

University Budget Committee
Minutes
March 7, 2023
Connecticut Room
12 p.m.

Attendance:

Jennifer Brown, Karyl Bulmer, Cheyenne Crumpler, Julia DeLapp, Stephen Ferruci, Ed Figiela, James Howarth, Christine Hutchison, Drew Hyatt, Nicole Krassas, David Mariasi, Elsa Núñez, Heidi Paradis, William Salka, Janice Wilson

Absent:

Brendan Cunningham, Kenneth DeLisa, Matthew Julius, Lyndsey Lanagan-Leitzel, Riley McConnell, Christine Nietupski, Jean-Pierre Roberts, Andrew White

Meeting commenced at 12 p.m.

1. Previous Meeting Minutes

The minutes from the December 1, 2022, meeting were approved.

2. Welcome and General Update – E. Núñez

E. Núñez stated that President Cheng visited Eastern yesterday. He discussed the 2030 ASK proposal for \$4 billion in deferred maintenance, new construction, and general obligation funds.

N. Krassas shared that the AAUP is offering an event at the Student Center whereby anybody on campus can send a letter to the legislature advocating for the 2030 proposal.

J. DeLapp noted that the OPM budget included \$250,000 for restructuring. Committee members shared their thoughts on how these funds might be used.

E. Núñez stated that an anonymous question was asked at yesterday's visit with President Cheng in regard to a fictitious budget. E. Núñez said that would be unethical. She explained that because departments were able to reduce expenditures, we have saved money. K. Bulmer note that we have also made money from the STIF interest rate increases.

3. Mid-Year Budget Update – J. Howarth

J. Howarth reviewed Attachment A, "Mid-Year Spending Plan Review." The attachment explains the details of the plan which projects a \$0.5 million surplus.

J. Howarth stated that the FY 23 spending plan was a break-even budget and reviewed Attachment B, "University Mid-Year Spending Plan Review Fiscal Year 2022-23."

J. Howarth said our budget will need to be ready in April for May 17. There is a change to fringe benefit funding for FY 24, and this change is key to the funding we will be getting from the state.

The CFOs are concerned about how to move forward with benefits for next year because the budget won't be done until the end of May. The new fuel cell is saving us money. We are doing what we can to minimize our exposure and keep operating costs down.

E. Núñez said Eastern has been very active on the revenue side. We have hired a recruiter in Long Island, and we will be offering summer school, online graduate programs, and a nursing program.

4. Academic Programs: Budget Savings and Enrollment Initiative – W. Salka and J. Brown

J. Brown gave a PowerPoint presentation "Enrollment Management in Academic Affairs" (Attachment C). She explained that enrollment management covers everything from the first day students hear about Eastern to when they graduate and start giving back. The presentation included details on enrollment management, trends, yield rates, and demographics.

W. Salka reviewed Attachment D, "Addressing Budget Issues in Academic Programs," which describes academic resource alignment, enrollment initiatives, and the efficient use of academic resources.

E. Núñez said some faculty have requested moves to different departments; we are not forcing the changes discussed by W. Salka.

N. Krassas asked about enrollment efforts. W. Salka stated Rebel Interactive is creating a plan for us. The draft plan will be made available to the campus community. Over the last four years, W. Salka and J. Brown have spent a significant amount of time on enrollment management. W. Salka has also made personnel changes as part of a larger plan to enhance enrollment.

There was discussion about open admission. The committee felt this would lead to a retention problem.

The meeting adjourned at 1:32 p.m.

Submitted by,

Rebecca Davis

Eastern Connecticut State University
Mid-Year Spending Plan Review

FY 2023 Current Projection vs. FY 2023 Budget

Despite the anticipated increase in salaries and fringes, we have submitted a projection with a \$0.5 million surplus. The ability to do so is largely due in part to the \$14.8 million in federal and state funds we'll receive this fiscal year.

Our overall Total Revenue is projected to increase by \$0.9 million. This increase is mainly due to the \$0.4 million in Additional Operating Fund Fringe Paid By State, and a projected \$1.0 million increase in All Other Revenue due to a 4% increase in STIF rates. Our overall enrollment is projected to decline 5.8% from the prior year, a 2.4% decline from our budget. As a result, our projected tuition, fee and auxiliary revenues are now \$0.4 million below budget.

Total full-time personnel services are \$1.5 million lower than budgeted, which reflects the difficulty we've had in refilling positions. While we expect savings in part-time positions of \$0.1 million, it a net result from savings in hiring University Assistants and Student Labor offset by an increase in Rehired Retirees for areas where hiring has been difficult. The vacancies in full-time staffing have also caused an increase in Overtime of \$0.2 million. We project our All Other Personnel Services will increase by \$0.3 million because of more retirements and resignations than expected this fiscal year. Lastly, the combination of lower than budgeted fringe benefit rates and the projected savings on vacant full-time positions, is contributing to a \$4.0 million reduction in Fringe Benefits expense.

While we expected inflation to have an impact on almost every expense line in the Other Expenses category, we still managed to find savings. The projected \$0.3 million decrease in All Other expenses reflects the savings identified in each division. Offsetting those savings is an increase of \$0.5 million in institutional financial aid/waivers and \$0.2 million in Utilities. Our Utilities projection increased by \$0.2 million, bringing the year-over-year increase to \$0.6 million, or 16.2% higher.

The \$0.7 million increase in Designated Transfers is for the board mandated Auxiliary Renewal and Replacement funds. The Other Designated Fund Requests is projected to decrease by \$4.4 million. The projected decrease in salaries and fringe benefits expense has negated the need to use of Reserves for FY23 Salary Cost. Additionally, a line has been added for the \$1.5 million set-aside of reserves for IT equipment.

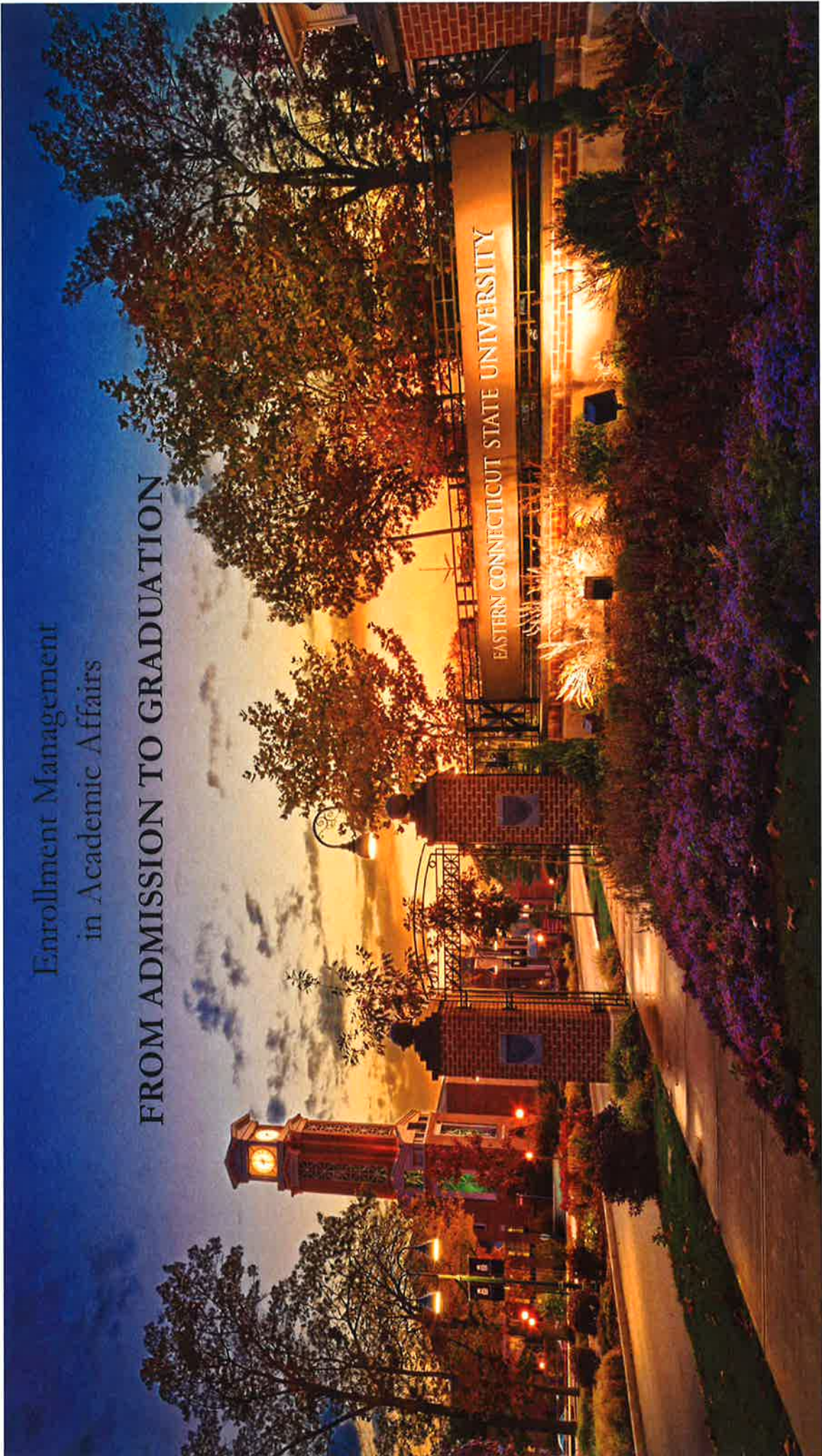
Overall, we project a surplus of \$0.5 million, but it is important to understand that this would not have been possible without the \$14.8 million in additional federal and state funds included in our projection. In the fiscal year to come, Eastern will have to absorb the negotiated FY24 4.5% wages increases and associated fringe benefits, and continued inflationary costs, while the pool of traditional college-age students shrinks, and FY23 one-time funding dollars conclude. Our enrollment strategies, including Out-of-State students paying the equivalent of the NEBHE rate, targeted recruitment in Michigan, New York, New Jersey, and Ohio, and an increased in-state presence. The refilling of positions continues to be done strategically and in a manner that best supports the students.

Eastern Connecticut State University
Mid-Year Spending Plan Review
FISCAL YEAR 2022-23

FY 2022-23 Spending Plan			FY 2022-23 Projection		Inc (Dec)	
Pos:	(A) Total Funds	Account Name	Pos:	(E) Total Funds	Pos:	(I) Total Funds
Revenue:						
	21,177,913	Tuition (Gross)		20,911,494		(266,419)
	1,533,380	Part Time Tuition (Gross)		1,533,380		-
	1,629,209	General University Fee (PT Students)		1,629,209		-
	17,073,388	University General Fee		16,905,235		(168,153)
	3,267,752	University Fee (DS)		3,203,165		(64,587)
	2,554,945	Extension Fee (Gross)		2,554,945		-
	785,529	All Other Student Fees		477,475		(308,054)
	31,959,806	State Appropriations		31,959,807		1
	430,286	State Appropriation (Dev Edu)		430,286		-
	31,494,395	Fringe Benefits Paid By State		31,331,918		(162,477)
	4,135,501	Additional OF Fringe Paid by State		4,574,612		439,111
	2,397,526	Deficiency Funding for Wages		2,397,526		-
	831,124	Provide Support for Salary Cost of the 27th payroll		831,124		-
	11,019,398	Provide Operations Support Through Short-term Recovery Funds		11,019,398		-
	-	Facilities Capital Improvements		-		-
	172,713	Accident Insurance		163,610		(9,103)
	19,012,186	Housing		19,576,249		564,063
	6,446,605	Food Service		6,336,600		(110,005)
	1,038,046	All Other Revenue		2,053,476		1,015,430
	(719,540)	Less: Contra Revenue		(753,712)		(34,172)
	<u>156,240,162</u>	Total Revenue		<u>157,135,797</u>		<u>895,635</u>
Expenditures:						
Personnel Services:						
551	50,967,122	Total Full Time	548	49,453,825	(3)	(1,513,297)
Part Time:						
208	5,462,649	Lecturers (PTLs)	233	5,557,172	25	94,523
8	305,098	Lecturers (NCLs)	15	337,688	7	32,590
-	318,136	Perm/Intermit PT	8	241,757	8	(76,379)
61	1,087,273	University Assistants	46	830,610	(15)	(256,663)
15	292,800	Graduate Assistants	12	239,077	(3)	(53,723)
549	2,472,045	Student Labor	421	2,167,500	(128)	(304,545)
26	465,737	Other Part Time	35	939,165	9	473,428
867	10,403,738	Total Part Time	770	10,312,969	(97)	(90,769)
	836,000	Overtime		1,062,927		226,927
	1,667,647	All Other Personnel Services (Sick, Vac, Accr Abs)		1,988,801		321,154
	63,874,507	Subtotal Personnel Services		62,818,522		(1,056,985)
	48,840,393	Fringe Benefits		44,824,338		(4,016,055)
	177,552	Worker's Comp. Recovery		179,057		1,505
	<u>112,892,452</u>	Total P.S. & Fringe Benefits		<u>107,821,917</u>		<u>(5,070,535)</u>
Other Expenses:						
	13,610,109	Inst. Fin Aid/Match		14,289,908		679,799
	1,514,615	Waivers		1,371,730		(142,885)
	4,424,823	Utilities		4,615,795		190,972
	19,233,606	All Other Expenses (Lib, Equip, Telecom)		18,885,537		(348,069)
	<u>38,783,153</u>	Total Other Expenses		<u>39,162,970</u>		<u>379,817</u>
	-	Indirect Cost		-		-
	<u>151,675,605</u>	Total Expenditures		<u>146,984,887</u>		<u>(4,690,718)</u>
	<u>4,564,557</u>	Addition to (Use of) Funds Before Designated Items		<u>10,150,910</u>		<u>5,586,352</u>
Designated Transfers per BOT Policies						
	(3,267,752)	Debt Service (University Fee)		(3,203,165)		64,587
	(2,584,076)	Debt Service Residence Halls		(2,584,076)		-
	(389,365)	Debt Service Parking Garage		(389,365)		-
	(500,000)	Auxiliary Renewal and Replacement (To limit of BOT guideline)		(1,250,000)		(750,000)
	(1,195,234)	Transfer to SO - GF/OF swap		(1,195,234)		-
	<u>(7,936,427)</u>	Total Designated Transfers		<u>(8,621,840)</u>		<u>(685,413)</u>
Other Designated Fund Requests						
	3,899,907	Reserves for FY23 Salary Cost		-		(3,899,907)
	-	HEERF 2 Institutional Support transfer to FY22		-		-
	-	HEERF 3 Institutional Support		-		-
	(1,034,676)	Contingency for Potential Enrollment Shortfall		-		1,034,676
	506,639	ARPA Allocation		506,638		(1)
	-	Facilities Capital Improvements		-		-
	-	Reserves for IT Equipment		(1,500,000)		(1,500,000)
	<u>3,371,870</u>	Total Transfers		<u>(993,362)</u>		<u>(4,365,232)</u>
	<u>0</u>	Addition to (Use of) Funds		<u>535,708</u>		<u>535,707</u>

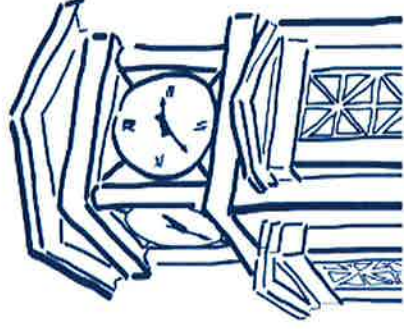
Enrollment Management
in Academic Affairs

FROM ADMISSION TO GRADUATION



Mission

Eastern Connecticut State University engages students from diverse backgrounds in a transformative, liberal arts learning experience that provides knowledge and skills to lead enriching, purposeful lives.



**EASTERN
CONNECTICUT
STATE UNIVERSITY**



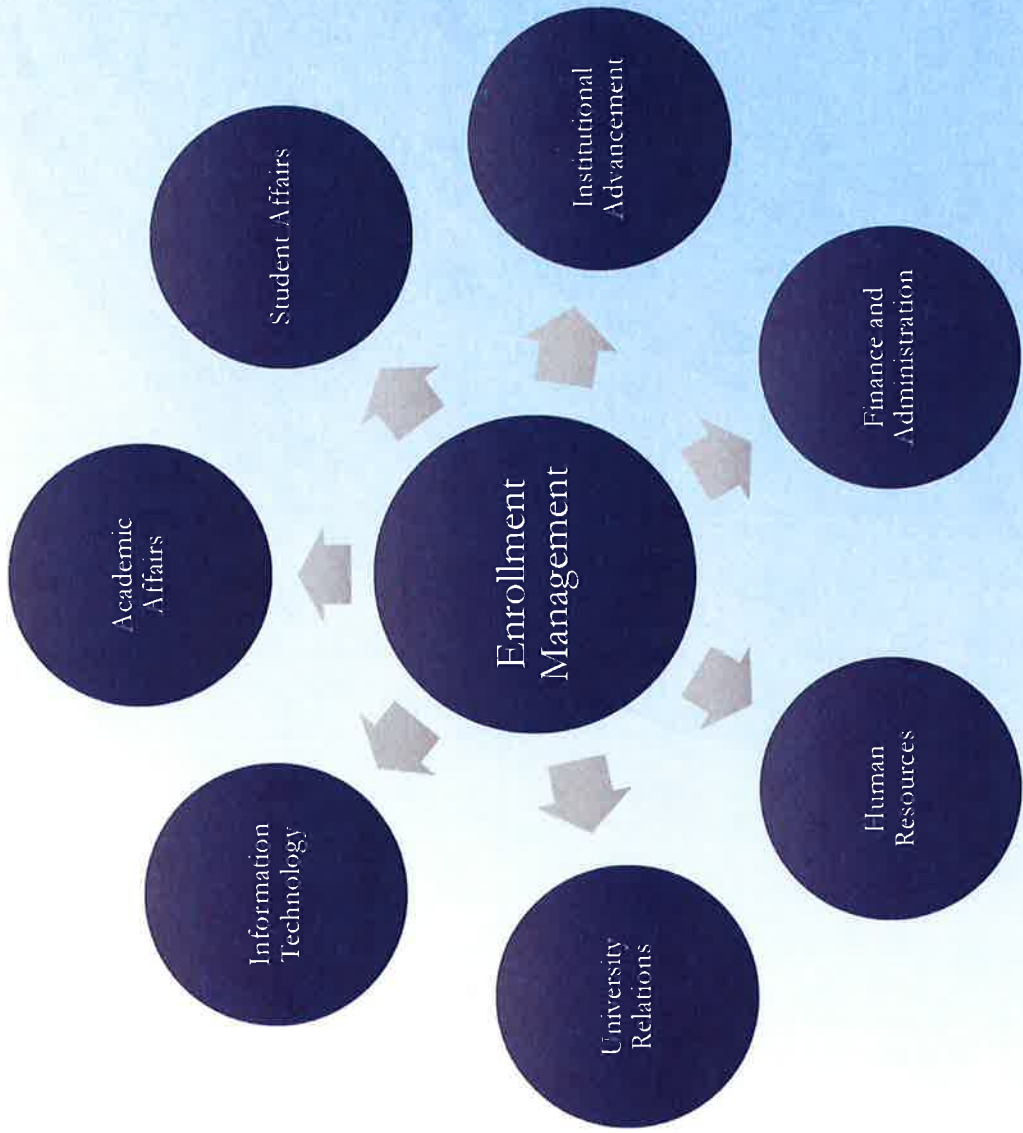
Enrollment Management

The Holistic Support of Students from Application to Graduation

- Are we connecting with potential students from a wide range of socioeconomic backgrounds?
- What unnecessary barriers to success do our students face?
- Are resources available and easily accessible?
 - Academic
 - Financial
 - Social
- Is communication with our students clear and substantive?
- Are our policies equitable?
- Do our programs deliver on their promises?



EASTERN
CONNECTICUT
STATE UNIVERSITY





Admissions

High School Visits
On-Campus Tours
Personal Outreach to
Every Admit
Customized Promotional
Material
On-Campus Events
Non-Profit Partner
Engagement
Rebel Partnership

Current Students

Student Teaching
Internships
Service Learning

Dual Enrollment

436 Students
9 High Schools

Non-Profit Partners

Hartford Promise
Hispanic Alliance of
Southeastern Connecticut
New Haven Promise
Waterbury Promise
Dream.US
DC-CAP

Early Science Research Program

Launching Fall 2023

Pre-College Summer Programming

Launching Summer 2023



Retention and Completion

Current Retention by Year

First Year: 83%

Second Year: 86%

Third Year: 91%

Advising

Surveys, Schedule Building, Eastern-In-4 Plans, Academic and Social Check-ins

Registration and Holds Outreach

Met with 1,826 unique students in 3,978 Advising Meetings in AY22

Opportunity Programs

Provides Specialized Academic and Social Support for Specific Student Populations

Nurtures Sense of Belonging
STEP/CAP

Academic Departments

Engage Students in a Rich Learning Experience

High Frequency Touch Points

Include High-Impact Practices

Advise and Mentor

Challenging, Innovative, Streamlined Curriculum

Financial Aid

Proactive Holds Outreach

Academic Progress Counseling

Financial Support based on Changing Financial Needs

Private Scholarships and Foundation Funds

Office of Co-Curricular Academic Programming

High-Impact Educational Experiences

Global Learning

Study Abroad



Retention and Completion

Graduation Rates

- Fall 2022: 60%
- Fall 2021: 57%
- Fall 2020: 56%
- Fall 2019: 57%
- Fall 2018: 57%
- Fall 2017: 54%

Office of Career Success

- Employability Partner
- Internship Placement
- Resume Building
- Career Closet
- Interview Preparation

Institutional Research

- Provides Decision Support
- Identifies At-Risk Student Populations
- Tracks "lost" Students

Center for Teaching and Learning

Coming Soon!

Office of the Registrar

- Course and Space Scheduling
- Degree Audits
- Transfer Processing
- Curriculum Stewardship

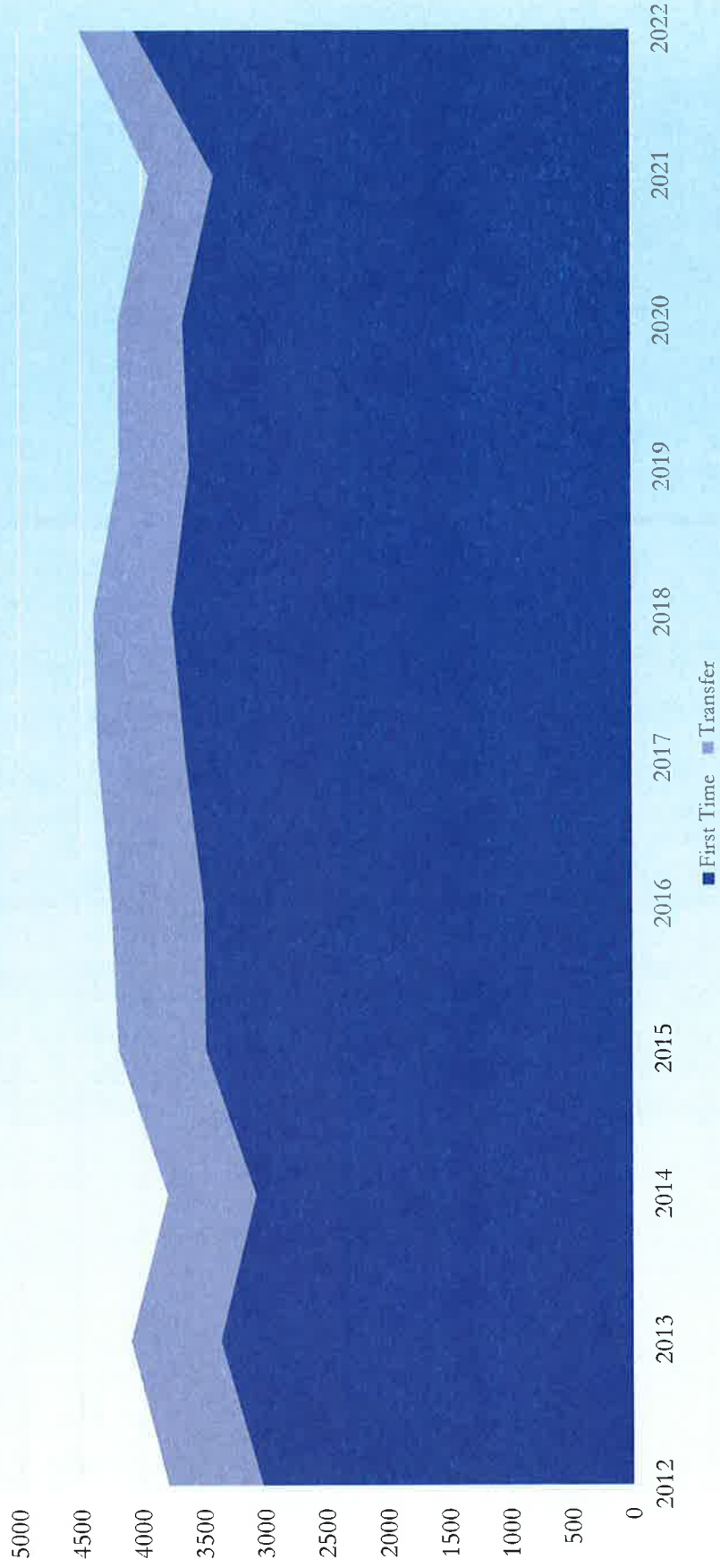
Library and Gallery

- Academic Resources
- Learning Environment
- Research Instruction
- Thought-Provoking Material



**EASTERN
CONNECTICUT
STATE UNIVERSITY**

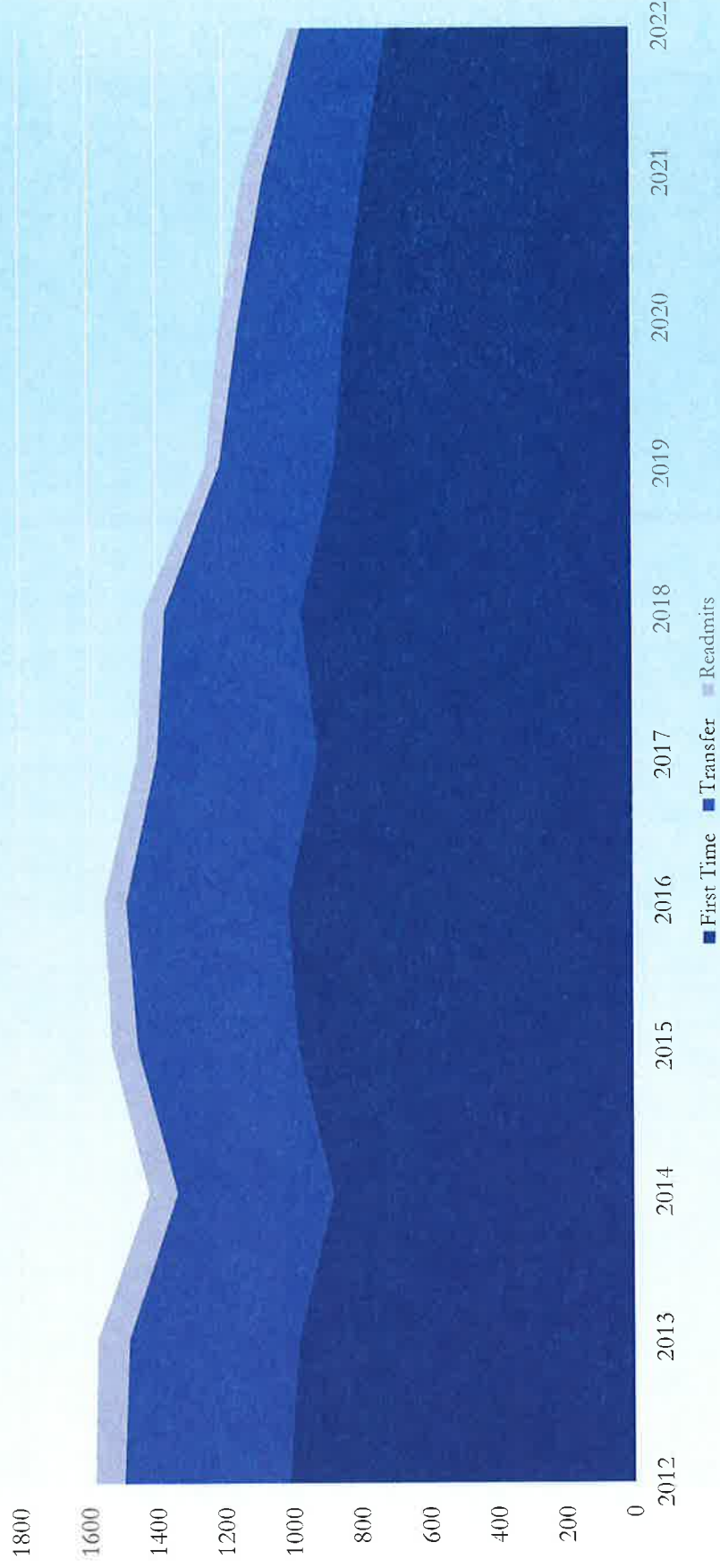
Enrollment Trends: Admitted Students





**EASTERN
CONNECTICUT
STATE UNIVERSITY**

Enrollment Trends: Incoming Students





EASTERN
CONNECTICUT
STATE UNIVERSITY

Yield Rates

	First-Time	Transfer	Total
Fall 2016	29%	60%	34%
Fall 2017	26%	66%	32%
Fall 2018	26%	63%	31%
Fall 2019	24%	60%	29%
Fall 2020	23%	57%	27%
Fall 2021	23%	56%	27%
Fall 2022	17%	56%	21%

Initiative Response

Incoming Students



Emphasize the Employability of Liberal Arts Skills at Events



Develop New Undergraduate and Graduate Programs



Launch Early Science Research Program



Restructure and Expand Dual Enrollment Program



Create Office of Co-Curricular Academic Planning



Implement Admissions Deadlines and Decision Days



Develop Personalized Campus Tours



Reach Out to Admitted Students That Decided Not to Attend



Enrollment Trends: Demographics

Estimates* for the High School Graduate Population in Connecticut Compared with the Class of 2019

Class of	Projected Percentage Change	Class of	Projected Percentage Change
2024	-3%	2031	-14%
2025	-2%	2032	-14%
2026	-6%	2033	-15%
2027	-7%	2034	-14%
2028	-11%	2035	-16%
2029	-12%	2036	-17%
2030	-12%	2037	-18%

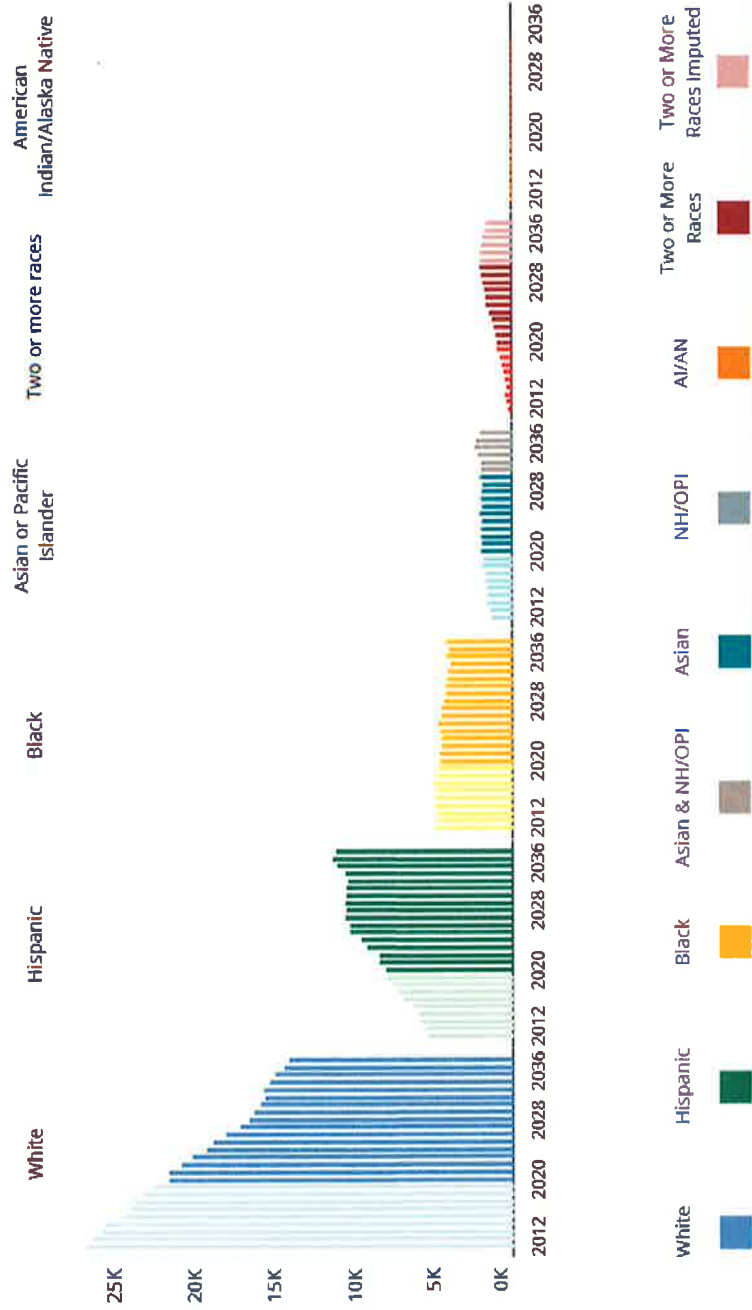
*Source: Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates," 2020. www.knocking.wiche.edu



**EASTERN
CONNECTICUT
STATE UNIVERSITY**

Enrollment Trends: Demographics*

Public High School Graduates by Race/Ethnicity

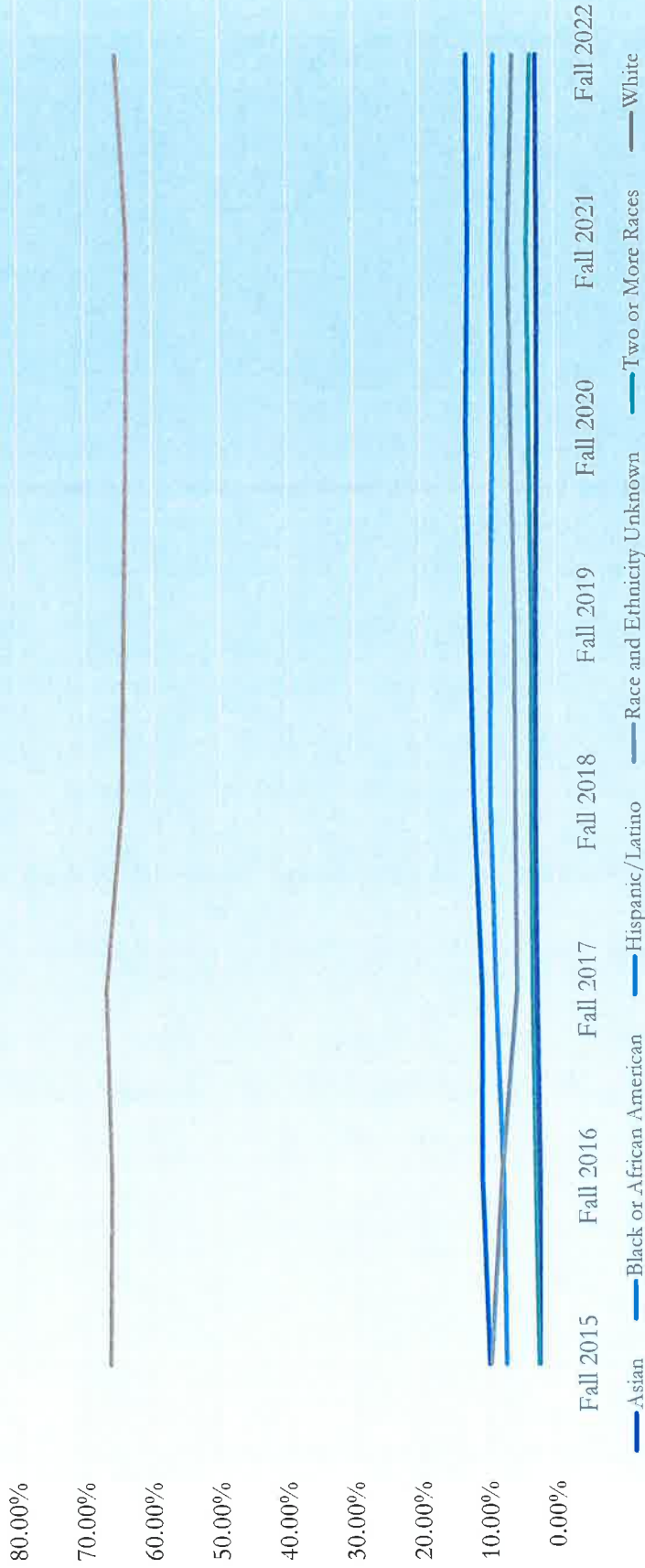


*Source: Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates", 2020, www.knocking.wibe.edu



Historical Demographics at Eastern

Makeup of Undergraduate Student Population by Race and Ethnicity

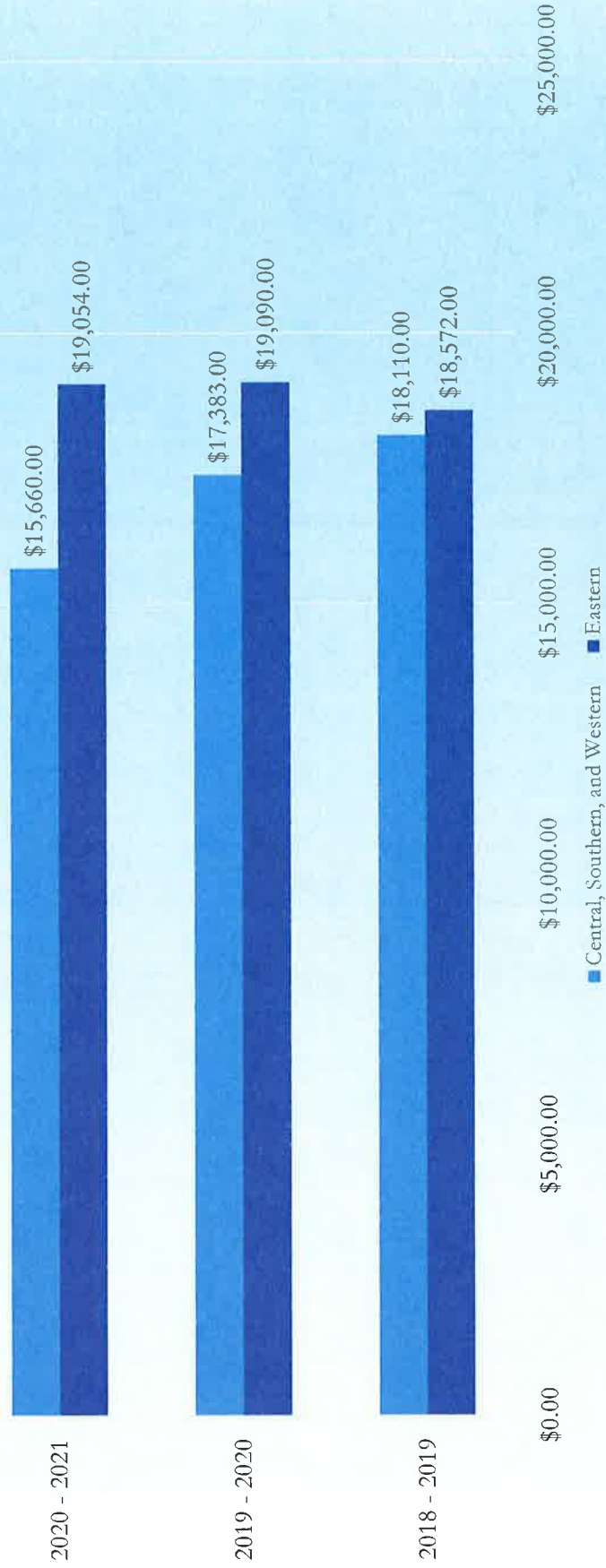




**EASTERN
CONNECTICUT
STATE UNIVERSITY**

Other Considerations

Average Net Price of Attendance*



*For First-Time, Full-Time, Matriculated Undergraduate Students Who Were Awarded Grant or Scholarship Aid

Source: Customized IPEDS Data Feedback Report, 2022

Initiative Response

Changing Demographics



Reduce Out of State Tuition



Embed Out of State Recruiter in New York



Nurture New and Existing Non-Profit Partnerships



Offer Scholarship Matching: Non-Profit Partnerships



Extend Deadline for EAFSA Submission



Implement Personalized Campus Tours



Offer Focused Campus Visits: BRILLIA, Autopista

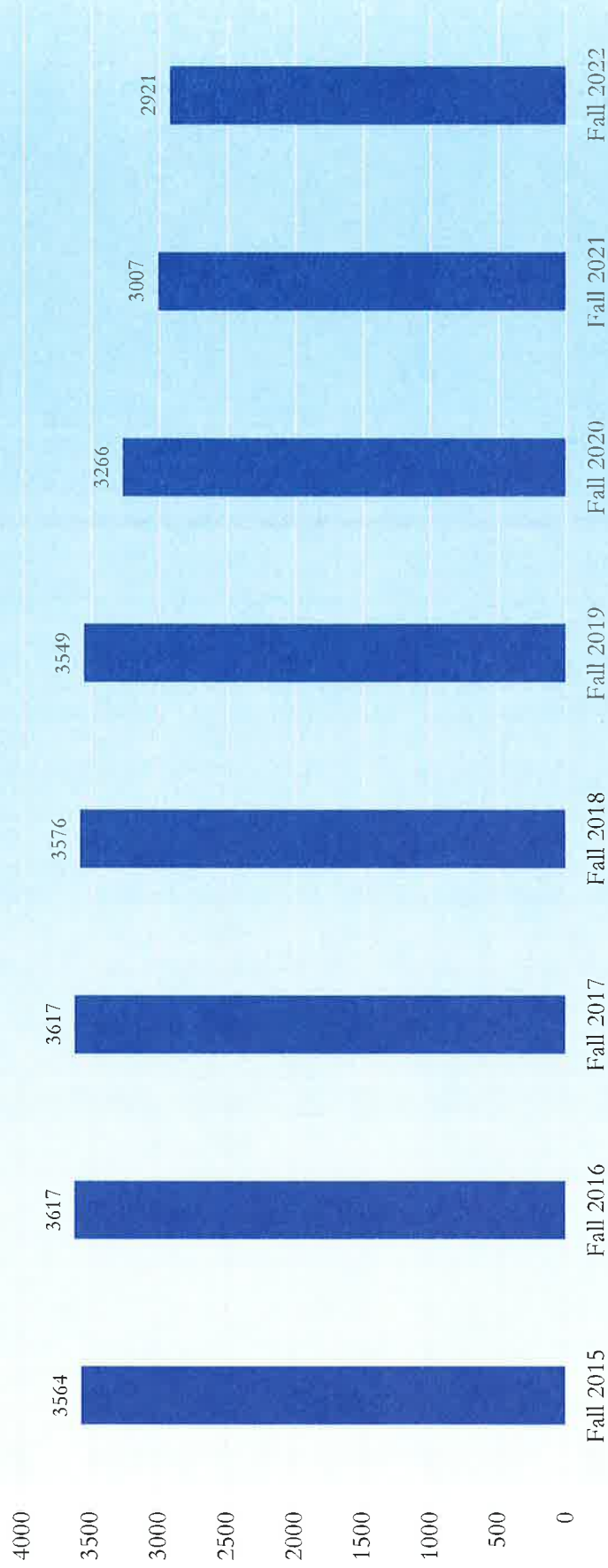


Develop New Online Graduate Programs



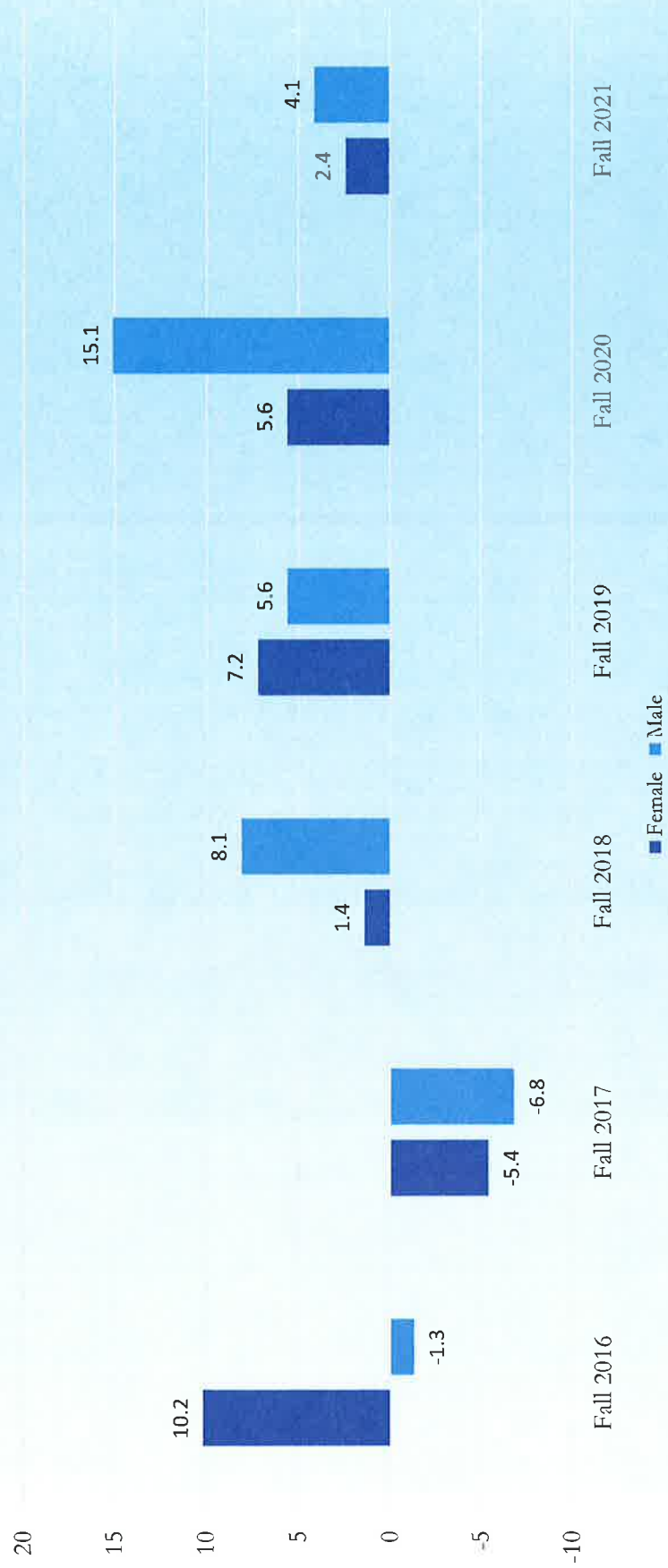
Enrollment Trends: Continuing Students

Count of Total Undergraduate Less Incoming Students



Enrollment Trends: Retention Gap

Difference in First-Time, Full-Time Cohort Retention
Between White Students and Students of Color





Initiative Response --- Continuing Students



Identify At Risk Students for Advising Intervention



Develop New Financial Aid Strategy



Increase Financial Support for STEP/CAP students



Implement Pro-Active Outreach: Under-enrolled, Holds, etc



Develop Opportunity Programs Office – Intensive Support



Coordinate Student Communication Across Offices



Physical Relocation of the Academic Success Center



Expand/Bolster Global Learning Opportunities - OCCAP

Preliminary Indications of Impact



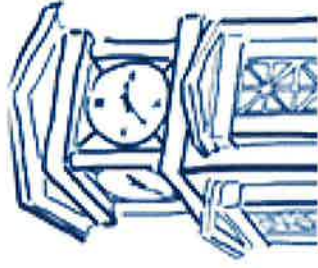
Encouraging Increase in
Retention for Fall 2022



Graduation Rates Continue to
Climb



Year 1 Student Debt Decline



**EASTERN
CONNECTICUT
STATE UNIVERSITY**

Ongoing Challenges



**EASTERN
CONNECTICUT
STATE UNIVERSITY**

Communication
with Students

Transfer Student
Support

Silos

Demonstrating
the Employability
of Liberal Arts
Skills

Limited Resources

Addressing Budget Issues in Academic Programs

Academic Resource Alignment

- The primary objective, given our liberal arts mission, is to utilize full-time faculty as much as possible to cover our courses.
- The “right” number of full-time faculty depends on where our enrollment will stabilize, with the goal of returning to 5,500 students.

Enrollment Initiatives

- Nursing Program – started with \$1.7 million in external funding
- Increase online graduate program offerings
- Pursuing AACSB accreditation for all majors within the Business Division
- Partnering with Rebel Interactive to create a Strategic Enrollment Management Plan to increase in and out-of-state enrollment

Efficient Use of Academic Resources

While we work to stabilize enrollment, we need to ensure we are using our limited academic resources as effectively as possible. Most departments should not expect new tenure-track lines in the next several years, because the limited number of lines we can offer will be devoted to those majors with the greatest need. Therefore, all majors must ensure viability with the resources they currently have. There are several options and each program should select the option or options that are most appropriate for them:

- Streamline the curriculum in the major to focus on the strengths of existing full-time faculty
- Consider reducing the number of credits required in larger majors
- Merge or suspend low enrolled concentrations
- Ensure curriculum is up to date so we are attracting today’s 21st Century learners
- Reduce redundancies across programs:
 - For example, three faculty members in the Communication Department have asked to move to the Business Administration Department where they will teach advertising and marketing.
 - Three faculty members from Performing Arts have asked to be moved to the Communication Department to create a consolidated Performance Media program

Departments should expect a reduction in the number of part-time faculty they can hire over the next few years, though the actual amount will vary on a case-by-case basis. The Deans have created a working group to recommend revisions of the scheduling and course cancellation policies to reduce the number of courses that are cancelled prior to the beginning of each semester.