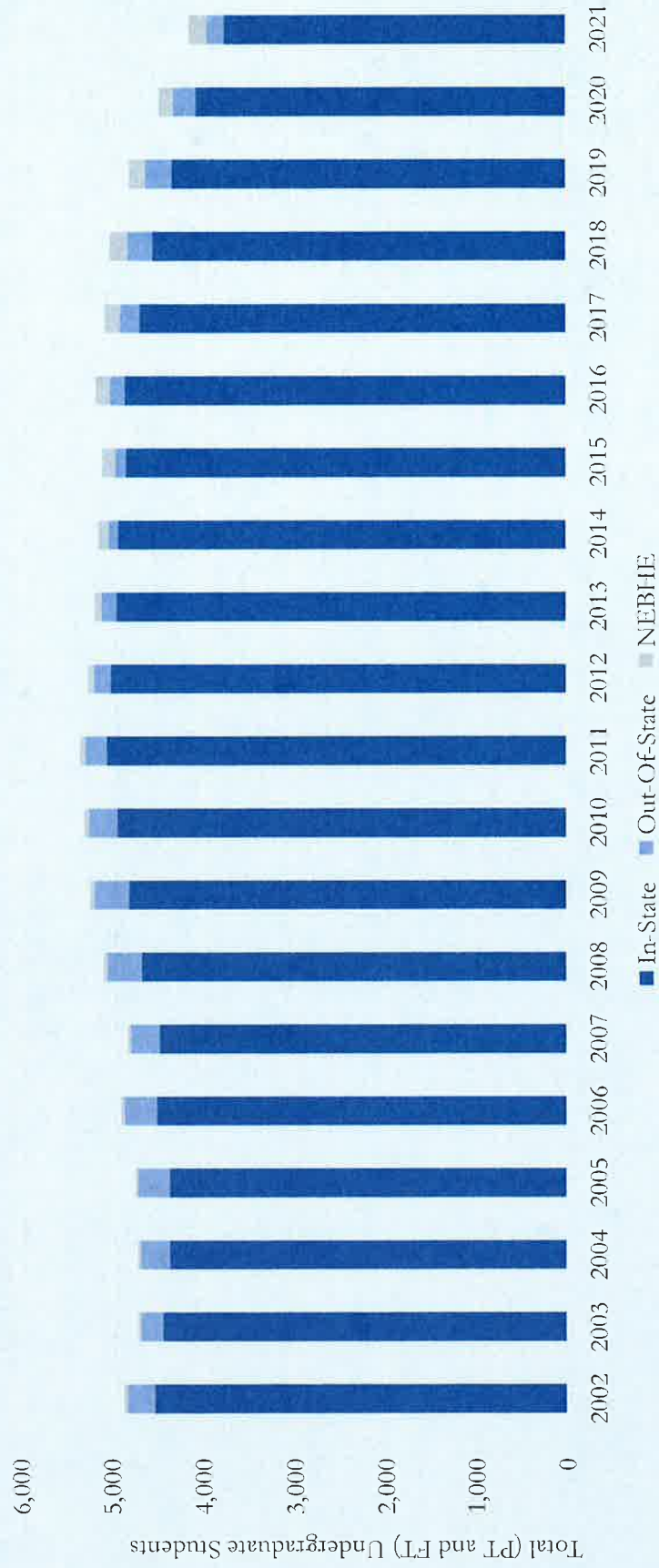
Part-Time and Full-Time Share of GRADUATE Student Enrollment Fall 2002 to Fall 2021



Undergraduate Enrollment by Residency 2010 – 2021

Year	In-State	NEBHE	Out-of-State	Total
2010	4,938	52	311	5,301
2011	5,053	59	236	5,348
2012	5,007	67	185	5,259
2013	4,945	73	163	5,181
NEBHE to All 2014	4,924	114	105	5,143
2015	4,839	146	114	5,099
Dreamers 2016	4,851	158	163	5,172
2017	4,687	172	214	5,073
2018	4,547	192	274	5,013
2019	4,335	177	291	4,803
2020	4,071	159	245	4,475
2021	3,761	195	190	4,146

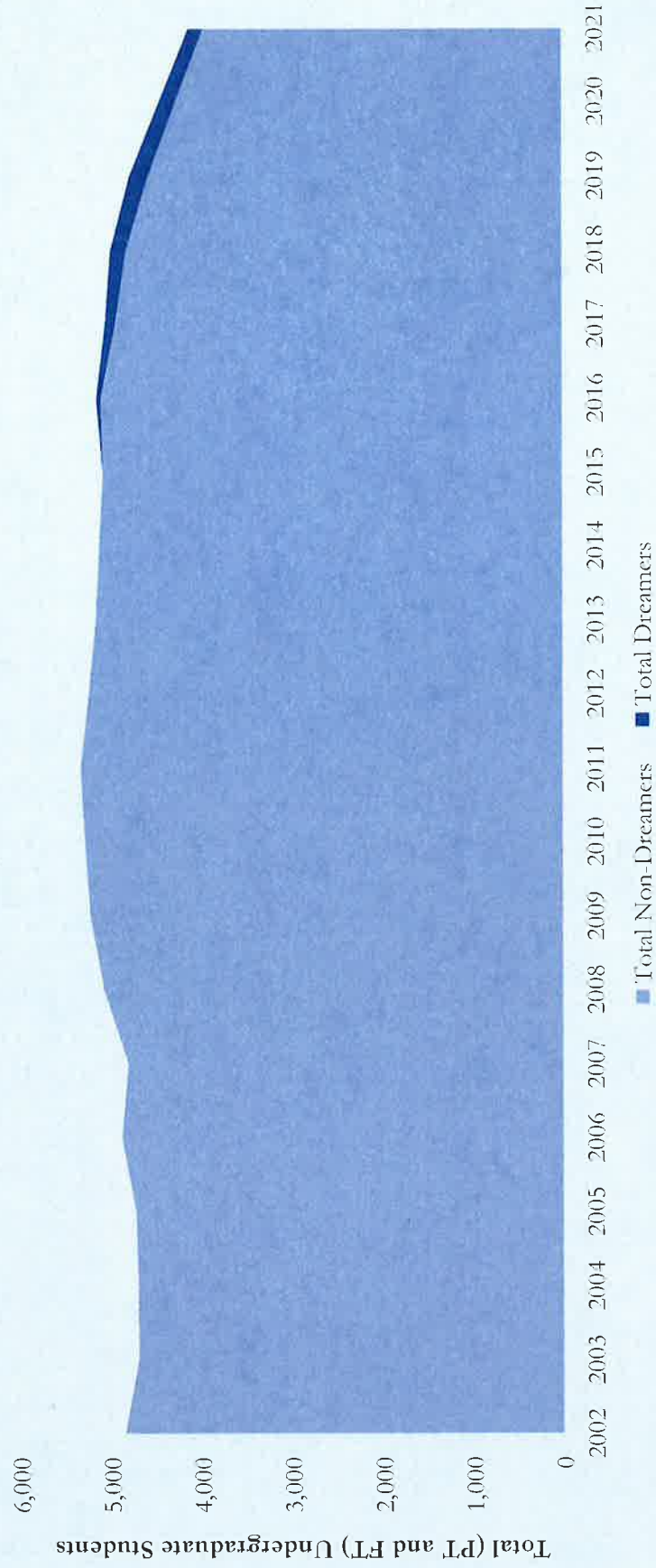
Total Undergraduate Student Enrollment by Residency Fall 2002 to Fall 2021



Impact of the Opportunity Scholars (First Cohort Arrived Fall 2016)

Year	Undergraduates Non-Dreamers	Undergraduates Dreamers	Total Undergraduates
2012	5259	0	5259
2013	5181	0	5181
2014	5143	0	5143
2015	5099	0	5099
2016	5125	47	5172
2017	4964	109	5073
2018	4843	170	5013
2019	4601	202	4803
2020	4298	177	4475
2021	3979	167	4146

Total Undergraduate Student Enrollment Fall 2002 to Fall 2021



Incoming Classes 2002 – 2010 “The Good Years”

Year	Incoming First Time	Incoming Transfer	Incoming Readmits	Total Incoming
2002	823	434	112	1369
2003	784	403	89	1276
2004	883	480	97	1460
2005	925	440	102	1467
2006	954	469	95	1518
2007	880	469	94	1443
2008	1017	486	84	1587
2009	981	545	81	1607
2010	931	563	94	1588

Incoming Classes 2011 – 2021 “Bad Moon Rising”

Year	Incoming First Time	Incoming Transfer	Incoming Readmits	Total Incoming
2011	951	507	117	1575
2012	1015	484	86	1585
2013	985	499	93	1577
2014	883	459	83	1425
2015	985	472	76	1533
2016	1013	476	65	1554
2017	925	473	58	1456
2018	973	401	63	1437
2019	874	338	42	1254
2020	841	311	57	1209
2021	784	294	61	1139

Making Sense of the Incoming Classes Averages 2002-2018/2019-2021

	Incoming First Time	Incoming Transfer	Total Incoming
Average 2002 – 2018	936	474	1498
Average 2019 – 2021	833	314	1201
Difference	103 3 Years 1,000+	160 3 Years 500+	297 1 Year 1,600+

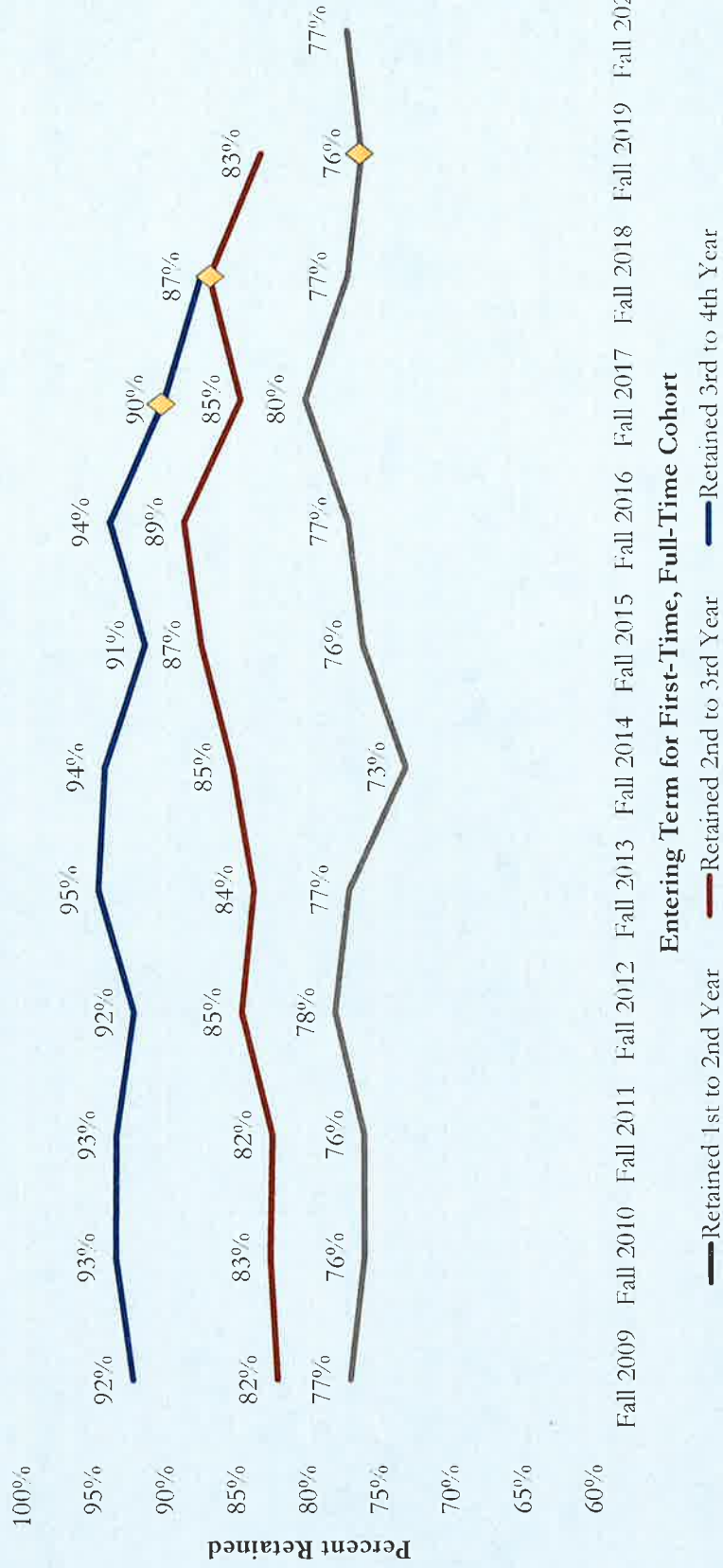
Other Factors

- Enrollment Is Not Just the Incoming Class
 - Retention
 - Graduation Rates

Fall 2009 – Fall 2021 First-Time, Full-Time Cohort Retention

First-Time, Full-Time Cohort Term Entered	RETAINED THE FIRST YEAR (OFFICIAL IPEDS)	RETAINED 2 ND TO 3 RD YEAR	RETAINED 3 RD TO 4 TH YEAR
Fall 2009	77%	82%	92%
Fall 2010	76%	83%	93%
Fall 2011	76%	82%	93%
Fall 2012	78%	85%	92%
Fall 2013	77%	84%	95%
Fall 2014	73%	85%	94%
Fall 2015	76%	87%	91%
Fall 2016	77%	89%	94%
Fall 2017	80%	85%	90%
Fall 2018	77%	87%	87%
Fall 2019	76%	83%	
Fall 2020	77%		

Fall 2009 – Fall 2021 First-Time, Full-Time Cohort Retention



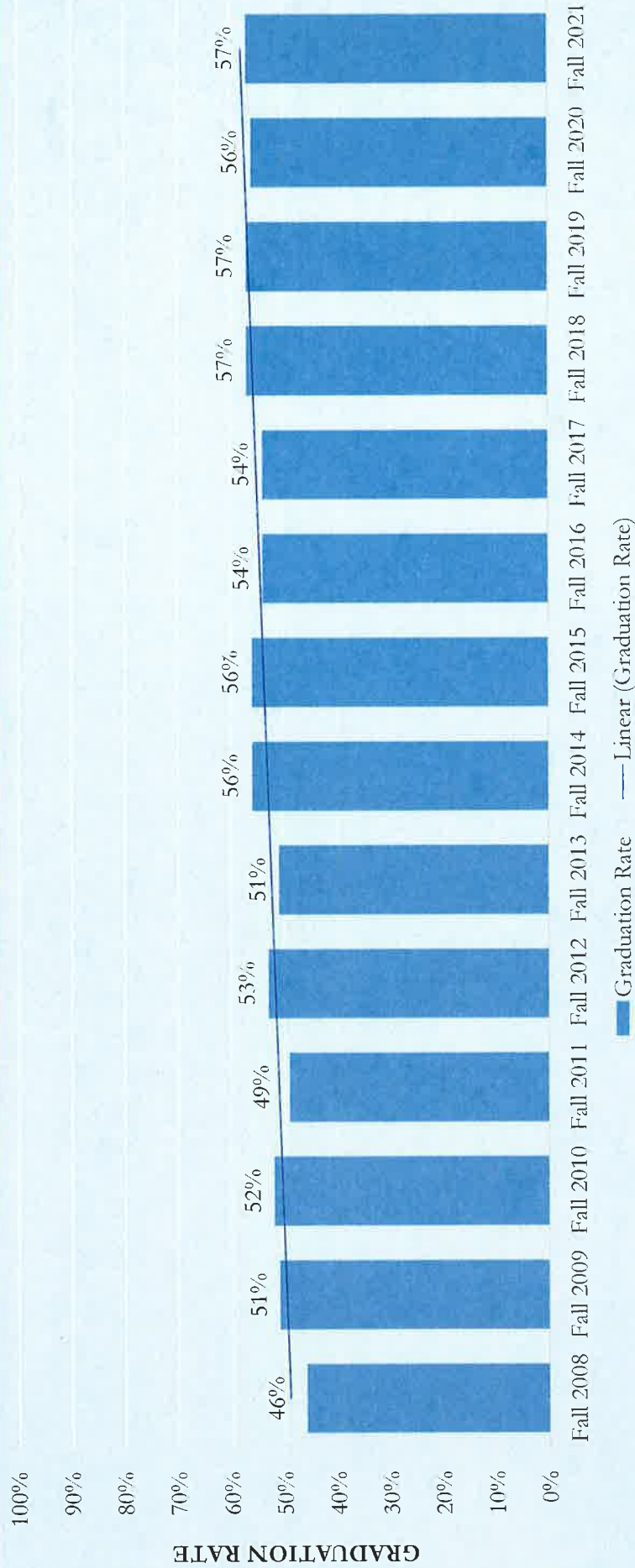
Entering Term for First-Time, Full-Time Cohort

— Retained 1st to 2nd Year — Retained 2nd to 3rd Year — Retained 3rd to 4th Year

Increased 6-Year Graduation Rates

Year Cohort Entered	Year of Graduation	6-Year Graduation Rate
Fall 2002	Spring 2008	46%
Fall 2003	Spring 2009	51%
Fall 2004	Spring 2010	52%
Fall 2005	Spring 2011	49%
Fall 2006	Spring 2012	53%
Fall 2007	Spring 2013	51%
Fall 2008	Spring 2014	56%
Fall 2009	Spring 2015	56%
Fall 2010	Spring 2016	54%
Fall 2011	Spring 2017	54%
Fall 2012	Spring 2018	57%
Fall 2013	Spring 2019	57%
Fall 2014	Spring 2020	56%
Fall 2015	Spring 2021	57%

First-Time, Full-Time Graduation Rates Fall 2002 to Fall 2021



Strategic Enrollment Management Plan (SEM Plan)

- NECHE Charge: Set and Achieve Realistic Enrollment Goals
- Eastern's SEM Plan will set targets for a mix of undergraduate and graduate students: Total 5,500 (Goal in 2014 Plan)
- Series of Initiatives to Achieve that Goal
 - Admissions Strategies – Enrollment
 - Student Success Strategies – Retention and Graduation

Fin

Notes

Assume flat enrollment from FY 22 projected
 Assume flat occupancy from FY 22 projected
 Assume flat
 Assume flat

Include only changes from attrition and additional 27th Payroll
 Assume increase in rate by 2%
 Assume flat
 Added back in one-time SUF interest credit
 Assume 4% inflation. Added \$2m for IT infrastructure

Operating fund only
 Operating fund only

Transfer to SO - GF/OF Swap

Note that FY 22 revised does not include HEERF transfers

Tuition and Fees
Auxiliary
State Approps
State Fringe
Other
Total

PS
Fringe
Institutional Aid + waivers
DS
Other
Total

Additional PS (SEBAC)
Additional Fringe (SEBAC)

Transfer to SO - GF/OF Swap
Balance

FY 22 Revised Eastern	FY 23 Projected
Dollars (\$)	
47,521,431	47,521,431
24,458,400	24,458,400
28,993,449	28,993,449
31,521,502	31,521,502
862,427	862,427
133,357,209	133,357,209
58,505,053	59,925,292
41,575,425	43,783,195
14,268,068	14,268,068
5,879,681	6,883,794
23,025,311	25,946,323
143,253,538	150,806,672
	\$ 2,433,998
	\$ 985,702
1,044,101	1,044,101
(10,940,430)	(21,913,263)

**Connecticut State Colleges and Universities
FY22 and FY23 Projected Shortfalls and Governor's Recommended Budget Adjustments**

	FY2022 Projected				FY2023 Projected			
	CSU Total	Community Colleges	COSC	CSCU Total	CSU Total	Community Colleges	COSC	CSCU Total
SEBAC, 27th Payroll and Fringe Benefits								
SEBAC Payroll (including bonuses)	20,598,673	21,358,354	1,053,833	43,010,860	20,830,860	18,218,557	701,172	39,750,588
Fringe Benefits SEBAC*	14,289,943	15,465,359	587,354	30,342,656	14,451,018	15,040,458	500,923	29,992,399
27th Payroll	-	-	-	-	13,127,987	9,831,396	351,346	23,310,730
Fringe Benefits on 27th Payroll	-	-	-	-	9,107,295	8,116,379	251,005	17,474,679
Pandemic Impact on Enrollment**	-	-	-	-	49,177,226	34,947,663	-	84,124,889
Total Shortfall	\$ 34,888,616	\$ 36,823,713	\$ 1,641,187	\$ 73,353,516	\$ 106,694,386	\$ 86,154,453	\$ 1,804,446	\$ 194,653,285
Governor's Recommended Adjustments								
SEBAC Payroll (including bonuses)	13,358,000	7,725,000	517,000	21,600,000	14,500,000	9,000,000	517,000	24,017,000
Fringe Benefits SEBAC	-	-	-	-	-	-	-	-
27th Payroll	-	-	-	-	5,100,083	4,785,485	114,432	10,000,000
Fringe Benefits on 27th Payroll	-	-	-	-	-	-	-	-
Pandemic Impact on Enrollment***	-	-	-	-	21,409,496	15,497,845	592,659	37,500,000
Total Governor's Recommended Adjustments	\$ 13,358,000	\$ 7,725,000	\$ 517,000	\$ 21,600,000	\$ 41,009,579	\$ 29,283,330	\$ 1,224,091	\$ 71,517,000
Remaining Deficit	\$ 21,530,616	\$ 29,098,713	\$ 1,124,187	\$ 51,753,516	\$ 65,684,807	\$ 56,871,123	\$ 580,355	\$ 123,136,285
					\$ 148,923,327	\$ 45,595,666	\$ 7,028,129	\$ 201,547,122

Information only: Total reserves projected as of 6/30/22

*Fringe benefits cost is calculated based on current rates and reflects the increase in salary cost. It does not include any potential increase in rates for which data is not available at this time.

** Pandemic impact reflects tuition and fee revenue declines between FY19 and FY22, attributable to enrollment declines.

*** Includes Gov.'s proposed federal-funded CSCU Short-Term Recovery Funds (50% Financial Aid and 50% Institutional Aid) \$32.5M, plus funding for CSU Auxiliary Service Facilities \$5M

CSCU Combined FY22 and FY23 Shortfall	
SEBAC, 27th Payroll and Fringe Benefits	
SEBAC Payroll (including bonuses)	\$ 82,761,448
Fringe Benefits SEBAC	60,335,055
27th Payroll	23,310,730
Fringe Benefits on 27th Payroll	17,474,679
Pandemic Impact on Enrollment	84,124,889
	\$ 268,006,801
Governor's Recommended Adjustments	
SEBAC Payroll (including bonuses)	45,617,000
Fringe Benefits SEBAC	-
27th Payroll	10,000,000
Fringe Benefits on 27th Payroll	-
Pandemic Impact on Enrollment***	37,500,000
	\$ 93,117,000
Remaining Two-year Deficit	\$ 174,889,801

CONNECTICUT STATE COLLEGES AND UNIVERSITIES

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 seventeen Connecticut State Colleges and Universities.
- To coordinate programs and services through public higher education and among its institutions.
- To conduct regular reviews of existing and new academic programs and advance the educational and economic interests of the state.

RECOMMENDED ADJUSTMENTS

Expansions

- **Increase General Fund Support for Higher Education** 24,000,000
Funding is provided to public institutions of higher education to limit the impact of increasing wage costs that would otherwise result in tuition increases or cuts to student services.

Initiatives Funded from Carryforward

- **Provide Funding to Support Salary Costs of the 27th Payroll During FY 2023** 10,000,000

Initiatives Funded from Federal Coronavirus State Fiscal Recovery Funds

- **Support CSCU Through Short-Term Recovery Funds** 65,000,000
Allocates \$65,000,000 in FY 2023. 50% of funds will be used to offset institutional financial aid to students and bolster enrollment.
- **Invest in Targeted Career Pathways by Providing Student Financial Aid for Certain Higher Education Programs** 20,000,000
Allocates \$5,000,000 in FY 2023, \$10,000,000 in FY 2024, and \$5,000,000 in FY 2025. Funding is provided to support financial aid for students pursuing a nursing or mental health degree program to help address critical workforce shortage in these fields.
- **Invest in Targeted Career Pathways by Supporting Faculty Recruitment for Certain In-Demand Degree Programs** 35,000,000
Allocates \$20,000,000 in FY 2023 and \$15,000,000 in FY 2024. Funding provided to support onboarding additional nursing and mental health faculty at higher education institutions to support degree programs for in-demand fields.
- **Fund Alterations and Improvements to Auxiliary Service Facilities Until Student Fee Revenues Rebound** 5,000,000
Allocates \$5,000,000 in FY 2023.

AGENCY SUMMARY

Personnel Summary	FY 2021 Authorized	FY 2022 Estimated	FY 2023 Appropriated	FY 2023 Net Adjustments	FY 2023 Revised Recommended
General Fund	4,633	4,633	4,633	0	4,633
Financial Summary	FY 2021 Actual	FY 2022 Estimated	FY 2023 Appropriated	FY 2023 Net Adjustments	FY 2023 Revised Recommended
General Fund					
<u>Other Current Expenses</u>					
Workers' Compensation Claims	3,225,818	0	0	0	0
Charter Oak State College	3,284,028	3,291,607	3,291,607	500,000	3,791,607
Community Tech College System	148,518,817	149,563,169	149,563,169	9,000,000	158,563,169
Connecticut State University	152,182,340	154,487,093	154,487,093	14,500,000	168,987,093
Board of Regents	404,258	408,341	408,341	0	408,341
Developmental Services	8,868,138	8,912,702	8,912,702	0	8,912,702
Outcomes-Based Funding Incentive	1,196,016	1,202,027	1,202,027	0	1,202,027
Institute for Municipal and Regional Policy	360,000	0	0	0	0
TOTAL-General Fund	318,039,415	317,864,939	317,864,939	24,000,000	341,864,939
TOTAL-ALL FUNDS	318,039,415	317,864,939	317,864,939	24,000,000	341,864,939

Eastern Connecticut State University
Personnel Changes since 12-1-21
As of 2-25-22

New Hires

Name	Title	Department	Eff Date	Union
Bonilla,Zayda Sofia	University HR Administrator	Human Resources	12/3/2021	Mgmt/Conf
Potestivo,Nicole Marie	Coordinator of Pride Center	Pride Center	12/3/2021	SUOAF
Sheer,Natasha Ann	Teacher Associate	Child & Family Development	12/3/2021	SUOAF
Collins,Michael John	QCW(Elecl)	Facilities Management 1	12/17/2021	Maintenance
Dube,Nicholas J.	Cash Accounting Clerk	Bursar	12/17/2021	Clerical
Acevedo-Corona,Britney J	Admissions Assistant	Admissions	12/27/2021	SUOAF
Branham,Troi Machel	Residence Hall Director	Low Rise	12/31/2021	SUOAF
Brown,Nicole	Assistant Director	Human Resources	12/31/2021	Mgmt/Conf
Florentino,Jenfrey	Residence Hall Director	Occum Hall	12/31/2021	SUOAF
Golebiewski,Timothy Keith	Lighting Tech Specialist	Performing Arts	12/31/2021	SUOAF
Malumphy,Molly Katherine	Residence Hall Director	Nutmeg Hall	1/14/2022	SUOAF
Davis,Lucinda	Student Affairs Trainee	Student Affairs	1/28/2022	SUOAF
Washington,Monae F.	University Driver	Public Sfty University Drivers	1/28/2022	Maintenance
Pereyra-Ramirez,Micaela	Computer Support Trainee	Media Services	1/31/2022	SUOAF
Quigley,Ryan	Social Media & Digit Mark Coor	University Relations	2/7/2022	SUOAF
Boyer,Alexander	Media Technician	Media Services	2/11/2022	SUOAF

Terminations

Name	Title	Department	Eff Date	Union
Resignation				
Shultz,Kadjah O.	Residence Hall Director	Housing	12/17/2021	SUOAF
Ortiz,Joseph	Custodian	Housekeeping	1/1/2022	Maintenance
Downs,Michael Glenn	Student Development Specialist	Academic Service Center	1/14/2022	SUOAF
Dube,Nicholas J.	Cash Accounting Clerk	Bursar	1/14/2022	Clerical
Adu-Gyamfi,Edward	Assistant Dir	University Opportunity Programs	1/28/2022	SUOAF
Retirement				
Bennett,Lance P.	Custodian	Housekeeping	12/1/2021	Maintenance
Mulholland,Margo G	Secretary 2	Accessibility Services	1/1/2022	Clerical
Sampson,Russell D.	SUProfr(10Months)	Physical Sciences	1/1/2022	AAUP
Scott,Elizabeth D.	SUProfr(10Months)	Management and Marketing	1/1/2022	AAUP
Diaz,Walter	VP for Student Affairs	Student Affairs	2/1/2022	Mgmt/Conf
End of Temporary Appointment				
Bissonnette,Ashley A.	Assistant Professor	Health Science	12/31/2021	AAUP

Search Status

Ongoing AAUP searches:

Asst Prof of Public Health
 Asst Prof of Allied Health
 Head Women's LaCross Coach
 Counselor

Ongoing SUOAF searches:

Asst Dir of University Opportunity Programs
 Asst to Dir of Fiscal Affairs
 Assistant Bursar
 Associate Dir of Fiscal Affairs - Acquisitions
 Residence Hall Director (11 positions)
 Registrar Services Assistant
 Associate Dir of Housing and Residential Life
 Academic Advisor (2 positions)

Ongoing Management Confidential Searches

Dean of Arts & Sciences
 Dean of Education & Professional Studies
 Title IX Coordinator

Ongoing Classified Searches:

Administrative Assistant -Health Services (search completed, new hire start 3/4)
 Administrative Assistant -University Relations
 Administrative Assistant -Student Affairs
 Payroll Clerk
 Secretary 2 - Art & Art History/Performing Arts
 2 Building & Grounds Patrol Officers (1 offered, 1 offer cancelled)
 2 Police Officers (conditional offers going out)
 9 Custodians (conditional offers going out)
 Landscape Technician (2 positions)
 Qualified Crafts Worker - Electircal
 Qualified Crafts Worker - Mechanical
 Qualified Crafts Worker - HVAC (2 positions)
 Maintenance Supervisor 2 - HVAC