

CT BOARD OF REGENTS FOR HIGHER EDUCATION
MINUTES – REGULAR MEETING – 10 AM, THURSDAY, SEPTEMBER 19, 2017
 QUINEBAUG VALLEY COMMUNITY COLLEGE, DANIELSON, CT

REGENTS – ATTENDANCE (Y = yes / N = no)	
Matt Fleury, Chair	Y
Yvette Meléndez, Vice Chair	Y
Richard J. Balducci	Y
Aviva D. Budd	Y
Naomi K. Cohen	Y
Lawrence J. DeNardis	Y
Felice Gray-Kemp	Y
Merle W. Harris	Y
David R. Jimenez <i>via teleconf</i>	Y
William J. McGurk	Y
JoAnn H. Price	N
Eleese E. Wright	Y
Hector Navarro, SAC Chair	Y
Holly Palmer, SAC Vice Chair	Y
*Barbara E. Richards, FAC Chair <i>via teleconf</i>	Y
*Stephen Adair, FAC Vice	Y
*Scott D. Jackson, Labor Commissioner	N
*Raul Pino, Public Health Commissioner	N
*Catherine H. Smith, DECD Commissioner	N
*Dianna R. Wentzell, Education Commissioner	N
<i>*ex-officio, non-voting member</i>	

CSCU STAFF

Mark E. Ojakian, President
 Alice Pritchard, Chief of Staff
 Jane Gates, Provost & Senior Vice President, Academic and Student Affairs
 Ernestine Weaver, Counsel
 Keith Epstein, Vice President, Facilities, Real Estate & Infrastructure Planning
 Joe Tolisano, Chief Information Officer
 Erin A. Fitzgerald, Associate Director, Board Affairs / Board Secretary

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS

James Lombella, Asnuntuck Community College and interim at Tunxis Community College
 Dorsey Kendrick, Gateway Community College
 Paul Broadie, Housatonic Community College and Interim at Gateway Community College
 Gena Glickman, Manchester Connecticut Community College
 Steven Minkler, Lead Campus Administrator, Middlesex Community College
 Michael Rooke, Northwestern Connecticut Community College

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS (cont.)

Carlee Drummer, Quinebaug Valley Community College
Mary Ellen Jukoski, Three Rivers Community College
Zulma Toro, Central Connecticut State University
Joe Bertolino, Southern Connecticut State University

CALL TO ORDER

Chairman Fleury called the meeting to order at 10:10 am and, following roll call, declared a quorum present.

ADOPT AGENDA

Chairman Fleury called for a motion to adopt the meeting agenda and **on a motion by Vice Chair Melendez, seconded by Regent Balducci, the Agenda was unanimously adopted as presented.**

WELCOME FROM QVCC PRESIDENT CARLEE DRUMMER

President Carlee Drummer welcomed the Board to Quinebaug Valley Community College and offered a tour of the Art Gallery and Advanced Manufacturing Center following the Board meeting.

OPPORTUNITY TO ADDRESS THE BOARD

No one signed up to address the Board.

BOR CHAIRMAN MATT FLEURY

Chairman Fleury noted that the Board, along with CSCU President Ojakian, would continue to advocate earnestly and passionately on behalf of the students of the Connecticut State Colleges and Universities. He referenced several college and university events he had attended over the past month, stating at each occasion he witnessed great energy on the part of the campus leadership, students, faculty and staff.

CSCU PRESIDENT MARK OJAKIAN

President Ojakian provided several updates to the Board on the following topics:

- Students First initiative – update will be provided at October Board meeting
- UPass – over 63,000 passes distributed
- CSCU Foundation - Responsive to an inquiry from Regent McGurk regarding the CSCU Foundation, President Ojakian noted that the System Foundation

would support, not compete with, the existing college and university foundations. Vice Chair Melendez referenced the legal standing of those independent foundations, noting that they could not be incorporated into a system level organization.

APPROVAL OF PREVIOUS MEETING MINUTES

On a motion by Regent Balducci seconded by Regent Cohen, the June 15, 2017 Regular and July 20 Special meeting minutes were approved (with corrections made to attendance of Naomi K. Cohen and Richard J. Balducci).

CONSENT AGENDA

Chairman Fleury called for a motion on the Consent Agenda. **On a motion by Regent Balducci, seconded by Regent Harris, the Consent Agenda was unanimously adopted.** The following Agenda items and accompanying resolutions were approved on consent:

Terminations

- i. Sustainable Landscape Ecology Technician – Certificate – Three Rivers CC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Sustainable Landscape Ecology Technician leading to a certificate at Three Rivers Community College with a phase-out period until December 2018.
- ii. Alternative Fuel Vehicle – Certificate – Gateway CC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Alternative Fuel Vehicle Certificate at Gateway Community College with no phase-out period.
- iii. Advanced Automotive Technology – Certificate – Gateway CC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Advanced Automotive Technology Certificate at Gateway Community College with no phase-out period.
- iv. Alternative Energy Transportation Technology – Certificate – GWCC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Alternative Energy Transportation Technology Certificate at Gateway Community College with no phase-out period.
- v. Social Studies – Post Bac Certificate – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Social Studies leading to a Post-Baccalaureate Certificate degree at Central Connecticut State University with no phase-out period.

- vi. American Studies – Undergrad Certificate – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in American Studies leading to a Certificate in American Studies degree at Central Connecticut State University with no phase-out period.
- vii. Art History – Option B – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Art History leading to a Bachelor of Arts degree at Central Connecticut State University with no phase-out period.
- viii. Ecology and Environmental Science – Option B – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Ecology & Environmental Science leading to a Bachelor of Science degree at Central Connecticut State University with no phase-out period.
- ix. Health Psychology – Option M – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Health Psychology leading to a Master of Arts degree at Central Connecticut State University with no phase-out period.
- x. Human Growth and Development – Option B – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Human Growth & Development leading to a Bachelor of Arts degree at Central Connecticut State University with no phase-out period.
- xi. Language and Computation – Option B – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Language & Computation leading to a Bachelor of Arts degree at Central Connecticut State University with no phase-out period.
- xii. Technology Management – Option B – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Technology Management leading to a Bachelor of Science degree at Central Connecticut State University with no phase-out period.
- xiii. Occupational Therapy Asst. – AS – Housatonic CC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Occupational Therapy Assistant leading to an Associate in Science degree at Housatonic Community College with no phase-out period.

New Programs

- i. Educational Studies – Advanced MS – Eastern CSU**
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Advanced Educational Studies leading to a Master of Science degree at Eastern Connecticut State University for a period of time concurrent with the institutional accreditation.
- ii. Criminal Justice – Concentration to Major - BS – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Criminal Justice leading to a Bachelor of Science degree at Charter Oak State College.
- iii. Public Safety Administration - Concentration to Major - BS – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Public Safety Administration leading to a Bachelor of Science degree at Charter Oak State College.
- iv. Sociology - Concentration to Major - BA – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Sociology leading to a Bachelor of Arts degree at Charter Oak State College.
- v. Health Care Administration – MS – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Health Care Administration leading to a Master’s of Science degree at Charter Oak State College for a period of three years until Sept. 30, 2020.
- vi. Health Informatics – MS – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Health Informatics leading to a Master’s of Science degree at Charter Oak State College for a period of three years until Sept. 30, 2020.
- vii. OCP in Accounting – Certificate – Central CSU**
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a graduate-level program in Accounting leading to a Certificate degree at Central Connecticut State University for a period of time concurrent with the institutional accreditation.

Modifications

- i. Fire Technology and Administration – AS – Gateway CC**
RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Fire Technology and Administration leading to an Associate Degree at Gateway Community College including significant modification of courses.
- ii. CT Parenting Educator Credential – Undergraduate Certificate – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Connecticut Parenting Educator Credential leading to a certificate at Charter Oak State College including removing the Provisional Certificate.
- iii. CT Parenting Educator Credential – Undergraduate Certificate – Charter Oak SC**
RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Connecticut Parenting Educator Credential leading to a certificate at Charter Oak State College including modifying the curriculum from 12 credits to nine credits
- iv. Accounting – Post Bac C2 Certificate – Southern CSU**
RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Accounting leading to a Post-baccalaureate Certificate at Southern Connecticut State University including significant modification of program credits to 59 credits or more (C4 Certificate).
- v. Corrected CT BOR Resolution Public Utilities Management AS/BS pathway Southern CSU portion of Gateway CC/Southern CSU**
RESOLVED: That the Board of Regents for Higher Education approve the licensure of a new Public Utilities Management pathway provided by Gateway Community College and Southern Connecticut State University for a period of three years until September 30, 2020. The pathway includes a new Associate’s degree in Public Utilities Management (Gateway) and a new Public Utilities Management specialization within the existing Bachelor of Science degree in Business Administration (Southern).

Accreditations - Institutions

- i. NEASC Interim 5 year report – Manchester CC**
RESOLVED: That the Connecticut Board of Regents for Higher Education accept NEASC actions and continue the state’s accreditation of Manchester Community College until November 30, 2023.
- ii. NEASC Interim 5 year report - Housatonic CC**
RESOLVED: That the Connecticut Board of Regents for Higher Education accept NEASC actions and continue the state’s accreditation of Housatonic Community College until November 30, 2023.

CSU Professor Designation – David Levine Southern CSU

- WHEREAS, The faculty at Southern Connecticut State University has recommended David Levine for the title of Connecticut State University Professor, and
- WHEREAS, The President of Southern Connecticut State University, Joseph Bertolino, has recommended awarding this title to Professor Levine, and Connecticut State Colleges and Universities President Mark E. Ojakian has concurred, and
- WHEREAS, Professor Levine, a highly distinguished teacher and scholar, has served Southern Connecticut State University since 1979 as a member of the Department of Art, while attaining extraordinary levels of achievement in research, teaching and service, and
- WHEREAS, Professor Levine has played a leading role in the field of art history and is internationally recognized for his research on the Dutch and Flemish artists working in Rome during the Baroque era, therefore be it
- RESOLVED, That the title Connecticut State University Professor is herewith awarded by the Board of Regents to David Levine of Southern Connecticut State University effective September 19, 2017, pursuant to the BOR/AAUP Collective Bargaining Agreement, and be it further
- RESOLVED,** That Professor Levine be entitled to all the rights, privileges and responsibilities pertaining to this honor.

Change in Drop Policy – Community Colleges

- WHEREAS, The Connecticut Community Colleges have an existing policy concerning dropping students from enrollment records for non-payment, and
- WHEREAS, The current policy allows for inconsistencies in reported enrollments which are based on census date data, and
- WHEREAS, The attached proposed policy will require that, in addition to other dates, all Colleges will be required to drop any students who have not paid for the coming term to be dropped from enrollment records by the last business day preceding census date, therefore be it
- RESOLVED,** That the Board of Regents approves the attached [below] Drop Policy for the Connecticut Community Colleges.

6.5.4 Payment of Tuition and Fees and Dropping for Non-Payment

Colleges must have an administrative system in place to manage and evaluate the implementation of this section which shall include periodic review and reporting on the status of deferments, collections, total receivables, and uncollectible accounts in order to minimize the level of uncollectible tuition and fee revenue. The goals of this policy include (1) providing accurate and consistent data supporting

institutional research and college funding formulas, (2) protecting students, and (3) responsible accounting and collection practices.

Definitions:

Tuition: Instructional charge assessed on credit courses.

Extension Fees – Instructional charges assessed on self-supporting credit and non-credit courses.

Mandatory Fees – Charges unique to a specific program of study or credit course.

Other Registration Fees – Charges assessed all students enrolled in a credit-bearing course.

Payment Date – 21 days prior to the first day of the term, or at the time of registration, whichever is later.

I. Tuition and Fees Payment Date

Students are expected to pay for assessed Extension and Other Registration Fees promptly upon registration.

A student shall be considered to have satisfied payment policies when an authorized financial aid/loan award, a formal deferred payment agreement, or an approved third party arrangement exceeding the accounts receivable balance is on file in the Bursar's Office.

Refunds and non-refundable fees are further addressed in Board Policy Dated June 16, 2016 and information in this manual at Section 6.5.5 "Refunds of Tuition and Fees."

II. Dropping Students for Non Payment

A college, at the discretion of the President or designee, may drop students who are not in compliance with payment policies from the course roster at any time. However, any student who is not in compliance shall be removed from the roster prior to the 7th day of the term and on the last business day before the census date.

Gas Line Easement to Yankee Gas at Western CSU

WHEREAS, Natural gas has not been available at Western's Westside Campus; and

WHEREAS, All Westside Campus buildings heat from #2 fuel oil; and

WHEREAS, Yankee Gas has proposed bringing natural gas service to the Westside Campus buildings; and

WHEREAS, Western's benefits of burning natural gas vs oil at the West Side Campus include a more stable pricing structure, delivery continuity, more heating efficiency per BTU, lower cost per BTU, lower boiler maintenance and a cleaner burning fuel; and

WHEREAS, The CSCU will enter into a 25-year gas agreement with Yankee Gas who will install a gas lateral at University Boulevard and supply natural gas; and

WHEREAS, The BOR will provide an easement to Yankee Gas to install and service their University Boulevard natural gas lateral.

RESOLVED, The BOR will approve a natural gas easement at University Boulevard so Yankee Gas can install and maintain their natural gas lateral.

Revised Mission Statement – Middlesex CC

WHEREAS, Middlesex Community College seeks to adopt an institutional mission and vision that is congruent with the CSCU and yet distinct from the other CCCs, as well as define its areas of excellence in servicing the state of Connecticut and its citizenry, and

WHEREAS, Through Board Resolution 12-073 the Board of Regents for Higher Education approved Middlesex Community College’s mission statement on September 25, 2012, and

WHEREAS, As part of its strategic planning process beginning in the fall of 2016, Middlesex Community College identified seven goals which serve as the cornerstone for the vision, and

WHEREAS, The mission statement and vision have emerged through appropriate college committees and processes, including the approval through the College Governance System and the College President, therefore be it

RESOLVED, That the Board of Regents for Higher Education rescinds Board Resolution 12-073 and approves the mission statements and vision for Middlesex Community College as attached [below].

Students are the center of Middlesex Community College. By creating meaningful relationships with our diverse population of students and by providing high quality, affordable, and accessible educational experiences, Middlesex Community College helps students achieve their individual goals and become productive, engaged global citizens.

ACADEMIC & STUDENT AFFAIRS

Following an overview by Regent Harris, **the following two resolutions from the Academic & Student Affairs Committee were unanimously approved on a motion from Merle Harris with a second from Regent DeNardis on the Policy for the Establishment of Centers & Institutes and Regent Cohen on the Education Partnership between SCSU and the City of New Haven.**

Policy for the Establishment of Centers & Institutes – Central CSU

WHEREAS, The Board of Regents for Higher Education places importance upon the pursuit of excellence in all academic endeavors undertaken at institutions of the Connecticut State Colleges & Universities System, and

WHEREAS, The Board has fiduciary concerns regarding the viability and sustainability of new initiatives to be established at CSCU institutions, and

WHEREAS, Policy Statements and Policy Guidelines are necessary to assure that the establishment, evaluation, and continuation or discontinuation of new Centers

and Institutes comply with a particular protocol, process and procedures that affect desired results; therefore, be it

RESOLVED, Policies previously adopted regarding the establishment and operations of academic centers and institutes at CSCU institutions are hereby repealed, and be it further

RESOLVED, New Centers and Institutes shall not be established without the prior approval of the Board of Regents for Higher Education, and be it further

RESOLVED, The attached [below] Policy Statement and Guidelines regarding the Establishment of Centers and Institutes and for the review of Centers established prior to this approval are hereby adopted.

THE ESTABLISHMENT OF CENTERS AND INSTITUTES

Policy Statement

The purpose of this Policy is to define CSCU Centers/Institutes and present Guidelines that provide common requirements for their establishment, evaluation, and continuation or discontinuation.

Definitions -

Center: a formally organized, scholarly unit with self-sustaining, substantial source(s) of funding having either an instructional or research focus that tackles challenging and critical issues, in alignment with System and institutional missions.

Institute: a formally organized, scholarly unit with self-sustaining, substantial source(s) of funding with a focus upon clinical, community or public service – addressing a singular, compelling societal problem or need, in alignment with System and institutional missions.

Features -

The Board of Regents for Higher Education (BOR) requires Centers/Institutes to advance achievement of one or more of the System's Five Goals, which are:

GOAL 1. A SUCCESSFUL FIRST YEAR

GOAL 2: STUDENT SUCCESS

GOAL 3: AFFORDABILITY AND SUSTAINABILITY

GOAL 4: INNOVATION AND ECONOMIC GROWTH

GOAL 5: EQUITY

Additionally, BOR encourages Centers/Institutes:

- to afford research, service and/or experiential learning opportunities to CSCU students

- to be inter-institutional and/or interdisciplinary collaborations
- to develop marketable products and services, and to facilitate their movement into the marketplace
- to implement formalized linkages between its academic community and the professional and/or service community of focus in its region or service area
- to publish journal articles, make conference presentations, host forums and otherwise publicize research results and studies of services rendered

Policy Guidelines

Establishing a Center/Institute

Faculty, administrators and professional staff member at CSCU institutions and the System Office may submit proposals to establish a CSCU Center or Institute. After approval through an institution's established internal process, proposals are to be submitted to the System's Academic Council – the chief academic officers of CSCU institutions convened by the System Provost and Senior Vice President of Academic and Student Affairs. Prior to submission, the proposal must be formally endorsed by the institution's or System Office's chief academic officer who will make the initial presentation to the Academic Council.

In determining a proposal's merits, the Academic Council shall review the following proposal components:

1. *Need* – (a) define the need (a gap between the actual state of affairs and the desired state) for the proposed center or institute, and (b) state the manner (action plan) in which the proposed entity would address the described need. **NOTE:** Both the need and the action plan must be substantiated by reputable research.
2. *Goals and Objectives* – state the goals (broad statements of desired results) and objectives (specific, measurable steps to achieve the stated goal) of the proposed center or institute. State the relationship of the goals and objectives to the institution's mission and how the proposed entity would add value to the institution. If the goals and objective include impacting upon and/or actively involving the institution's students and/or some other audience; state explicitly what that impact and/or involvement would be. **NOTE:** The goals and objectives will serve as the foundation for the proposed entity's evaluation plan.
3. *Administration, Faculty and Staff* – present the administrative structure of the proposed entity and its departmental affiliation(s); and the identification of faculty and staff to be initially involved in the operations of the proposed center or institute, and discuss their expertise, roles and responsibilities.
4. *Budget and Sustainability* – exhibit and explain an estimated, itemized budget for the first year of operation, including space and equipment, projections to cover expenditures in each additional year of the initial four-year provisional period, and the identification of

funding sources, a majority of which must be either self-sustaining and/or external to the institution.

5. *Evaluation Plan* – delineate a formal plan to: (a) monitor the implementation of activities to achieve the stated goals and objectives, (b) ascertain the extent to which the goals and objectives are actually achieved, and (c) use the results for program improvement and decision-making; during the initial four-year provisional period.

The proposal components should be outlined initially in a concept paper (no more than five pages) and subsequently elaborated upon in a full proposal, if the Academic Council endorses the concept. The full proposal should include a strategic plan that specifically aligns the proposed entity's goals and objectives with the major elements of its action plans and expenditures. In considering the full proposal, the Academic Council may elect to invite the proposal's principal investigator(s) to address any questions and concerns it may have. Additionally, as an element of its collective, deliberative process regarding the viability of the proposed Center or Institute; members of the Academic Council may study relevant issues and consult administrators, faculty, staff and/or students/alumni of their respective CSCU institution.

NOTE: Templates for the Concept Paper and Full Proposal to Establish a CSCU Center/Institute shall be developed by the Office of the System Provost.

If the Academic Council votes to endorse the proposal, it shall be forwarded by the Office of the System Provost via a Staff Report to the BOR's Academic and Student Affairs Committee (ASA) for its consideration. The Staff Report shall contain an analysis regarding the proposal's merits and a recommendation concerning the Center's/Institute's initiation. The endorsing chief academic officer and principal investigator(s) shall present the proposal to the ASA and respond to any questions and concerns. If the ASA approves the establishment of the proposed Center/Institute, the proposal will be forwarded to the BOR for its consideration as a consent item. Upon BOR consent, the proposed Center/ Institute shall be authorized to be established for a four-year provisional period.

Center/Institute Evaluation

By September 1st, in the fourth year of a newly established Center/Institute, its director shall submit an Interim Progress Report to the System Provost, detailing its progress to date. The criteria for this self-study shall be the same as that of the proposal components, highlighting the Center's/Institute's accomplishments. If applicable, the accomplishments should detail the impact upon and/or involvement of the institution's students and/or some other intended audience. The Interim Progress Report shall also include a three-year accounting of revenue and expenditures. The Interim Progress Report shall be summarized through a Staff Report prepared by staff of the System Provost and forwarded to the ASA for its consideration. The Staff Report shall contain a recommendation from the Office of the Provost regarding acceptance or rejection of the report. The institution's chief academic officer and director will present the Interim Progress Report to the ASA and respond to any questions and concerns. If the ASA accepts the Interim Progress Report, its recommendation of provisional status of the Center/Institute will be removed and continuation will be authorized for a full seven-year

period. Such recommendation will be forwarded to the BOR for its consideration as a consent item.

All Centers/Institutes shall go out of existence on December 31st seven years after authorization, unless action to the contrary is taken by the Board of Regents.

By September 1st, in the seventh year of a CSCU Center/Institute established under these guidelines, its director shall submit a Sunset Report for Continuation or Discontinuation to the institution's chief executive officer and chief academic officer, recommending continuation or discontinuation. In forwarding the Sunset Report to the System Office, the chief executive officer makes a recommendation regarding the continuation or discontinuation with comments and the chief academic officer verifies the contents of the report with comments. The format of the Sunset Report shall be similar to that of the Interim Progress Report. The Sunset Report shall be summarized through a Staff Report by staff of the System Provost and forwarded to the ASA for its consideration. The Staff Report shall contain a recommendation from the Office of the Provost regarding acceptance or rejection of the report. The chief academic officer and director will present the Sunset Report to the ASA and respond to any questions and concerns. The ASA may elect to direct the Office of the System Provost to conduct an additional assessment, including a formal site visit, of the Center/Institute or to arrange for such an assessment by a third party, external to the System; and to consider this assessment prior to making its decision. If the ASA accepts the Sunset Report, its recommendation that the Center/Institute be continued for another seven-year period or discontinued as of the following December 31st will be forwarded to the BOR for its consideration as a consent item.

NOTES: (1) Any reports to and reviews from an external funder should be appended to the applicable Interim Progress Report or Sunset Report. (2) Templates for the Interim Progress Report and the Sunset Report for Continuation or Discontinuation of a CSCU Center/Institute shall be developed by the Office of the System Provost.

Continuation or Discontinuation of Center/Institute

In its analysis of a CSCU Center's/Institute's Interim Progress Report and Sunset Report, the Office of the System Provost shall contrast the report with the proposal for establishment, or previous Sunset Report, if applicable, and:

- assess whether or not the Center/Institute meets a compelling need and appropriately addresses that need with appropriate and effectual activities
- assess the Center's/Institute's success in meeting its goals and objectives
- make a determination as to the adequacy of personnel and their commitment and contribution to the Center's/Institute's progression
- make a determination as to the adequacy of fiscal resources and their efficacy of their use
- make a determination as to the thoroughness, effectiveness and credibility of the Center's/Institute's evaluation plan

It is recommended that informal monitoring visits and interviews with Center/Institute staff members and oversight administrators be conducted over the course of the year preceding the due dates for Interim Progress Reports and Sunset Reports.

The recommendation to continue or discontinue an established Center/Institute is essentially an internal decision. While some other administrator might be assigned oversight of a CSCU Center/Institute, the chief executive officer and the chief academic officer of the initiating entity are ultimately responsible for Center's/Institute's operations. CSCU institutions, the lead institution for inter-institutional collaborations and the System Office are encouraged to construct their own annual reporting requirements and formats for Centers/Institutes, as well as other on-going monitoring procedures and mechanisms to remedy deficiencies and implement improvements. It will be important to the System Office's analysis of Interim Progress and Sunset reports, and subsequently to decision-making by the ASA that the comments of the chief executive and chief academic officers site these supervisory instruments in presenting the rationale for their recommendations.

NOTE: The initiating entity's chief academic officer will be required to verify all reports submitted by a Center/Institute to the System Office.

Educational Partnership – SCSU Lab School and City of New Haven Strong 21st Century Communications Magnet School

RESOLVED: That the Board of Regents for Higher Education approves the collaboration and on-going educational partnership between Southern Connecticut State University and the City of New Haven CT Board of Education and the operation in connection with the SCSU Lab School and the Strong 21st Century Communications Magnet School as outlined in the Memorandum of Understanding between Southern Connecticut State University and the New Haven CT Board of Education.

ASA Committee Chair Harris also shared that IT Governance unanimously approved a change in "IT Policy – Acceptable Use – pertaining to Research on Human Subjects" with the following provision added to Section 7 of the Policy – "No Expectation of Privacy".

However, this section of the policy shall not apply to research on human subjects provided the research is approved by an Institutional Review Board of an accredited institution of higher education and the CSCU staff member is in good standing with their respective institution. CSCU Faculty are solely responsible for notifying the CSCU CIO when they conduct research that qualifies for this exemption.

FINANCE AND INFRASTRUCTURE COMMITTEE

Following an overview by Committee Chair Richard J. Balducci, **the following two resolutions were unanimously approved on a motion from Regent Balducci with a second from Regent Palmer on the FY 2018 Budget/Spending Plan for CSCU and from Regent McGurk on the Education Partnership between SCSU and the City of New Haven.**

FY 2018 Budget/Spending Plan for CSCU

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, “...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets.;...” and
- WHEREAS, Each college, university and the System Office submit a fiscal year budget proposal to the Board of Regents for its approval, and
- WHEREAS, Each college, university and the System Office has submitted budgets for FY 2018 to the Board of Regents which are summarized in Attachment A, and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds, and
- WHEREAS, Each President commits to adhere to the approved budget plan, maintaining expenditure control within the spending caps established, and
- WHEREAS, The institutions have been instructed to cut spending in order to accommodate less state funding each year, and
- WHEREAS, The state had not passed a FY 2018 / FY 2019 biennium budget at the time management submitted the attached FY 2018 Budget for approval, and
- WHEREAS, The FY 2018 Proposed Budget has been developed based on the Governor’s Executive Order dated June 30, 2017, and
- WHEREAS, While expenditures are authorized up to the limit of the budgets summarized in Attachment A, the System may be subject to further reductions, and
- WHEREAS, The institutions have been instructed to prepare contingency plans which in aggregate total 8.5% of the appropriations provided under the Governor’s Executive Order in the event of further reductions, and
- WHEREAS, The Board of Regents has reviewed and discussed the budget proposal and finds the FY 2018 Budget appropriate to the System’s present fiscal circumstances, therefore be it
- RESOLVED,** That the Board of Regents approves the FY 2018 budgets as summarized in Attachment A, and be it further

RESOLVED, That institutions are authorized to exercise their contingency plans in the event that final authorized state funding is less than the Governor’s Executive Order appropriations, and be it further

RESOLVED, That if final authorized state funding is reduced more than 8.5% of the Governor’s Executive Order appropriations, management will return to the Board of Regents with a revised FY 2018 Budget and seek a new approval.

New Haven’s 21st Century Strong Magnet School & SCSU Lab School

Discussion ensued on the proposed resolution with Regent Budd offering an amendment upon conclusion of the discussion. **The proposed resolution was amended on a motion by Regent Budd and a second by Regent Harris; the amendment passed. The revised resolution passed unanimously on a motion by Richard Balducci and Regent McGurk.**

WHEREAS, Southern Connecticut State University (SCSU) and their School of Education have promoted long-term goals for integrating portions of their academic program into an elementary school; and

WHEREAS, Southern has an ongoing relationship with New Haven’s Strong 21st Century Communications Magnet and SCSU Lab School; and

WHEREAS, The City of New Haven has applied for and received grant funding from the State Board of Education for the design and construction of a new Strong 21st Century Communications Magnet and SCSU Lab School; and

WHEREAS, The new Strong 21st Century Communications Magnet and SCSU Lab School will be located on Southern’s campus under a 20-year lease agreement for \$1.00 per year; and

WHEREAS, Development, construction and operating expenses for the new Strong 21st Century Communications Magnet and SCSU Lab School will be at no cost to the CSCU; and

WHEREAS, Southern’s involvement with the Strong 21st Century Communications Magnet School will provide placement of higher ed. students for field work, student teaching, internships, mentoring and volunteer work; collaborate for professional development; collaborate on research and grants and implement best practices.

RESOLVED, the Board of Regents for Higher Education will allow negotiations to be pursued for a land-lease agreement between Southern Connecticut State University and the City of New Haven for the new Strong 21st-Century Communications Magnet and SCSU Lab School.

Regent Balducci noted that the Committee received an update on the status of CSCU 2020 as well as a lease/license/MOU space update.

EXECUTIVE SESSION

On a motion by Vice Chair Melendez seconded by Regent Wright, the Board voted unanimously to go into Executive Session at 11:38 am for discussion concerning the evaluation of a public officer or employee.

At the request of Chairman Fleury, President Ojakian joined the Board in Executive Session.

RETURN TO OPEN SESSION

The Board returned to open session at 12:50 pm. Chair Fleury advised that there were no votes in executive session and that discussion was limited to the evaluation of a public officer or employee.

ADJOURNMENT

Chairman Fleury declared the meeting adjourned at 12:55 pm.

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs
Secretary of the CT Board of Regents for Higher Education

CT BOARD OF REGENTS FOR HIGHER EDUCATION
REGULAR MEETING SEPTEMBER 19, 2017
Quinebaug Valley Community College, Danielson, CT

Attachments to Minutes and/or Meeting Handouts/ Presentations

Posted online at <http://www.ct.edu/regents/minutes>

A. FY 2018 Budget/Spending Plan for CSCU – BR 17-138

RESOLUTION

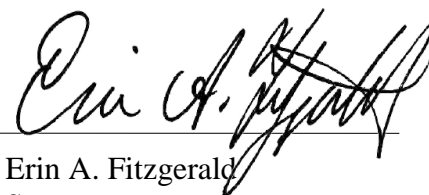
concerning

FY 2018 PROPOSED BUDGET/SPENDING PLAN
FOR
THE CONNECTICUT STATE COLLEGES AND UNIVERSITIES
September 19, 2017

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets.;..." and
- WHEREAS, Each college, university and the System Office submit a fiscal year budget proposal to the Board of Regents for its approval, and
- WHEREAS, Each college, university and the System Office has submitted budgets for FY 2018 to the Board of Regents which are summarized in Attachment A, and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds, and
- WHEREAS, Each President commits to adhere to the approved budget plan, maintaining expenditure control within the spending caps established, and
- WHEREAS, The institutions have been instructed to cut spending in order to accommodate less state funding each year, and
- WHEREAS, The state had not passed a FY 2018 / FY 2019 biennium budget at the time management submitted the attached FY 2018 Budget for approval, and
- WHEREAS, The FY 2018 Proposed Budget has been developed based on the Governor's Executive Order dated June 30, 2017, and
- WHEREAS, While expenditures are authorized up to the limit of the budgets summarized in Attachment A, the System may be subject to further reductions, and
- WHEREAS, The institutions have been instructed to prepare contingency plans which in aggregate total 8.5% of the appropriations provided under the Governor's Executive Order in the event of further reductions, and

- WHEREAS, The Board of Regents has reviewed and discussed the budget proposal and finds the FY 2018 Budget appropriate to the System's present fiscal circumstances, therefore be it
- RESOLVED, That the Board of Regents approves the FY 2018 budgets as summarized in Attachment A, and be it further
- RESOLVED, That institutions are authorized to exercise their contingency plans in the event that final authorized state funding is less than the Governor's Executive Order appropriations, and be it further
- RESOLVED, That if final authorized state funding is reduced more than 8.5% of the Governor's Executive Order appropriations, management will return to the Board of Regents with a revised FY 2018 Budget and seek a new approval.

A True Copy:

A handwritten signature in black ink, appearing to read "Erin A. Fitzgerald", written over a horizontal line.

Erin A. Fitzgerald
Secretary

ITEM

FY 2018 Budget/Spending Plan for the Connecticut State Colleges & Universities. (CSCU)

BACKGROUND

Typically, management requests Board approval of the annual budget prior to commencing the new fiscal year. FY 2018 has been unusual because the State has not as of this writing passed a state budget, and the agreement between the State and State Employees Bargaining Agent Coalition (SEBAC) had not been consummated prior to the beginning of FY 2018.

Both of these factors left significant uncertainties:

- State appropriations and associated fringe benefit payments account for approximately 50% of CSCU revenues.
- Personnel costs total approximately 80% of our annual expenditures, and approximately 95% of our full-time employees are covered by bargaining unit agreements; the impact of the SEBAC contract is significant as it directly factors into wages.
- Further, SEBAC language controls payments into employee retirement plans and certain factors impacting medical costs; the fringe benefits paid by CSCU which are not covered by the State are highly impacted by the terms of the agreement.

In addition, the proposals set forth by the Governor’s Office, the State Senate and House of Representatives varied so greatly that we had no reasonable method to estimate or assume our state funding. The following shows the various proposals, ending with the Governor’s Executive Order dated June 30, 2017, and comparisons to the Governor’s original budget proposal, and the final FY17 Appropriations (after lapses and rescission) (\$):

	Approp FY 17 After Lapses & Rescission	FY18					Governor's Executive Order
		Governor's 2/8/17	Governor's 5/15/17	Joint Democrat	Senate Republican	House Republican	
Appropriations Excl Fringe Benefits	322,511,227	310,023,787	308,490,562	260,023,787	304,236,158	305,769,383	313,825,112
Compared to:							
Governor's Original 2/8/17 Budget			(1,533,225)	(50,000,000)	(5,787,629)	(4,254,404)	3,801,325
FY17 After Lapses & Rescission			(14,020,665)	(62,487,440)	(18,275,069)	(16,741,844)	(8,686,115)

Since the beginning of FY 2018 however, SEBAC negotiations have concluded, the Office of the Comptroller has computed estimated FY 2018 fringe benefit charge rates, and discussions have been ongoing in order to arrive at a state budget.

In addition, as the fall semester has begun, we have a better idea of what to expect in terms of enrollments, which is also a significant variable impacting our fiscal budgets. Therefore, we are now bringing forward a proposed FY 2018 Budget/Spending Plan and asking for Board approval, with the provision that if the State budget is significantly different, we will engage our

contingency plans which were submitted for scenarios up to 10% below the assumed appropriations.

For purposes of budget development, we assumed the following:

- Governor’s Executive Order for our appropriations,
- Comptrollers’ fringe benefit rates,
- Trend in enrollment for the past three years unless an institution could demonstrate otherwise, and
- Tuition and fee rates approved by the Board for FY 2018.

The budget development did not presume any benefits from, nor implementation costs of, Students First, the System’s strategic proposal, as those plans must still be finalized, approved, and implemented before having a fiscal impact on CSCU.

The Governor’s Executive Order Budget for CSCU is the following (\$):

	Approp After Lapses & Rescission FY17	Governor's Executive Order FY18	Difference
Workers' Compensation Claims	3,345,663	3,328,361	(17,302)
Charter Oak State College	2,375,844	2,304,569	(71,275)
Community Tech College System	157,410,402	155,049,246	(2,361,156)
Connecticut State University	148,263,331	142,360,428	(5,902,903)
Board of Regents	428,536	415,680	(12,856)
Developmental Services	9,091,043	8,818,312	(272,731)
Outcomes-Based Funding Incentive	1,596,408	1,548,516	(47,892)
	322,511,227	313,825,112	(8,686,115)

The above does not include the impact of fringe benefits, which further decreases the FY 2017 level of funding by approximately \$7M, for a total year-to-year reduction in excess of \$15M. The proposed reduction in funding under the Governor’s Executive Order represents four years of repeated reductions in state support (\$):

	Final FY15	Final FY16	Approp FY 17 After Lapses & Rescission	Governor's Executive Order
Appropriations Excl Fringe Benefits	351,985,562	350,052,174	322,511,227	313,825,112
Compared to Governor's Executive Order	(38,160,450)	(36,227,062)	(8,686,115)	
Including Estimated Fringe at 75%	(66,780,788)	(63,397,359)	(15,200,701)	

The institutions have been instructed to cut spending in order to accommodate less state funding in each year. With \$66M less in FY 2018 proposed funding as compared to FY 2015, our

colleges and universities have had to take difficult and undesirable actions in order to balance their budgets. Such actions may include cutting back on advisors, tutors, and counselors, curtailing library hours, and limiting activities which enrich the student experience. It is certainly CSCU's goal to provide more, not less, student services.

In order to prepare for the potential of even further cuts when the state budget is eventually passed, we have asked each institution to develop contingency plans which are discussed herein. Should the ultimate level of funding be reduced from the Executive Order assumed for this spending plan, we will begin to exercise options under these contingency plans.

SEBAC provided for certain employee concessions related to pension plans and medical costs. However, the "organic growth" of these costs outweighed the concessions, so the fringe benefit rates we have assumed are slightly higher than in the prior year, as follows (SERS and ARP Regular having the biggest impact on our costs):

	FY17 Rates	Proj FY18 Rates after SEBAC	% Inc(Dec)	Basis Points Inc(Dec)
Est. AVG Medical Insurance	15.89%	16.8%	5.60%	0.89%
Unemployment Compensation	0.06%	0.26%	333.33%	0.20%
FICA Social Security	6.20%	6.20%	0.00%	0.00%
FICA Medicare	1.45%	1.45%	0.00%	0.00%
Employer SERS Regular Retirement	54.99%	56.22%	2.24%	1.23%
Employer SERS Hazardous Duty Retirement	69.94%	83.15%	18.89%	13.21%
Employer Alternative Retirement Program	11.93%	14.50%	21.54%	2.57%
Employer Teacher's Retirement	9.87%	27.45%	178.12%	17.58%
Workers Comp	0.70%	0.55%	-21.43%	-0.15%
Total FB rates for SERS Regular (excl Med Ins)	63.40%	64.68%	2.02%	1.28%
Total FB rates for SERS Regular (incl Med Ins)	79.29%	81.46%	2.74%	2.17%
Total FB rates for ARP Employees (excl Med Ins)	20.34%	22.96%	12.88%	2.62%
Total FB rates for ARP Employees (incl Med Ins)	36.23%	39.74%	9.69%	3.51%

Prior to concessions, the rates were increased due to (1) higher medical costs, (2) higher pension contribution requirements, and (3) fewer state employees absorbing the costs, therefore increasing the per employee rate.

ANALYSIS

The results for FY 2017 are projected at a relative breakeven, or 1.1% of total revenue. The FY 2018 Budget is similarly proposed at a relative breakeven, at less than -0.1% of total revenue.

Achieving a break-even requires difficult decision-making and reduced investments in areas that are important to the institutions and to the system, as discussed further herein.

The following table summarizes the results for FY 2017 and the budget for FY 2018:

STAFF REPORT

FINANCE AND INFRASTRUCTURE COMMITTEE

CSCU FY 17 Budget, FY17 Projections, FY18 Budget
\$ Millions

	<u>FY17 Budget</u>	<u>FY17 Projections</u>	<u>FY18 Budget</u>
Tuition & Fees	526.3	520.5	530.1
State Support	566.0	554.7	550.0
Housing & Food	99.2	97.6	101.2
Other Revenue	18.9	22.9	18.9
Total Revenue	<u>1,210.5</u>	<u>1,195.7</u>	<u>1,200.2</u>
Full Time PS	429.8	416.2	412.8
All Other PS	156.9	158.6	161.6
Total PS	<u>586.7</u>	<u>574.9</u>	<u>574.4</u>
Fringe Benefits	343.4	330.6	348.7
Total PS & Fringe	<u>930.1</u>	<u>905.5</u>	<u>923.0</u>
Institutional Aid/Waivers	67.7	67.4	72.0
All Other Expenditures	187.4	180.0	184.8
Total Expenditures	<u>1,185.2</u>	<u>1,152.9</u>	<u>1,179.9</u>
Subtotal	25.2	42.8	20.3
Net Transfers	(25.1)	(29.7)	(20.6)
Net Change	<u>0.2</u>	<u>13.1</u>	<u>(0.4)</u>
% of Revenue	<u>0.0%</u>	<u>1.1%</u>	<u>0.0%</u>

FY 2017 Projections vs FY17 Budget

The attached financial statements include detailed comparisons of FY 2017 Projections to FY 2017 Budget. The projected result is approximately \$13M of net change, or 1.1% of revenue. This compared favorably to the budget due to the following:

- The institutions preserved funds through hiring freezes and attrition.
- Favorable fringe benefit costs were realized as a result of lower personnel costs and lower rates.
- Non-personnel expenditures were held to a minimum.
- Offsetting was state support, lower than budget as a result of lapses and a rescission received in the 4th quarter of FY17, and
- Tuition and fee revenue, less than budget due to a shortfall of enrollment.

Additional comments pertaining to FY2017 Projections as compared to FY 2017 Budget:

Connecticut Community Colleges (CCC)

- \$2.8M more in other revenue primarily due to a reduction in Doubtful Accounts as a result of collections under the newly implemented tax intercept program
- \$2.3M higher in student fees, due to non-credit course enrollments

- \$5.6M less in state support than budgeted
- \$5.2M less spent on personnel and fringe benefit costs due to hiring freeze and favorable fringe rates

Connecticut State Universities (CSU)

- \$19.2M less spent on personnel and fringe benefit costs due to hiring freeze and favorable fringe rates
- \$4.7M less spent on other operating expenses due to lower utilities costs and decrease spending in professional services.
- \$4.1M reduction in student fees attributed to lower than budgeted fall/spring enrollments, lower summer/winter intersession enrollments, and lower Tier II fees.
- \$3.9M more funding set aside for university-required debt service financing due to new CHEFA financed buildings at CCSU and ECSU.

FY 2018 Budget vs FY 2017 Projections

The attached financial statements include detailed comparisons of FY 2018 Budget to FY 2017 Projections. The FY 2018 Budget is essentially at a break-even (loss of \$364K). The following are general comments relating to the FY 2018 Budget:

- As noted herein, we have assumed the Governor's Executive Order for budget development; contingency plans are addressed in this staff report as well.
- Some institutions required use of general reserves in order to present a break-even budget:
 - Southern CSU (\$0.7M)
 - Western CSU (\$2.0M)
 - Capital CCC (\$0.8M)
 - Northwestern CCC (\$0.5M)
- CCSU is requesting use of \$1M designate reserves to purchase equipment in FY 2018 in order to supplement CSCU2020 allocation which will not cover the university's needs, primarily for nursing and science programs.
- WCSU is provided with \$1.2M from its foundation for operating funds.
- Revenue is budgeted at \$4.5M higher than FY 2017 Projections as \$9.6M of additional tuition and fees are offset by \$8.3M of less in General Fund appropriations.
- State paid Fringe Benefits are \$3.7M higher, and overall Fringe Benefit expenses are budgeted at \$18.0M higher than FY 2017 Projections.
 - As noted in the background, fringe benefit rates have increased, although the full impact of cost increases are mitigated in part by SEBAC concessions.
- Budgeted Institutional Financial Aid is \$3.7M higher than FY 2017 projections both due to higher tuition rates and an increase in support set-asides at the CSUs as a strategy to improve enrollments.
- Other Operating Expenses are budgeted at \$4.8M over FY 2017 Projections.
 - \$2.5M relates to System Office:
 - periodic IT licensing costs which are not annual
 - enrollment enhancing activities

- \$2.4M relates to CCC additional facility-related cost for equipment warranties, software, and facility maintenance projects that do not meet bond fund requirements.

Enrollment

Institutional Research focuses on fall enrollments as a measure of year-to-year comparisons. For budgetary purposes, we average fall and spring enrollments in order to better tie the student tuition and fees to the annual revenues.

Each institution was asked to use the past three-year trend to compute the FY 2018 budgeted enrollment assumptions, unless a specific institution's experience suggested something different. The following summarizes the enrollment assumptions used:

	Total Headcount			
	FY17 Actual	FY18 Budget	#s Inc(Dec)	% Inc(Dec)
State Universities	32,174	32,078	(96)	-0.3%
Community Colleges	48,579	47,039	(1,540)	-3.2%
Charter Oak	1,655	1,637	(18)	-1.1%
Total Headcount	82,408	80,754	(1,654)	-2.0%

	FULL TIME EQUIVALENT (FTE)			
	FY17 Actual	FY18 Budget	#s Inc(Dec)	% Inc(Dec)
State Universities	26,212	26,156	(56)	-0.2%
Community Colleges	27,532	26,619	(913)	-3.3%
Charter Oak	777	771	(6)	-0.8%
Total FTE	54,521	53,546	(975)	-1.8%

Early indications suggest that the CCC assumptions may be conservative. As of August 18, 2017, year to year comparable early enrollments on an FTE basis for CCC are -1.5% on the average, with swings in both directions institution by institution. CSU appears to be very close to the above, and COSC does not take census until more than one month later than the rest due to timing of term start dates so current comparatives are not indicative of what may come.

CONTINGENCY PLANS

As discussed in the Background, this budget has been assembled upon the Governor's Executive Order. The final state budget is uncertain at this time, and we have concerns that FY 2019 may cut further into CSCU funding.

In order to prepare for less favorable funding in the final state budget, we requested each institution to develop prioritized contingency plans. The aggregate plan includes the impact of lost fringe benefit reimbursements, and totals approximately \$49M system-wide, or about 8.5% of the total state funding under the Governor's Executive Order.

STAFF REPORT

FINANCE AND INFRASTRUCTURE COMMITTEE

In addition, we have continued the system-wide hiring freeze until the final state budget is released. This hiring freeze allows for approval of exceptions on a case by case basis in order to protect our institutions and provide a reasonable staffing of critical positions.

The summary of these contingency plans is as follows (\$ millions):

Description	Avg # of Positions	Salaries (1)	Fringe Benefits	Operating Expenses	Reserves	Student Aid	Estimated Contingency
Asnuntuck	1	0.04	-	1.11	0.09		1.25
Capital	0	0.73	-	0.70	0.10		1.53
Gateway	0	0.63	-	0.31	1.01		1.95
Housatonic	0	1.19	0.25	0.51	0.50		2.45
Manchester	8	1.69	-	-	-		1.69
Middlesex	0	0.14	0.07	0.03	-	0.07	0.32
Naugatuck Valley	14	1.45	-	1.17	0.45		3.07
Northwestern	6	0.82	-	-	0.39		1.21
Norwalk	17	1.36	0.90	0.20	-		2.46
Quinebaug Valley		-	-	0.32	0.33		0.65
Three Rivers		-	-	0.60	1.30		1.90
Tunxis	2	1.44	-	2.24	-		3.68
Total CCC	48	9.50	1.22	7.19	4.17	0.07	22.15
Central	10	5.10	-	1.40	1.01		7.51
Eastern		-	-	-	4.94		4.94
Southern		-	-	-	7.48		7.48
Western	0	1.14	0.47	0.82	2.31		4.73
Total CSU	10	6.24	0.47	2.22	15.74		24.66
Total Charter Oak		-	-	0.22		0.16	0.38
Total CSCU	58	15.74	1.69	9.62	19.91	0.23	47.19

(1) Includes furloughs, retirements, reductions through attrition, etc.

We note that layoffs are not permitted under bargaining unit agreements, and that 95% of full time employees are represented. Headcount reductions are therefore dependent on attrition for the most part. Should we be required to implement these contingency plans, and should attrition be unable to support these reductions, we would experience further deterioration of our reserves.

The following analysis reflects potential decline in unrestricted/undesignated reserves (i.e. rainy day funds) should contingency plans be required, and should our ability to react quickly to funding declines be limited (\$ millions):

STAFF REPORT

FINANCE AND INFRASTRUCTURE COMMITTEE

	Balance June 30, 2016	Projected Net Results FY17	Projected Balance June 30, 2017	FY 2018 Use of Reserves	Contingency Use of Reserves	Balance Remaining	Further Risk Salaries (1)	Further Risk Op Exp (2)	FY 2018 Risk Based Balance
CCC	37.0	9.0	46.0	(2.7)	(4.2)	39.1	(10.7)	(7.2)	21.2
CSU	53.6	4.0	57.6	(1.3)	(15.7)	40.6	(6.7)	(2.2)	31.6
COSC	0.7	0.1	0.8	-	-	0.8	-	(0.2)	0.5
CSCU	91.3	13.1	104.4	(4.0)	(19.9)	80.5	(17.4)	(9.6)	53.4
<i>Total Expenditures</i>	1,166.0		1,152.9						1,179.9
<i>Average per Month</i>	97.2		96.1						98.3
<i>Months of Reserve Available</i>	0.9		1.1						0.5

The chart above calculates the number of months of operating expenses available in reserves. The National Association of Colleges and Universities Business Officers (NACUBO) recommends 3 – 6 months of operating expenses in reserve to cushion against unexpected circumstances. The risk-based assessment would leave us with ½ month at the end of FY 2018 should we need to fully engage our contingency reserves.

The system clearly cannot afford continued funding reductions through use of reserves, which generally run lower than recommended levels already. As indicated herein, there are no impacts factored into the FY 2018 Budget resulting from Students First cost savings. We believe that this strategic initiative is critical for sustainable balance between revenues and expenses going forward.

RECOMMENDATION

We request approval by the Committee for the budget presented in Attachment A herein, and subject to engaging in possible contingency plans up to 8.5% of state funding, should the final state budget so require. If funding levels are lower than 8.5% off of the Governor’s Executive Order, we will re-calculate our FY 2018 Budget and Spending plan and re-submit to this Committee and to the Board of Regents.

Attachments:

For Approval

A – FY 2018 Budget

For Information

B – FY 2017 Budget

C – FY 2017 Projection

D – CSCU Consolidated FY 2018 Budget and Comparatives

E – CSU Institutional FY 2018 Budget and Comparatives

F – CCC Institutional FY 2018 Budget and Comparatives

G – Institutional Enrollment

H – Financial Aid – Federal, State, Private, and Institutional

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2017-18 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
State Universities										
Central Connecticut State University	233,169,314	103,169,938	61,639,109	57,463,086	222,272,133	(12,095,915)	740,000	n/a	458,734	-
Eastern Connecticut State University	133,106,183	56,281,404	35,878,523	34,485,717	126,645,644	(6,981,790)	-	n/a	521,251	-
Southern Connecticut State University	221,434,394	100,215,650	60,887,390	51,915,826	213,018,866	(9,596,349)	739,690	n/a	441,131	-
Western Connecticut State University	123,682,190	57,933,518	33,640,006	29,636,530	121,210,054	(5,806,719)	2,785,086	n/a	549,497	-
CSU System Office	11,070,824	4,269,096	2,306,175	4,430,053	11,005,324	-	(65,500)	n/a	-	-
State Universities Total	722,462,905	321,869,606	194,351,203	177,931,212	694,152,021	(34,480,773)	4,199,276	-	1,970,613	-
Community Technical Colleges										
Asnuntuck Community College	21,035,584	10,604,099	6,860,852	3,547,263	21,012,214	n/a	n/a	(351,817)	328,447	-
Capital Community College	32,756,750	17,212,893	11,537,223	4,829,191	33,579,307	n/a	n/a	(760,616)	745,438	(837,735)
Gateway Community College	60,748,443	30,586,034	18,256,804	11,422,629	60,265,467	n/a	n/a	(1,652,270)	1,169,294	-
Housatonic Community College	41,870,604	20,883,221	12,985,187	7,735,293	41,603,701	n/a	n/a	(1,117,516)	850,613	-
Manchester Community College	54,811,159	28,948,306	18,437,191	7,027,509	54,413,006	n/a	n/a	(1,520,668)	1,122,515	-
Middlesex Community College	23,772,740	11,842,780	7,304,738	4,276,116	23,423,634	n/a	n/a	(633,471)	440,578	156,213
Naugatuck Valley Community College	58,125,586	30,484,371	19,723,923	7,481,272	57,689,566	n/a	n/a	(1,500,837)	1,088,387	23,570
Northwestern Community College	16,017,527	8,839,565	5,751,820	1,913,331	16,504,716	n/a	n/a	(291,382)	237,482	(541,089)
Norwalk Community College	48,891,466	25,632,181	14,500,854	8,394,029	48,527,064	n/a	n/a	(1,342,438)	978,036	-
Quinebaug Valley Community College	16,649,782	8,499,641	5,396,124	2,699,360	16,595,125	n/a	n/a	(366,376)	311,719	-
Three Rivers Community College	35,547,148	18,218,026	10,981,102	5,459,751	34,658,879	n/a	n/a	(929,998)	713,621	671,892
Tunxis Community College	33,952,118	17,598,868	11,220,034	4,783,348	33,602,250	n/a	n/a	(880,419)	693,995	163,444
CCC System Office	15,961,191	13,546,794	5,866,447	6,815,760	26,229,001	n/a	n/a	11,347,808	(1,079,998)	-
Community Technical College Total	460,140,098	242,896,779	148,822,299	76,384,852	468,103,930	-	-	-	7,600,127	(363,705)
Charter Oak State College	16,830,388	9,192,208	5,181,732	2,547,403	16,921,343	-	-	-	91,549	594
Board of Regents	719,588	421,750	303,908	-	725,658	-	-	6,070	-	-
Total Board of Regents for Higher Education	1,200,152,979	574,380,343	348,659,142	256,863,467	1,179,902,952	(34,480,773)	4,199,276	6,070	9,662,289	(363,111)

**Connecticut State Colleges & Universities
CONSOLIDATED
FY2016-17 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
State Universities										
Central Connecticut State University	234,741,892	104,906,238	59,850,740	57,774,739	222,531,717	(11,949,856)	(672,051)	n/a	411,732	-
Eastern Connecticut State University	136,137,331	58,228,541	36,689,907	33,361,799	128,280,247	(6,943,217)	(1,325,599)	n/a	411,732	-
Southern Connecticut State University	223,350,000	102,865,719	61,090,774	50,549,370	214,505,863	(9,228,584)	-	n/a	411,732	27,285
Western Connecticut State University	126,586,123	59,914,114	32,918,060	30,578,387	123,410,561	(5,458,188)	1,870,894	n/a	411,732	-
CSU System Office	11,564,470	4,732,544	2,517,380	4,314,546	11,564,470	-	-	n/a	-	-
State Universities Total	732,379,816	330,647,156	193,066,861	176,578,841	700,292,858	(33,579,845)	(126,756)	-	1,646,928	27,285
Community Technical Colleges										
Asnuntuck Community College	19,388,072	10,002,203	6,362,401	2,961,194	19,325,798	n/a	n/a	(305,268)	242,994	-
Capital Community College	32,862,001	17,402,969	10,180,737	5,102,394	32,686,100	n/a	n/a	(707,227)	531,326	-
Gateway Community College	60,829,998	31,498,372	18,382,954	10,636,314	60,517,640	n/a	n/a	(1,428,242)	1,115,884	-
Housatonic Community College	41,754,275	21,452,375	11,800,000	8,272,012	41,524,387	n/a	n/a	(1,004,970)	775,082	-
Manchester Community College	55,173,085	29,262,483	18,315,160	7,450,367	55,028,010	n/a	n/a	(1,211,545)	1,066,470	-
Middlesex Community College	24,586,744	12,745,283	7,248,678	4,477,736	24,471,697	n/a	n/a	(537,356)	422,309	-
Naugatuck Valley Community College	58,965,559	31,016,621	19,909,522	7,730,172	58,656,315	n/a	n/a	(1,314,231)	1,030,047	25,060
Northwestern Community College	16,291,863	8,821,333	5,541,076	1,877,638	16,240,047	n/a	n/a	(248,707)	196,891	-
Norwalk Community College	49,410,971	26,940,701	14,310,465	7,899,546	49,150,712	n/a	n/a	(1,174,413)	914,154	-
Quinebaug Valley Community College	16,768,570	8,727,441	5,151,051	2,816,309	16,694,801	n/a	n/a	(335,101)	261,332	-
Three Rivers Community College	33,770,969	17,463,405	10,553,767	5,460,759	33,477,931	n/a	n/a	(830,137)	642,379	105,280
Tunxis Community College	34,871,881	18,540,827	11,540,515	4,637,943	34,719,285	n/a	n/a	(776,636)	624,040	-
CCC System Office	15,743,470	12,513,726	5,791,557	6,443,806	24,749,089	n/a	n/a	10,005,619	(1,000,000)	-
Community Technical College Total	460,417,458	246,387,739	145,087,883	75,766,190	467,241,812	-	-	131,786	6,822,908	130,340
Charter Oak State College	16,952,063	9,284,830	4,968,827	2,698,406	16,952,063	-	-	-	-	-
Board of Regents	720,553	460,375	274,163	-	734,538	-	-	13,985	-	-
Total Board of Regents for Higher Education	1,210,469,890	586,780,100	343,397,734	255,043,437	1,185,221,271	(33,579,845)	(126,756)	145,771	8,469,836	157,625

Connecticut State Colleges & Universities
 CONSOLIDATED
 FY2016-17 Projection

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
State Universities										
Central Connecticut State University	229,235,942	100,264,502	57,170,386	59,267,974	216,702,862	(12,838,029)	(164,739)	n/a	469,688	-
Eastern Connecticut State University	133,591,375	56,838,580	34,029,726	32,056,277	122,924,583	(6,923,344)	(3,689,387)	n/a	485,263	539,324
Southern Connecticut State University	220,016,529	102,401,815	57,091,526	49,896,404	209,389,745	(9,321,147)		n/a	452,295	1,757,932
Western Connecticut State University	126,275,870	58,109,358	31,915,221	30,043,244	120,067,823	(5,904,622)	(630,918)	n/a	485,263	157,770
CSU System Office	11,508,087	4,431,462	2,284,586	2,962,671	9,678,719	-	(269,650)	n/a	-	1,559,718
State Universities Total	720,627,803	322,045,717	182,491,445	174,226,570	678,763,732	(34,987,142)	(4,754,694)	-	1,892,509	4,014,744
Community Technical Colleges										
Asnuntuck Community College	19,956,398	10,566,243	6,395,598	2,905,761	19,867,602	n/a	n/a	(202,692)	345,797	231,901
Capital Community College	33,053,780	18,417,230	11,004,830	5,258,399	34,680,459	n/a	n/a	(513,238)	600,070	(1,539,847)
Gateway Community College	60,612,003	31,249,459	17,526,494	10,453,581	59,229,534	n/a	n/a	(1,187,344)	1,160,082	1,355,207
Housatonic Community College	41,760,682	20,797,974	12,255,877	8,051,744	41,105,595	n/a	n/a	(1,004,971)	800,022	450,138
Manchester Community College	55,301,918	29,348,539	18,091,090	6,997,799	54,437,428	n/a	n/a	(1,077,074)	1,113,812	901,228
Middlesex Community College	23,402,328	12,014,093	6,776,207	4,056,885	22,847,185	n/a	n/a	(351,872)	452,175	655,446
Naugatuck Valley Community College	57,442,583	30,717,556	19,019,353	6,830,450	56,567,359	n/a	n/a	(792,732)	1,077,943	1,160,435
Northwestern Community College	15,944,808	9,032,400	5,656,767	1,860,751	16,549,918	n/a	n/a	12,052	242,505	(350,553)
Norwalk Community College	48,478,217	26,180,289	13,696,251	7,929,155	47,805,695	n/a	n/a	(1,064,261)	967,588	575,849
Quinebaug Valley Community College	16,799,076	8,590,909	5,121,110	2,570,084	16,282,103	n/a	n/a	(165,944)	298,711	649,740
Three Rivers Community College	35,315,512	18,203,380	10,693,699	4,839,017	33,736,096	n/a	n/a	(551,011)	706,683	1,735,088
Tunxis Community College	33,987,541	18,081,474	11,059,881	4,557,187	33,698,542	n/a	n/a	(542,099)	689,078	435,978
CCC System Office	15,797,708	10,144,743	5,585,002	4,335,644	20,065,389	n/a	n/a	6,997,909	30,000	2,760,228
Community Technical College Total	457,852,554	243,344,289	142,882,159	70,646,457	456,872,905	-	-	(443,277)	8,484,466	9,020,838
Charter Oak State College	16,464,739	9,051,384	4,949,490	2,509,060	16,509,934	-	-	-	113,106	67,911
Board of Regents	750,573	424,939	322,079	3,555	750,573	-	-	-	-	-
Total Board of Regents for Higher Education	1,195,695,669	574,866,329	330,645,173	247,385,642	1,152,897,144	(34,987,142)	(4,754,694)	(443,277)	10,490,081	13,103,493

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	299,864,002	295,836,384	298,447,597	2,611,213	0.90%
Student Fees	226,480,465	224,695,547	231,641,310	6,945,763	3.10%
State Appropriations	317,958,041	308,478,071	300,129,925	(8,348,146)	-2.70%
Fringe Benefits Paid By State	248,077,495	246,183,393	249,896,860	3,713,467	1.50%
Accident Insurance	2,682,985	2,645,058	1,592,398	(1,052,660)	-39.80%
Telecom Revenue	1,454,750	1,389,046	-	(1,389,046)	-100.00%
Housing	66,011,155	64,914,263	67,624,734	2,710,471	4.20%
Food	33,204,576	32,677,548	33,537,766	860,218	2.60%
All Other Revenue	23,501,271	27,147,158	25,876,899	(1,270,259)	-4.70%
Less: Contra Revenue	(8,764,849)	(8,270,799)	(8,594,510)	(323,711)	3.90%
Total Revenue	1,210,469,891	1,195,695,669	1,200,152,979	4,457,310	0.40%
Expenditures:					
Personnel Services:					
Full-Time	429,806,003	416,225,615	412,776,192	(3,449,423)	-0.80%
Part-Time					
Lecturers	86,099,696	87,036,163	85,474,766	(1,561,397)	-1.80%
Permanent Part-time	3,908,319	3,720,888	3,583,869	(137,019)	-3.70%
CCC Temporary Part-time	20,596,717	22,096,378	22,639,820	543,442	2.50%
CCC Contractual (NCL, 6103E)	3805502	3844107	3,867,301	23,194	0.60%
CSU University Assistants	4494366	4493518	4,634,313	340,795	7.90%
CSU Graduate Assistants	1811102	1933993	1,934,314	321	0.00%
Student Labor	12,449,800	13,175,491	13,371,926	196,435	1.50%
Overtime	4,627,865	4,928,611	5,007,819	79,208	1.60%
All Other Personnel Services	19,121,195	17,611,565	21,090,023	3,478,458	19.80%
Subtotal Personnel Services	586,720,565	574,866,329	574,380,343	(485,986)	-0.10%
Fringe Benefits	343,397,734	330,645,173	348,659,142	18,013,969	5.40%
Total P.S. & Fringe Benefits	930,118,299	905,511,502	923,039,485	17,527,983	1.90%
Other Expenses:					
Inst. Financial Aid/Match	54,509,657	53,821,642	58,180,490	4,358,848	8.10%
Waivers	13,196,644	13,560,746	13,840,467	279,721	2.10%
Bad Debt Expense	1,597,176	1,288,018	1,404,692	116,674	9.10%
All Other Expenses	174,620,565	166,096,349	171,328,225	5,231,876	3.10%
Total Other Expenses	243,924,042	234,766,755	244,753,874	9,987,119	4.30%
Library Expenses	6,401,888	6,270,823	6,335,621	64,798	1.00%
Total Equipment (excludes Library)	4,777,042	6,348,064	5,773,972	(574,092)	-9.00%
Total Expenditures	1,185,221,271	1,152,897,144	1,179,902,952	27,005,808	2.30%
Addition to (Use of) Funds Before Designated Items	25,248,620	42,798,525	20,250,027	(22,548,498)	-52.70%
CSU Designated Transfers Per BOR Policies					
Debt Service (University Fee)	(21,184,472)	(21,170,479)	(21,689,600)	(519,121)	2.50%
Debt Service (Residence Halls)	(9,002,404)	(10,235,998)	(9,189,315)	1,046,683	-10.20%
Debt Service (Parking Garage)	(3,392,969)	(3,580,665)	(3,601,858)	(21,193)	0.60%
Designated Auxiliary Renewal and Replacement	(2,310,229)	(2,054,694)	(611,953)	1,442,741	-70.20%
Other Transfer - Internal Transf to Energy Center Prgm	-	-	-	-	NA
Other Transfer - Internal transf to CCSU IMPR Proj and O	13,985	-	(59,430)	(59,430)	NA
Other Transfer - ECSU, SCSU, WCSU Use of Reserves	2,183,473	-	2,694,443	2,694,443	NA
Other Transfer WCSU Foundation Reserves	-	-	1,182,286	1,182,286	NA
Other Transfer - ECSU Debt Service Prefunding	-	(2,700,000)	-	2,700,000	-100.00%
Other Transfer - CCSU Capital Equipment	-	-	1,000,000	1,000,000	NA
Total CSU Designated Transfers	(33,692,616)	(39,741,836)	(30,275,427)	9,466,409	-23.80%
CCC Designated Transfers Per BOR Policies					
Transfer in	10,137,406	12,117,273	11,507,764	(609,509)	-5.00%
Transfer out	(10,005,620)	(12,560,550)	(11,427,806)	1,132,744	-9.00%
Consolidated Services Reserved CCC funds	(1,000,000)	-	(1,000,000)	(1,000,000)	NA
Total CCC Transfers	(868,214)	(443,277)	(920,042)	(476,765)	107.60%
CSCU Additional Funds					
Supplemental Tuition & Operations Support	-	-	-	-	NA
Developmental Education	9,469,836	9,079,173	8,818,314	(260,859)	-2.90%
Early College	-	-	-	-	NA
Outcomes Based Funding	-	1,380,908	1,764,017	383,109	27.70%
GBTGA - Charter Oak OE Reimbursement	-	30,000	-	(30,000)	-100.00%
Total Additional Funds	9,469,836	10,490,081	10,582,331	92,250	0.90%
Net Change	157,626	13,103,493	(363,111)	(13,466,604)	-102.80%

State Universities
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget	FY17 Projection	FY18 Budget	FY18 Budget vs FY17 Projection	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (FT and PT Gross)	164,522,371	163,394,734	167,081,415	3,686,681	2.30%
Student Fees (GUF, UGF, UF, Ext Fee, All Other)	176,455,608	172,317,813	175,170,096	2,852,283	1.70%
State Appropriations	153,640,756	148,263,330	142,360,429	(5,902,901)	-4.00%
Fringe Benefits Paid By State	125,831,779	124,971,452	125,277,176	305,724	0.20%
Accident Insurance	2,682,985	2,645,058	1,592,398	(1,052,660)	-39.80%
Telecom Revenue	1,454,750	1,389,046	-	(1,389,046)	-100.00%
Housing	66,011,155	64,914,263	67,624,734	2,710,471	4.20%
Food	33,204,576	32,677,548	33,537,766	860,218	2.60%
All Other Revenue	17,340,686	18,325,358	18,413,401	88,043	0.50%
Less: Contra Revenue	(8,764,849)	(8,270,799)	(8,594,510)	(323,711)	3.90%
Total Revenue	732,379,817	720,627,803	722,462,905	1,835,102	0.30%
Expenditures:					
Personnel Services:					
Full-Time	262,662,240	252,646,792	252,376,942	(269,850)	-0.10%
Part-Time					
Lecturers	34,307,879	35,608,412	35,063,706	(544,706)	-1.50%
Perm/Intermit PT	1,818,045	1,601,884	1,697,553	95,669	6.00%
University Assistants	4,494,366	4,293,518	4,634,313	340,795	7.90%
Graduate Assistants	1,811,102	1,933,993	1,934,314	321	0.00%
Student Labor	9,753,150	9,726,431	9,833,876	107,445	1.10%
Overtime	3,472,566	3,603,039	3,772,279	169,240	4.70%
All Other Personnel Services (Vac, Sick, Accr Abs)	12,327,808	12,631,648	12,556,623	(75,025)	-0.60%
Subtotal Personnel Services	330,647,156	322,045,717	321,869,606	(176,111)	-0.10%
Fringe Benefits	193,066,861	182,491,445	194,351,203	11,859,758	6.50%
Total P.S. & Fringe Benefits	523,714,017	504,537,162	516,220,809	11,683,647	2.30%
Other Expenses:					
Inst. Financial Aid/Match	36,332,238	37,087,242	40,768,747	3,681,505	9.90%
Waivers	7,254,474	7,670,806	7,877,727	206,921	2.70%
Bad Debt Expense	1,597,176	1,288,018	1,404,692	116,674	9.10%
All Other Expenses	121,022,794	116,355,178	116,567,898	212,720	0.20%
Total Other Expenses	166,206,682	162,401,244	166,619,064	4,217,820	2.60%
Library Expenses	5,595,118	5,546,460	5,538,176	(8,284)	-0.10%
Total Equipment (excludes Library)	4,777,042	6,278,866	5,773,972	(504,894)	-8.00%
Total Expenditures	700,292,859	678,763,732	694,152,021	15,388,289	2.30%
Addition to (Use of) Funds Before Designated Items	32,086,958	41,864,071	28,310,884	(13,553,187)	-32.40%
Designated Transfers Per BOR Policies					
CSU Debt Service (University Fee)	(21,184,472)	(21,170,479)	(21,689,600)	(519,121)	2.50%
CSU Debt Service (Residence Halls)	(9,002,404)	(10,235,998)	(9,189,315)	1,046,683	-10.20%
CSU Debt Service (Parking Garage)	(3,392,969)	(3,580,665)	(3,601,858)	(21,193)	0.60%
CSU Designated Auxiliary Renewal and Replacement	(2,310,229)	(2,054,694)	(611,953)	1,442,741	-70.20%
Other Transfer - Internal Transf to Energy Center Prgm	-	-	-	-	NA
Other Transfer - Internal transf to CCSU IMPR Proj and Other	-	-	(65,500)	(65,500)	NA
Other Transfer - ECSU, SCSU, WCSU Use of Reserves	2,183,473	-	2,694,443	2,694,443	NA
Other Transfer WCSU Foundation Reserves	-	-	1,182,286	1,182,286	NA
Outcomes Based Funding	-	311,457	436,977	125,520	40.30%
Developmental Education	1,646,928	1,581,052	1,533,636	(47,416)	-3.00%
Other Transfer - ECSU Debt Service Prefunding	-	(2,700,000)	-	2,700,000	-100.00%
Other Transfer - CCSU Capital Equipment	-	-	1,000,000	1,000,000	NA
Total CSU Designated Transfers	(32,059,673)	(37,849,327)	(28,310,884)	9,538,443	-25.20%
Net Change	27,285	4,014,744	-	(4,014,744)	-100.00%

Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget	FY17 Projection	FY18 Budget	FY18 Budget vs FY17 Projection	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (FT and PT Gross)	126,084,591	124,017,502	122,545,896	(1,471,606)	-1.20%
Student Fees	48,312,138	50,641,558	54,637,537	3,995,979	7.90%
State Appropriations	161,446,565	157,410,403	155,049,247	(2,361,156)	-1.50%
Fringe Benefits Paid By State	120,306,781	118,750,872	122,241,664	3,490,792	2.90%
All Other Revenue	4,267,383	7,032,219	5,665,754	(1,366,465)	-19.40%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	460,417,458	457,852,554	460,140,098	2,287,544	0.50%
Expenditures:					
Personnel Services:					
Full-Time	160,799,257	157,518,230	154,105,962	(3,412,268)	-2.20%
Part-Time					
Lecturers (PTL and ECL, 6103D and 6103F)	49,162,679	49,130,153	48,047,510	(1,082,643)	-2.20%
Contractual (NCL, 6103E)	3,805,502	3,844,107	3,867,301	23,194	0.60%
Permanent Part-time (6111)	1,677,724	1,551,528	1,465,887	(85,641)	-5.50%
Temporary Part-time (6102, B, D, G)	20,596,717	21,985,687	22,529,320	543,633	2.50%
Student Labor (6104, H)	2,418,503	3,177,874	3,172,112	(5,762)	-0.20%
Overtime	1,155,299	1,325,572	1,235,540	(90,032)	-6.80%
All Other Personnel Services	6,712,523	4,811,138	8,473,147	3,662,009	76.10%
Subtotal Personnel Services	246,328,204	243,344,289	242,896,779	(447,510)	-0.20%
Fringe Benefits	145,087,883	142,882,159	148,822,299	5,940,140	4.20%
Total P.S. & Fringe Benefits	391,416,087	386,226,448	391,719,078	5,492,630	1.40%
Other Expenses:					
Inst. Financial Aid/Match	18,035,615	16,612,971	17,304,099	691,128	4.20%
Waivers	5,877,170	5,830,441	5,912,740	82,299	1.40%
All Other Expenses	51,106,169	47,409,484	52,370,568	4,961,084	10.50%
Total Other Expenses	75,018,954	69,852,896	75,587,407	5,734,511	8.20%
Library Expenses:					
Books	416,937	249,877	304,848	54,971	22.00%
Periodicals	127,410	131,238	101,265	(29,973)	-22.80%
Electronic Periodicals / Subscriptions	329,371	311,857	360,802	48,945	15.70%
All Other Library Equipment	36,035	31,391	30,530	(861)	-2.70%
Library Expenses	806,770	724,363	797,445	73,082	10.10%
Total Equipment (excludes Library)	-	69,198	-	(69,198)	-100.00%
Total Expenditures	467,241,811	456,872,905	468,103,930	11,231,025	2.50%
Addition to (Use of) Funds Before Designated Items	(6,824,353)	979,649	(7,963,832)	(8,943,481)	-912.90%
Designated Transfers Per BOR Policies					
CCC Transfer in	10,137,406	12,117,273	11,507,764	(609,509)	-5.00%
CCC Transfer out	(10,005,620)	(12,560,550)	(11,427,806)	1,132,744	-9.00%
Consolidated Services Reserved CCC funds	(1,000,000)	-	(1,000,000)	(1,000,000)	NA
Supplemental Tuition and Operations Support	-	-	-	-	NA
Developmental Education	7,822,908	7,498,121	7,284,678	(213,443)	-2.80%
Early College	-	-	-	-	NA
Outcomes Based Funding	-	986,345	1,235,491	249,146	25.30%
Total CCC Designated Transfers	6,954,694	8,041,189	7,600,127	(441,062)	-5.50%
Net Change	130,341	9,020,838	(363,705)	(9,384,543)	-104.00%

Charter Oak State College and CT Distance Learning Consortium
 Expenditure Plan General & Operating Funds
 FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget	FY17 Projection	FY18 Budget	FY18 Budget vs FY17 Projection	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	9,257,040	8,424,148	8,820,286	396,138	4.70%
Student Fees	1,712,719	1,736,176	1,833,677	97,501	5.60%
State Appropriations	2,424,330	2,375,844	2,304,569	(71,275)	-3.00%
Fringe Benefits Paid By State	1,664,772	2,138,990	2,074,112	(64,878)	-3.00%
All Other Revenue	1,893,202	1,789,581	1,797,744	8,163	0.50%
Less: Contra Revenue	-	-	-	-	NA
Total Revenue	16,952,063	16,464,739	16,830,388	365,649	2.20%
Expenditures:					
Personnel Services:					
Full-Time	5,884,131	5,635,654	5,871,538	235,884	4.20%
Part-Time					
Lecturers	2,629,138	2,297,598	2,363,550	65,952	2.90%
Permanent Part-time	412,550	567,476	420,429	(147,047)	-25.90%
Temporary Part-time	-	110,691	110,500	(191)	-0.20%
Student Labor	278,147	271,186	365,938	94,752	34.90%
Overtime					NA
All Other Personnel Services	80,864	168,779	60,253	(108,526)	-64.30%
Subtotal Personnel Services	9,284,830	9,051,384	9,192,208	140,824	1.60%
Fringe Benefits	4,968,827	4,949,490	5,181,732	232,242	4.70%
Total P.S. & Fringe Benefits	14,253,657	14,000,874	14,373,940	373,066	2.70%
Other Expenses:					
Inst. Financial Aid/Match	141,804	121,429	107,644	(13,785)	-11.40%
Waivers	65,000	59,499	50,000	(9,499)	-16.00%
All Other Expenses	2,491,602	2,328,132	2,389,759	61,627	2.60%
Total Other Expenses	2,698,406	2,509,060	2,547,403	38,343	1.50%
Library Expenses	-	-	-	-	NA
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	16,952,063	16,509,934	16,921,343	411,409	2.50%
Addition to (Use of) Funds Before Designated Items	-	(45,195)	(90,955)	(45,760)	101.30%
Designated Transfers					
GBTGA - OE Reimbursement	-	30,000	-	(30,000)	-100.00%
Outcomes Based Funding	-	83,106	91,549	8,443	10.20%
Total Transfers	-	113,106	91,549	(21,557)	-19.10%
Net Change	-	67,911	594	(67,317)	-99.10%

Connecticut State Colleges & Universities - System Office
 Expenditure Plan General & Operating Funds
 FY18 Budget, FY17 Budget and Projection

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	446,390	428,494	415,680	(12,814)	-3.00%
Fringe Benefits Paid By State	274,163	322,079	303,908	(18,171)	-5.60%
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Total Revenue	720,553	750,573	719,588	(30,985)	-4.10%
Expenditures:					
Personnel Services:					
Full-Time	460,375	424,939	421,750	(3,189)	-0.80%
Permanent Part-time				-	NA
Student Labor				-	NA
Other Part Time				-	NA
Overtime				-	NA
All Other Personnel Services				-	NA
Subtotal Personnel Services	460,375	424,939	421,750	(3,189)	-0.80%
Fringe Benefits	274,163	322,079	303,908	(18,171)	-5.60%
Total P.S. & Fringe Benefits	734,538	747,018	725,658	(21,360)	-2.90%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
All Other Expenses		3,555	-	(3,555)	-100.00%
Total Other Expenses	-	3,555	-	(3,555)	-100.00%
Library Expenses:					
	-	-	-	-	NA
	-	-	-	-	NA
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	734,538	750,573	725,658	(24,915)	-3.30%
Addition to (Use of) Funds Before Designated Items	(13,985)	-	(6,070)	(6,070)	NA
Transfers					
Transfer in	13,985	-	6,070	6,070	NA
Transfer out	-	-	-	-	NA
Total Transfers	13,985	-	6,070	6,070	NA
Net Change	-	-	-	-	NA

Connecticut State Universities
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	137,250,805	136,975,383	139,869,066	2,893,683	2.1%
Part Time Tuition (Gross)	27,271,566	26,419,351	27,212,349	792,998	3.0%
General University Fee	26,774,539	25,797,392	26,490,798	693,406	2.7%
University General Fee (excluding Accident Ins.)	86,211,527	85,865,351	90,116,239	4,250,888	5.0%
University Fee	21,616,226	21,519,587	21,994,710	475,123	2.2%
Extension Fee (Gross)	28,294,931	27,108,061	26,670,992	(437,069)	-1.6%
All Other Student Fees	13,558,385	12,027,422	9,897,357	(2,130,065)	-17.7%
Accident Insurance	2,682,985	2,645,058	1,592,398	(1,052,660)	-39.8%
Telecom Revenue	1,454,750	1,389,046	-	(1,389,046)	-100.0%
State Appropriations	153,640,756	148,263,330	142,360,429	(5,902,901)	-4.0%
Fringe Benefits Paid By State	125,831,779	124,971,452	125,277,176	305,724	0.2%
Housing	66,011,155	64,914,263	67,624,734	2,710,471	4.2%
Food Service	33,204,576	32,677,548	33,537,766	860,218	2.6%
All Other Revenue	17,340,686	18,325,358	18,413,401	88,043	0.5%
Less: ContraRevenue	(8,764,849)	(8,270,799)	(8,594,510)	(323,711)	3.9%
Total Revenue	732,379,817	720,627,803	722,462,905	1,835,102	0.3%
Expenditures:					
Personal Services:					
Total Full Time	262,662,240	252,646,792	252,376,942	(269,850)	-0.1%
Part Time:					
Lecturers	34,307,879	35,608,412	35,063,706	(544,706)	-1.5%
Perm/Intermit PT	1,818,045	1,601,884	1,697,553	95,669	6.0%
University Assistants	4,494,366	4,293,518	4,634,313	340,795	7.9%
Graduate Assistants	1,811,102	1,933,993	1,934,314	321	0.0%
Other Part Time	9,753,150	9,726,431	9,833,876	107,445	1.1%
Total Part Time	52,184,542	53,164,238	53,163,762	(476)	0.0%
Overtime	3,472,566	3,603,039	3,772,279	169,240	4.7%
All Other Personal Services	12,327,808	12,631,648	12,556,623	(75,025)	-0.6%
Subtotal Personal Services	330,647,156	322,045,717	321,869,606	(176,111)	-0.1%
Fringe Benefits	191,641,275	181,509,587	193,250,122	11,740,535	6.5%
Worker's Comp. Recovery	1,425,586	981,858	1,101,081	(119,223)	12.1%
Total P.S. & Fringe Benefits	523,714,017	504,537,162	516,220,809	11,683,647	2.3%
Other Expenses:					
Inst. Financial Aid/Match	36,332,238	37,087,242	40,768,747	3,681,505	9.9%
Waivers	7,254,474	7,670,806	7,877,727	206,921	2.7%
Bad Debt Expense (current year)	1,597,176	1,288,018	1,404,692	116,674	9.1%
All Other Expenses	118,569,295	114,755,339	114,184,148	(571,191)	-0.5%
Telecom Expense	2,453,499	1,599,839	2,383,750	783,911	49.0%
Total Other Expenses	166,206,682	162,401,244	166,619,064	4,217,820	2.6%
Library Expenses:					
Books	524,004	406,863	530,911	124,048	30.5%
Periodicals	1,882,394	1,531,267	1,883,692	352,425	23.0%
Electronic Periodicals / Subscriptions	2,786,697	3,180,622	2,721,300	(459,322)	-14.4%
All Other Library Equipment	402,023	427,708	402,273	(25,435)	-5.9%
Total Non-P.S. Library Expense	5,595,118	5,546,460	5,538,176	(8,284)	-0.1%
Total Equipment (excludes Library)	4,777,042	6,278,866	5,773,972	(504,894)	-8.0%
Total Expenditures	700,292,859	678,763,732	694,152,021	15,388,289	2.3%
Addition to (Use of) Funds Before Designated Items	32,086,958	41,864,071	28,310,884	(13,553,187)	-32.4%
Designated Transfers					
Debt Service (University Fee)	(21,184,472)	(21,170,479)	(21,689,600)	(519,121)	2.5%
Debt Service Residence Halls	(9,002,404)	(10,235,998)	(9,189,315)	1,046,683	-10.2%
Debt Service Parking Garage	(3,392,969)	(3,580,665)	(3,601,858)	(21,193)	0.6%
Auxiliary Renewal and Replacement	(2,310,229)	(2,054,694)	(611,953)	1,442,741	-70.2%
Total Designated Transfers	(35,890,074)	(37,041,836)	(35,092,726)	1,949,110	-5.3%
Other Designated Fund Requests					
Other Transfer - CCSU Capital Equipment	-	-	1,000,000	1,000,000	n.a.
Other Request - Use of General Reserves	2,183,473	-	2,694,443	2,694,443	n.a.
Tuition Offset - WCSU Foundation Reserves	-	-	1,182,286	1,182,286	n.a.
Other Transfer Internal Transf to Energy Cntr Prgm - CCSU	-	-	-	-	n.a.
Other Request - Debt Service Prefunding ECSU	-	(2,700,000)	-	2,700,000	-100.00%
IMRP Projects at CCSU - Additional Appropriation	-	269,650	-	(269,650)	-100.00%
Other SO Internal Transfers - IMRP Projects at CCSU and BOR shor	-	(269,650)	(65,500)	204,150	-75.70%
Total Other Designated Fund Requests	2,183,473	(2,700,000)	4,811,229	7,511,229	-278.20%
Additional Funds					
Developmental Education	1,646,928	1,581,052	1,533,636	(47,416)	-3.00%
Outcomes Based Funding	-	311,457	436,977	125,520	40.30%
Total Additional Funds	1,646,928	1,892,509	1,970,613	78,104	4.10%
Addition to (Use of) Funds	27,285	4,014,744	0	(4,014,744)	-100.00%

Connecticut State Universities - Consolidating
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY17 Projection

Account Name	CSU Total	CSCU	ECSU	SCSU	WSCU	SO
Revenue:						
Tuition (Gross)	136,975,383	45,307,516	23,482,070	44,361,649	23,824,148	-
PT Part Time Tuition (Gross)	26,419,351	11,518,204	1,915,943	7,959,160	5,026,044	-
PT General University Fee	25,797,392	11,028,553	2,172,085	7,879,992	4,716,762	-
University General Fee (excluding Accident Ins.)	85,865,351	26,322,000	17,322,885	27,644,553	14,575,913	-
University Fee	21,519,587	7,125,000	3,768,892	6,876,173	3,749,522	-
PT Extension Fee (Gross)	27,108,061	9,842,527	3,014,865	10,753,567	3,497,102	-
All Other Student Fees	12,027,422	3,380,000	1,764,520	4,360,480	2,522,422	-
Accident Insurance	2,645,058	865,000	463,574	869,632	446,852	-
Telecom Revenue	1,389,046	368,240	390,872	409,965	219,969	-
State Appropriations	148,263,330	42,397,229	28,768,846	40,810,363	27,350,675	8,936,217
Fringe Benefits Paid By State	124,971,452	39,674,870	22,458,460	38,193,112	22,128,656	2,516,354
Housing	64,914,263	15,801,606	20,766,189	17,926,513	10,419,955	-
Food Service	32,677,548	10,967,309	7,021,553	9,199,444	5,489,242	-
All Other Revenue	18,325,358	8,175,719	1,753,815	4,755,685	3,584,623	55,516
Less: ContraRevenue	(8,270,799)	(3,537,831)	(1,473,194)	(1,983,759)	(1,276,015)	-
Total Revenue	720,627,803	229,235,942	133,591,375	220,016,529	126,275,870	11,508,087
Expenditures:						
Personal Services:						
Total Full Time	252,646,792	80,020,720	44,261,005	77,984,477	45,995,565	4,385,025
Part Time:	-	-	-	-	-	-
Lecturers	35,608,412	10,073,693	5,562,059	13,076,857	6,895,803	-
Perm/Intermit PT	1,601,884	403,009	146,385	824,243	181,810	46,437
University Assistants	4,293,518	1,200,000	1,291,897	1,183,842	617,779	-
Graduate Assistants	1,933,993	320,000	186,487	1,215,429	212,077	-
Other Part Time	9,726,431	4,545,164	31,974	3,376,248	1,773,045	-
Total Part Time	53,164,238	16,541,866	7,218,802	19,676,619	9,680,514	46,437
Overtime	3,603,039	666,217	1,036,875	1,008,933	891,014	-
All Other Personal Services	12,631,648	3,035,699	4,321,898	3,731,786	1,542,265	-
Subtotal Personal Services	322,045,717	100,264,502	56,838,580	102,401,815	58,109,358	4,431,462
Fringe Benefits	181,509,587	56,817,910	33,867,841	56,790,305	31,751,744	2,281,787
Worker's Comp. Recovery	981,858	352,476	161,885	301,221	163,477	2,799
Total P.S. & Fringe Benefits	504,537,162	157,434,888	90,868,306	159,493,341	90,024,579	6,716,048
Other Expenses:						
Inst. Financial Aid/Match	37,087,242	12,622,995	8,526,815	10,551,842	5,385,590	-
Waivers	7,670,806	2,707,413	1,376,202	2,481,588	1,105,603	-
Bad Debt Expense (current year)	1,288,018	400,000	507,137	42,000	338,881	-
All Other Expenses	114,755,339	36,050,206	19,732,075	34,448,701	21,922,488	2,601,869
Telecom Expense	1,599,839	932,360	312,022	200,989	307,254	(152,786)
Total Other Expenses	162,401,244	52,712,974	30,454,251	47,725,120	29,059,816	2,449,083
Library Expenses:						
Books	406,863	40,000	164,460	200,808	1,595	-
Periodicals	1,531,267	1,360,000	47,209	46,204	77,854	-
Electronic Periodicals / Subscriptions	3,180,622	470,000	671,734	1,301,288	264,693	472,907
All Other Library Equipment	427,708	30,000	2,910	5,190	389,608	-
Total Non-P.S. Library Expense	5,546,460	1,900,000	886,313	1,553,490	733,750	472,907
Total Equipment (excludes Library)	6,278,866	4,655,000	715,713	617,794	249,678	40,681
Total Expenditures	678,763,732	216,702,862	122,924,583	209,389,745	120,067,823	9,678,719
Addition to (Use of) Funds Before Designated Items	41,864,071	12,533,080	10,666,792	10,626,784	6,208,047	1,829,368
Designated Transfers Per BOT Policies						
Debt Service (University Fee)	(21,170,479)	(7,015,000)	(3,727,955)	(6,726,173)	(3,701,351)	-
Debt Service Residence Halls	(10,235,998)	(5,020,531)	(2,759,811)	(1,062,180)	(1,393,476)	-
Debt Service Parking Garage	(3,580,665)	(802,498)	(435,578)	(1,532,794)	(809,795)	-
Auxiliary Renewal and Replacement	(2,054,694)	(434,389)	(989,387)	-	(630,918)	-
Total Designated Transfer	(37,041,836)	(13,272,418)	(7,912,731)	(9,321,147)	(6,535,540)	-
Other Designated Fund Requests						
Other Request - Debt Service Prefunding ECSU	(2,700,000)		(2,700,000)			
IMRP Projects at CCSU - Additional Appropriation	269,650	269,650				
Other SO Internal Transfers - IMRP Projects at CCSU and BOR sho	(269,650)					(269,650)
Outcomes Based Funding	311,457	74,425	90,000	57,032	90,000	-
Developmental Education	1,581,052	395,263	395,263	395,263	395,263	-
Total Other Designated Fund Requests	(807,491)	739,338	(2,214,737)	452,295	485,263	(269,650)
Addition to (Use of) Funds	4,014,744	-	539,324	1,757,932	157,770	1,559,718

Central Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	46,125,136	45,307,516	47,664,832	2,357,316	5.2%
Part Time Tuition (Gross)	11,925,964	11,518,204	11,989,700	471,496	4.1%
General University Fee	11,483,474	11,028,553	11,442,127	413,574	3.8%
University General Fee (excluding Accident Ins.)	26,766,000	26,322,000	28,079,000	1,757,000	6.7%
University Fee	7,268,000	7,125,000	7,432,000	307,000	4.3%
Extension Fee (Gross)	10,148,103	9,842,527	10,098,868	256,341	2.6%
All Other Student Fees	3,387,000	3,380,000	2,643,600	(736,400)	-21.8%
Accident Insurance	906,800	865,000	530,000	(335,000)	-38.7%
Telecom Revenue	368,240	368,240	-	(368,240)	-100.0%
State Appropriations	44,119,783	42,397,229	40,778,521	(1,618,708)	-3.8%
Fringe Benefits Paid By State	39,977,815	39,674,870	40,157,600	482,730	1.2%
Housing	16,597,626	15,801,606	16,559,676	758,070	4.8%
Food Service	11,589,689	10,967,309	11,183,842	216,533	2.0%
All Other Revenue	7,896,000	8,175,719	8,417,944	242,225	3.0%
Less: ContraRevenue	(3,817,738)	(3,537,831)	(3,808,396)	(270,565)	7.6%
Total Revenue	234,741,892	229,235,942	233,169,314	3,933,372	1.7%
Expenditures:					
Personal Services:					
Total Full Time	85,040,063	80,020,720	82,617,041	2,596,321	3.2%
Part Time:					
Lecturers	9,736,552	10,073,693	9,773,741	(299,952)	-3.0%
Perm/Intermit PT	469,750	403,009	364,581	(38,428)	-9.5%
University Assistants	1,200,000	1,200,000	1,200,000	-	0.0%
Graduate Assistants	320,000	320,000	320,000	-	0.0%
Other Part Time	4,454,004	4,545,164	4,454,004	(91,160)	-2.0%
Total Part Time	16,180,306	16,541,866	16,112,326	(429,540)	-2.6%
Overtime	560,000	666,217	806,000	139,783	21.0%
All Other Personal Services	3,125,869	3,035,699	3,634,571	598,872	19.7%
Subtotal Personal Services	104,906,238	100,264,502	103,169,938	2,905,436	2.9%
Fringe Benefits	59,449,782	56,817,910	61,287,828	4,469,918	7.9%
Worker's Comp. Recovery	400,958	352,476	351,281	(1,195)	-0.3%
Total P.S. & Fringe Benefits	164,756,978	157,434,888	164,809,047	7,374,159	4.7%
Other Expenses:					
Inst. Financial Aid/Match	12,411,124	12,622,995	13,216,511	593,516	4.7%
Waivers	2,747,672	2,707,413	2,833,506	126,093	4.7%
Bad Debt Expense (current year)	400,000	400,000	400,000	-	0.0%
All Other Expenses	36,398,583	36,050,206	34,019,479	(2,030,727)	-5.6%
Telecom Expense	1,167,360	932,360	993,590	61,230	6.6%
Total Other Expenses	53,124,739	52,712,974	51,463,086	(1,249,888)	-2.4%
Library Expenses:					
Books	40,000	40,000	40,000	-	0.0%
Periodicals	1,360,000	1,360,000	1,360,000	-	0.0%
Electronic Periodicals / Subscriptions	470,000	470,000	470,000	-	0.0%
All Other Library Equipment	30,000	30,000	30,000	-	0.0%
Total Non-P.S. Library Expense	1,900,000	1,900,000	1,900,000	-	0.0%
Total Equipment (excludes Library)	2,750,000	4,655,000	4,100,000	(555,000)	-11.9%
Total Expenditures	222,531,717	216,702,862	222,272,133	5,569,271	2.6%
Addition to (Use of) Funds Before Designated Items	12,210,175	12,533,080	10,897,181	(1,635,899)	-13.1%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(7,125,000)	(7,015,000)	(7,319,000)	(304,000)	4.3%
Debt Service Residence Halls	(4,000,000)	(5,020,531)	(4,000,000)	1,020,531	-20.3%
Debt Service Parking Garage	(824,856)	(802,498)	(776,915)	25,583	-3.2%
Auxiliary Renewal and Replacement	(672,051)	(434,389)	(260,000)	174,389	-40.1%
Total Designated Transfers	(12,621,907)	(13,272,418)	(12,355,915)	916,503	-6.9%
Other Designated Fund Requests					
IMRP Projects - Additional Appropriation		269,650	-	(269,650)	-100.0%
Other Transfer Internal Transf to Energy Cntr Prgm - C	-	-	-	-	n.a.
Other Transfer - Capital Equipment			1,000,000	1,000,000	n.a.
Additional Funding - Outcomes Based Funding	-	74,425	75,325	900	1.2%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Other Designated Fund Requests	411,732	739,338	1,458,734	719,396	97.3%
Addition to (Use of) Funds	\$ -	\$ -	\$ -	-	n.a.

Eastern Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	23,383,632	23,482,070	23,918,717	436,647	1.9%
Part Time Tuition (Gross)	2,022,298	1,915,943	1,794,148	(121,795)	-6.4%
General University Fee	2,305,195	2,172,085	2,028,453	(143,632)	-6.6%
University General Fee (excluding Accident Ins.)	17,183,448	17,322,885	18,180,848	857,963	5.0%
University Fee	3,747,828	3,768,892	3,876,913	108,021	2.9%
Extension Fee (Gross)	3,035,356	3,014,865	2,925,736	(89,129)	-3.0%
All Other Student Fees	2,371,241	1,764,520	1,073,174	(691,346)	-39.2%
Accident Insurance	466,658	463,574	285,124	(178,450)	-38.5%
Telecom Revenue	394,800	390,872	-	(390,872)	-100.0%
State Appropriations	29,753,680	28,768,846	27,768,665	(1,000,181)	-3.5%
Fringe Benefits Paid By State	22,589,608	22,458,460	22,561,528	103,068	0.5%
Housing	20,990,305	20,766,189	21,507,691	741,502	3.6%
Food Service	7,218,735	7,021,553	7,002,531	(19,022)	-0.3%
All Other Revenue	2,270,723	1,753,815	1,707,411	(46,404)	-2.6%
Less: ContraRevenue	(1,596,175)	(1,473,194)	(1,524,756)	(51,562)	3.5%
Total Revenue	136,137,332	133,591,375	133,106,183	(485,192)	-0.4%
Expenditures:					
Personal Services:					
Total Full Time	45,565,695	44,261,005	43,408,897	(852,108)	-1.9%
Part Time:					
Lecturers	5,549,539	5,562,059	5,632,828	70,769	1.3%
Perm/Intermit PT	172,456	146,385	227,804	81,419	55.6%
University Assistants	1,219,010	1,291,897	1,439,043	147,146	11.4%
Graduate Assistants	151,431	186,487	255,360	68,873	36.9%
Other Part Time	119,327	31,974	33,000	1,026	3.2%
Total Part Time	7,211,763	7,218,802	7,588,035	369,233	5.1%
Overtime	1,003,163	1,036,875	1,056,875	20,000	1.9%
All Other Personal Services	4,447,920	4,321,898	4,227,597	(94,301)	-2.2%
Subtotal Personal Services	58,228,541	56,838,580	56,281,404	(557,176)	-1.0%
Fringe Benefits	36,282,307	33,867,841	35,703,036	1,835,195	5.4%
Worker's Comp. Recovery	407,600	161,885	175,487	13,602	8.4%
Total P.S. & Fringe Benefits	94,918,448	90,868,306	92,159,927	1,291,621	1.4%
Other Expenses:					
Inst. Financial Aid/Match	8,656,231	8,526,815	11,014,344	2,487,529	29.2%
Waivers	1,222,626	1,376,202	1,412,954	36,752	2.7%
Bad Debt Expense (current year)	831,195	507,137	619,450	112,313	22.1%
All Other Expenses	20,904,642	19,732,075	20,134,830	402,755	2.0%
Telecom Expense	422,635	312,022	350,250	38,228	12.3%
Total Other Expenses	32,037,329	30,454,251	33,531,828	3,077,577	10.1%
Library Expenses:					
Books	174,993	164,460	181,900	17,440	10.6%
Periodicals	438,314	47,209	439,612	392,403	831.2%
Electronic Periodicals / Subscriptions	239,548	671,734	238,661	(433,073)	-64.5%
All Other Library Equipment	21,616	2,910	21,866	18,956	651.4%
Total Non-P.S. Library Expense	874,471	886,313	882,039	(4,274)	-0.5%
Total Equipment (excludes Library)	450,000	715,713	71,850	(643,863)	-90.0%
Total Expenditures	128,280,248	122,924,583	126,645,644	3,721,061	3.0%
Addition to (Use of) Funds Before Designated Items	7,857,084	10,666,792	6,460,539	(4,206,253)	-39.4%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(3,747,828)	(3,727,955)	(3,834,803)	(106,848)	2.9%
Debt Service Residence Halls	(2,759,811)	(2,759,811)	(2,731,839)	27,972	-1.0%
Debt Service Parking Garage	(435,578)	(435,578)	(415,148)	20,430	-4.7%
Auxiliary Renewal and Replacement	(1,325,599)	(989,387)	-	989,387	-100.0%
Total Designated Transfers	(8,268,816)	(7,912,731)	(6,981,790)	930,941	-11.8%
Other Designated Fund Requests					
Other Request - Debt Service Prefunding	-	(2,700,000)	-	2,700,000	-100.0%
Additional Funding - Outcomes Based Funding	-	90,000	137,842	47,842	53.2%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Additional Funds	411,732	(2,214,737)	521,251	2,735,988	-123.5%
Addition to (Use of) Funds	\$ -	\$ 539,324	\$ -	(539,324)	-100.0%

Southern Connecticut State University
 Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018 Budget	FY18 Budget vs FY17 Projection	
	Budget	Projection		\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	43,851,209	44,361,649	\$ 45,911,305	1,549,656	3.5%
Part Time Tuition (Gross)	8,488,751	7,959,160	8,266,473	307,313	3.9%
General University Fee	8,452,513	7,879,992	8,202,585	322,593	4.1%
University General Fee (excluding Accident Ins.)	27,389,003	27,644,553	28,750,335	1,105,782	4.0%
University Fee	6,808,610	6,876,173	7,082,349	206,176	3.0%
Extension Fee (Gross)	11,254,947	10,753,567	10,043,890	(709,677)	-6.6%
All Other Student Fees	5,055,800	4,360,480	4,360,480	-	0.0%
Accident Insurance	849,991	869,632	509,626	(360,006)	-41.4%
Telecom Revenue	469,740	409,965	-	(409,965)	-100.0%
State Appropriations	42,472,560	40,810,363	38,853,503	(1,956,860)	-4.8%
Fringe Benefits Paid By State	38,489,124	38,193,112	38,153,490	(39,622)	-0.1%
Housing	17,905,154	17,926,513	18,909,096	982,583	5.5%
Food Service	9,227,228	9,199,444	9,733,880	534,436	5.8%
All Other Revenue	4,343,369	4,755,685	4,545,422	(210,263)	-4.4%
Less: ContraRevenue	(1,707,999)	(1,983,759)	(1,888,040)	95,719	-4.8%
Total Revenue	223,350,000	220,016,529	221,434,394	1,417,865	0.6%
Expenditures:					
Personal Services:					
Total Full Time	80,210,516	77,984,477	76,969,327	(1,015,150)	-1.3%
Part Time:					
Lecturers	11,934,891	13,076,857	12,568,033	(508,824)	-3.9%
Perm/Intermit PT	926,132	824,243	916,960	92,717	11.2%
University Assistants	1,256,769	1,183,842	1,173,919	(9,923)	-0.8%
Graduate Assistants	1,142,142	1,215,429	1,142,142	(73,287)	-6.0%
Other Part Time	3,307,452	3,376,248	3,317,452	(58,796)	-1.7%
Total Part Time	18,567,386	19,676,619	19,118,506	(558,113)	-2.8%
Overtime	1,066,448	1,008,933	1,066,448	57,515	5.7%
All Other Personal Services	3,021,369	3,731,786	3,061,369	(670,417)	-18.0%
Subtotal Personal Services	102,865,719	102,401,815	100,215,650	(2,186,165)	-2.1%
Fringe Benefits	60,690,774	56,790,305	60,487,390	3,697,085	6.5%
Worker's Comp. Recovery	400,000	301,221	400,000	98,779	32.8%
Total P.S. & Fringe Benefits	163,956,493	159,493,341	161,103,040	1,609,699	1.0%
Other Expenses:					
Inst. Financial Aid/Match	9,769,739	10,551,842	11,478,810	926,968	8.8%
Waivers	2,170,000	2,481,588	2,350,000	(131,588)	-5.3%
Bad Debt Expense (current year)	27,100	42,000	31,000	(11,000)	-26.2%
All Other Expenses	34,886,943	34,448,701	34,921,838	473,137	1.4%
Telecom Expense	786,400	200,989	225,000	24,011	11.9%
Total Other Expenses	47,640,182	47,725,120	49,006,648	1,281,528	2.7%
Library Expenses:					
Books	253,168	200,808	253,168	52,360	26.1%
Periodicals	28,830	46,204	28,830	(17,374)	-37.6%
Electronic Periodicals / Subscriptions	1,311,198	1,301,288	1,311,188	9,900	0.8%
All Other Library Equipment	13,950	5,190	13,950	8,760	168.8%
Total Non-P.S. Library Expense	1,607,146	1,553,490	1,607,136	53,646	3.5%
Total Equipment (excludes Library)	1,302,042	617,794	1,302,042	684,248	110.8%
Total Expenditures	214,505,863	209,389,745	213,018,866	3,629,121	1.7%
Addition to (Use of) Funds Before Designated Items	8,844,137	10,626,784	8,415,528	(2,211,256)	-20.8%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(6,633,610)	(6,726,173)	(6,932,349)	(206,176)	3.1%
Debt Service Residence Halls	(1,062,180)	(1,062,180)	(1,064,000)	(1,820)	0.2%
Debt Service Parking Garage	(1,532,794)	(1,532,794)	(1,600,000)	(67,206)	4.4%
Total Designated Transfers	(9,228,584)	(9,321,147)	(9,596,349)	(275,202)	3.0%
Other Designated Fund Requests					
Other Request - SCSU General Reserves	-	-	739,690	739,690	n.a.
Additional Funding - Outcomes Based Funding		57,032	57,722	690	1.2%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Other Designated Fund Requests	411,732	452,295	1,180,821	728,526	161.1%
Addition to (Use of) Funds	\$ 27,285	\$ 1,757,932	\$ -	(1,757,932)	-100.0%

Western Connecticut State University
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)	23,890,828	23,824,148	22,374,212	(1,449,936)	-6.1%
Part Time Tuition (Gross)	4,834,553	5,026,044	5,162,028	135,984	2.7%
General University Fee	4,533,357	4,716,762	4,817,633	100,871	2.1%
University General Fee (excluding Accident Ins.)	14,873,076	14,575,913	15,106,056	530,143	3.6%
University Fee	3,791,788	3,749,522	3,603,448	(146,074)	-3.9%
Extension Fee (Gross)	3,856,525	3,497,102	3,602,498	105,396	3.0%
All Other Student Fees	2,744,344	2,522,422	1,820,103	(702,319)	-27.8%
Accident Insurance	459,536	446,852	267,648	(179,204)	-40.1%
Telecom Revenue	221,970	219,969	-	(219,969)	-100.0%
State Appropriations	28,312,214	27,350,675	26,260,591	(1,090,084)	-4.0%
Fringe Benefits Paid By State	22,258,878	22,128,656	22,098,383	(30,273)	-0.1%
Housing	10,518,070	10,419,955	10,648,271	228,316	2.2%
Food Service	5,168,924	5,489,242	5,617,513	128,271	2.3%
All Other Revenue	2,764,997	3,584,623	3,677,124	92,501	2.6%
Less: ContraRevenue	(1,642,937)	(1,276,015)	(1,373,318)	(97,303)	7.6%
Total Revenue	126,586,123	126,275,870	123,682,190	(2,593,680)	-2.1%
Expenditures:					
Personal Services:					
Total Full Time	47,288,609	45,995,565	45,164,970	(830,595)	-1.8%
Part Time:					
Lecturers	7,086,897	6,895,803	7,089,104	193,301	2.8%
Perm/Intermit PT	204,084	181,810	135,819	(45,991)	-25.3%
University Assistants	818,587	617,779	821,351	203,572	33.0%
Graduate Assistants	197,529	212,077	216,812	4,735	2.2%
Other Part Time	1,872,367	1,773,045	2,029,420	256,375	14.5%
Total Part Time	10,179,464	9,680,514	10,292,506	611,992	6.3%
Overtime	842,955	891,014	842,956	(48,058)	-5.4%
All Other Personal Services	1,603,086	1,542,265	1,633,086	90,821	5.9%
Subtotal Personal Services	59,914,114	58,109,358	57,933,518	(175,840)	-0.3%
Fringe Benefits	32,710,058	31,751,744	33,471,193	1,719,449	5.4%
Worker's Comp. Recovery	208,002	163,477	168,813	5,336	3.3%
Total P.S. & Fringe Benefits	92,832,174	90,024,579	91,573,524	1,548,945	1.7%
Other Expenses:					
Inst. Financial Aid/Match	5,495,144	5,385,590	5,059,082	(326,508)	-6.1%
Waivers	1,114,176	1,105,603	1,281,267	175,664	15.9%
Bad Debt Expense (current year)	338,881	338,881	354,242	15,361	4.5%
All Other Expenses	22,012,708	21,922,488	21,321,418	(601,070)	-2.7%
Telecom Expense	654,477	307,254	647,440	340,186	110.7%
Total Other Expenses	29,615,386	29,059,816	28,663,449	(396,367)	-1.4%
Library Expenses:					
Books	55,843	1,595	55,843	54,248	3401.1%
Periodicals	55,250	77,854	55,250	(22,604)	-29.0%
Electronic Periodicals / Subscriptions	280,451	264,693	280,451	15,758	6.0%
All Other Library Equipment	336,457	389,608	336,457	(53,151)	-13.6%
Total Non-P.S. Library Expense	728,001	733,750	728,001	(5,749)	-0.8%
Total Equipment (excludes Library)	235,000	249,678	245,080	(4,598)	-1.8%
Total Expenditures	123,410,561	120,067,823	121,210,054	1,142,231	1.0%
Addition to (Use of) Funds Before Designated Items	3,175,562	6,208,047	2,472,136	(3,735,911)	-60.2%
Designated Transfers Per BOT Policies					
Debt Service (University Fee)	(3,678,034)	(3,701,351)	(3,603,448)	97,903	-2.6%
Debt Service Residence Hall	(1,180,413)	(1,393,476)	(1,393,476)	-	0.0%
Debt Service Parking Garage	(536,992)	(737,225)	(737,225)	-	0.0%
Debt Service WS Parking Garage	(62,749)	(72,570)	(72,570)	-	0.0%
Auxiliary Renewal and Replacement	(312,579)	(630,918)	(351,953)	278,965	-44.2%
Total Designated Transfers	(5,770,767)	(6,535,540)	(6,158,672)	376,868	-5.8%
Other Designated Fund Requests					
Other Transfer - One Time Use of Reserves	2,183,473	-	1,954,753	1,954,753	n.a.
Tuition Offset - Foundation Reserves	-	-	1,182,286	1,182,286	n.a.
Additional Funding - Outcomes Based Funding	-	90,000	166,088	76,088	84.5%
Developmental Education	411,732	395,263	383,409	(11,854)	-3.0%
Total Other Designated Fund Requests	2,595,205	485,263	3,686,536	3,201,273	659.7%
Addition to (Use of) Funds	-	157,770	-	(157,770)	-100.0%

SO/SW/Mandates
 Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)
 FY18 Budget, FY17 Budget and Projection

Account Name	FY2017		FY2018	FY18 Budget vs FY17 Projection	
	Budget	Projection	Budget	\$ Inc(Dec)	% Inc(Dec)
Revenue:					
Tuition (Gross)				-	n.a.
Part Time Tuition (Gross)				-	n.a.
General University Fee				-	n.a.
University General Fee (excluding Accident Ins.)				-	n.a.
University Fee				-	n.a.
Extension Fee (Gross)				-	n.a.
All Other Student Fees				-	n.a.
Accident Insurance				-	n.a.
Telecom Revenue				-	n.a.
State Appropriations	8,982,519	8,936,217	8,699,149	(237,068)	-2.7%
Fringe Benefits Paid By State	2,516,354	2,516,354	2,306,175	(210,179)	-8.4%
Housing	-	-	-	-	n.a.
Food Service	-	-	-	-	n.a.
All Other Revenue	65,597	55,516	65,500	9,984	18.0%
Less: ContraRevenue					n.a.
Total Revenue	11,564,470	11,508,087	11,070,824	(437,263)	-3.8%
Expenditures:					
Personal Services:					
Total Full Time	4,557,357	4,385,025	4,216,707	(168,318)	-3.8%
Part Time:					
Lecturers	-	-	-	-	
Perm/Intermit PT	45,623	46,437	52,389	5,952	12.8%
University Assistants	-	-	-	-	n.a.
Graduate Assistants	-	-	-	-	n.a.
Other Part Time	-	-	-	-	n.a.
Total Part Time	45,623	46,437	52,389	5,952	12.8%
Overtime	-	-	-	-	n.a.
All Other Personal Services	129,564	-	-	-	n.a.
Subtotal Personal Services	4,732,544	4,431,462	4,269,096	(162,366)	-3.7%
Fringe Benefits	2,508,354	2,281,787	2,300,675	18,888	0.8%
Worker's Comp. Recovery	9,026	2,799	5,500	2,701	96.5%
Total P.S. & Fringe Benefits	7,249,924	6,716,048	6,575,271	(140,777)	-2.1%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	n.a.
Waivers	-	-	-	-	n.a.
Bad Debt Expense (current year)	-	-	-	-	n.a.
All Other Expenses	4,366,419	2,601,869	3,786,583	1,184,714	45.5%
Telecom Expense	(577,373)	(152,786)	167,470	320,256	-209.6%
Total Other Expenses	3,789,046	2,449,083	3,954,053	1,504,970	61.5%
Library Expenses:					
Books				-	n.a.
Periodicals				-	n.a.
Electronic Periodicals / Subscriptions	485,500	472,907	421,000	(51,907)	-11.0%
All Other Library Equipment					
Total Non-P.S. Library Expense	485,500	472,907	421,000	(51,907)	-11.0%
Total Equipment (excludes Library)	40,000	40,681	55,000	14,319	35.2%
Total Expenditures	11,564,470	9,678,719	11,005,324	1,326,605	13.7%
Addition to (Use of) Funds Before Designated Items	-	1,829,368	65,500	(1,763,868)	-96.4%
Designated Transfers Per BOT Policies					
Auxiliary Renewal and Replacement	-	-	-	-	n.a.
Total Designated Transfers	-	-	-	-	n.a.
Other Designated Fund Requests					
Transfer to CCSU for IMRP Projects		(269,650)	-	269,650	-100.0%
Other Transfer - BOR shortfall		-	(65,500)	(65,500)	n.a.
Total Additional Funds	-	(269,650)	(65,500)	204,150	-75.7%
Addition to (Use of) Funds	-	1,559,718	-	(1,559,718)	-100.0%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

Colleges: Consolidated

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget Dollars (\$)	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	126,084,591	124,017,502	122,545,896	(1,471,606)	-1.20%
Fees	48,312,138	50,641,558	54,637,537	3,995,979	7.90%
State Appropriations	161,446,565	157,410,403	155,049,247	(2,361,156)	-1.50%
Fringe Benefits Paid By State	120,306,781	118,750,872	122,241,664	3,490,792	2.90%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	211,500	150,731	152,700	1,969	1.30%
Sales of Educational Activities	812,530	1,334,814	1,386,733	51,919	3.90%
All Other Revenue	3,243,353	5,546,674	4,126,321	(1,420,353)	-25.60%
Total Revenue	460,417,458	457,852,554	460,140,098	2,287,544	0.50%
Expenditures:					
Personnel Services:					
Full Time (6101)	160,799,257	157,518,230	154,105,962	(3,412,268)	-2.20%
Continuing Part Time (6111)	1,677,724	1,551,528	1,465,887	(85,641)	-5.50%
Temporary Part Time (6102, B, D, G)	20,596,717	21,985,687	22,529,320	543,633	2.50%
Contractual PTL (6103D)	42,680,716	41,889,968	40,851,200	(1,038,768)	-2.50%
Contractual NCL (6103E)	3,805,502	3,844,107	3,867,301	23,194	0.60%
Contractual ECL (6103F)	6,481,963	7,240,185	7,196,310	(43,875)	-0.60%
Student Labor (6104, H)	2,418,503	3,177,874	3,172,112	(5,762)	-0.20%
Overtime (6107)	1,155,299	1,325,572	1,235,540	(90,032)	-6.80%
All Other Personnel Services	6,712,523	4,811,138	8,473,147	3,662,009	76.10%
Subtotal Personnel Services	246,328,204	243,344,289	242,896,779	(447,510)	-0.20%
Fringe Benefits	145,087,883	142,882,159	148,822,299	5,940,140	4.20%
Total P.S. & Fringe Benefits	391,416,087	386,226,448	391,719,078	5,492,630	1.40%
Other Expenses:					
Inst. Financial Aid/Match	18,035,615	16,612,971	17,304,099	691,128	4.20%
Waivers	5,877,170	5,830,441	5,912,740	82,299	1.40%
All Other Expenses	51,106,169	47,409,484	52,370,568	4,961,084	10.50%
Total Other Expenses	75,018,954	69,852,896	75,587,407	5,734,511	8.20%
Library Expenses:					
Books	341,044	249,877	304,848	54,971	22.00%
Periodicals	91,714	131,238	101,265	(29,973)	-22.80%
Electronic Periodicals / Subscriptions	343,152	311,857	360,802	48,945	15.70%
All Other Library Equipment	30,860	31,391	30,530	(861)	-2.70%
Total Non-P.S. Library Expense	806,770	724,363	797,445	73,082	10.10%
Total Equipment (excludes Library)	-	69,198	-	(69,198)	-100.00%
Total Expenditures	467,241,811	456,872,905	468,103,930	11,231,025	2.50%
Addition to (Use of) Funds Before Designated Items	(6,824,353)	979,649	(7,963,832)	(8,943,481)	-912.90%
Designated Transfers Per BOT Policies					
Transfer in	10,137,406	12,117,273	11,507,764	(609,509)	-5.00%
Outcomes Based Funding	-	986,345	1,235,491	1,235,491	125.50%
Shared Services reserved funding	(1,000,000)	(519,950)	(1,000,000)	(480,050)	92.30%
Shared Services funding transferred to Colleges	-	519,950	-	(519,950)	-100.00%
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	6,093,633	5,832,259	5,674,453	(157,806)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	1,729,275	1,665,862	1,610,225	(55,637)	-3.30%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	NA
Transfer out	(10,005,620)	(12,560,550)	(11,427,806)	1,132,744	-9.00%
Total Designated Transfers	6,954,694	8,041,189	7,600,127	(441,062)	-5.50%
Net Change	130,341	9,020,838	(363,705)	(9,384,543)	-104.00%

Connecticut Community Colleges - Consolidating
Expenditure Plan General & Operating Funds
FY18 Budget (based on Gov's Executive Order allocation)
All Colleges Consolidating

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	122,545,896	-	4,273,116	8,070,300	17,201,493	13,078,688	15,502,515	6,652,841	16,581,221	15,120,220	3,298,255	3,497,867	10,172,257	9,097,123
Fees	54,637,537	-	3,938,550	4,273,720	7,683,140	3,718,251	7,809,753	2,760,345	6,654,846	7,312,120	1,022,824	1,520,980	3,623,071	4,319,937
State Appropriations	155,049,247	10,255,923	6,954,124	11,105,702	19,514,486	13,624,975	16,922,175	8,049,340	18,743,544	14,872,063	6,312,718	6,508,337	11,211,501	10,974,359
Fringe Benefits Paid By State	122,241,664	5,625,268	5,705,894	9,073,753	15,506,211	10,873,690	14,228,046	6,144,214	15,681,347	11,147,063	5,083,730	4,964,548	8,969,201	9,238,699
Government Grants & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts, Grants and Contracts	152,700	-	-	-	-	-	-	1,500	-	-	150,000	-	-	1,200
Sales of Educational Activities	1,386,733	-	10,000	20,000	41,399	-	9,000	4,500	112,394	200,000	-	-	898,440	91,000
All Other Revenue	4,126,321	80,000	153,900	213,275	801,714	575,000	339,670	160,000	352,234	240,000	150,000	158,050	672,678	229,800
Total Revenue	460,140,098	15,961,191	21,035,584	32,756,750	60,748,443	41,870,604	54,811,159	23,772,740	58,125,586	48,891,466	16,017,527	16,649,782	35,547,148	33,952,118
Expenditures:														
Personnel Services:														
Full Time (6101)	154,105,962	10,126,135	5,115,628	11,481,718	16,922,199	13,989,975	19,035,805	8,260,911	18,883,161	16,036,668	6,714,994	5,743,949	10,818,357	10,976,462
Continuing Part Time (6111)	1,465,887	84,005	5,110	-	52,582	153,213	83,523	5,449	303,780	116,675	-	319,815	-	341,735
Temporary Part Time (6102, B, D, G)	22,529,320	-	2,510,091	2,512,832	3,835,815	1,183,198	2,024,074	464,112	3,252,592	2,255,844	519,190	587,028	2,133,917	1,250,627
Contractual PTL (6103D)	40,851,200	-	1,471,510	1,583,311	6,701,833	4,298,362	5,097,984	2,067,494	5,435,433	4,689,751	1,216,705	1,159,639	3,952,965	3,176,213
Contractual NCL (6103E)	3,867,301	-	413,724	459,925	395,458	109,342	357,700	227,716	365,000	614,315	50,000	226,107	270,219	377,795
Contractual ECL (6103F)	7,196,510	-	662,786	537,737	998,048	419,131	1,185,613	355,272	813,000	851,520	128,340	93,128	433,253	718,482
Student Labor (6104, H)	3,172,112	45,785	142,160	127,500	735,317	180,000	429,420	160,183	228,525	442,408	79,137	61,145	303,257	237,275
Overtime (6107)	1,235,540	-	28,845	100,000	310,000	100,000	100,527	25,390	337,600	50,000	30,699	80,574	15,000	56,905
All Other Personnel Services	8,473,147	3,290,869	254,245	409,870	634,782	450,000	633,660	276,253	865,280	575,000	100,500	228,256	291,058	463,374
Subtotal Personnel Services	242,896,779	13,546,794	10,604,099	17,212,893	30,586,034	20,883,221	28,948,306	11,842,780	30,484,371	25,632,181	8,839,565	8,499,641	18,218,026	17,598,868
Fringe Benefits	148,822,299	5,866,447	6,860,852	11,537,223	18,256,804	12,985,187	18,437,191	7,304,738	19,723,923	14,500,854	5,751,820	5,396,124	10,981,102	11,220,034
Total P.S. & Fringe Benefits	391,719,078	19,413,241	17,464,951	28,750,116	48,842,838	33,868,408	47,385,497	19,147,518	50,208,294	40,133,035	14,591,385	13,895,765	29,199,128	28,818,902
Other Expenses:														
Inst. Financial Aid/Match	17,304,099	-	634,933	1,120,000	2,157,299	1,864,153	2,233,369	1,032,574	2,405,921	2,182,083	446,454	470,599	1,441,965	1,314,749
Waivers	5,912,740	-	264,271	575,000	939,568	650,000	613,390	405,000	541,750	573,000	321,893	137,583	559,155	332,130
All Other Expenses	52,370,568	6,815,760	2,648,059	3,049,177	8,257,782	5,164,140	4,154,750	2,838,542	4,381,597	5,509,499	1,083,484	1,982,678	3,358,631	3,126,469
Total Other Expenses	75,587,407	6,815,760	3,547,263	4,744,177	11,354,649	7,678,293	7,001,509	4,276,116	7,329,268	8,264,582	1,851,831	2,590,860	5,359,751	4,773,348
Library Expenses:														
Books	304,848	-	-	12,607	67,980	57,000	26,000	-	47,790	18,471	10,000	28,000	27,000	10,000
Periodicals	101,265	-	-	-	-	-	-	-	21,749	64,516	15,000	-	-	-
Electronic Periodicals / Subscriptions	360,802	-	-	72,407	-	-	-	-	74,935	46,460	34,000	60,000	73,000	-
All Other Library Equipment	30,530	-	-	-	-	-	-	-	7,530	-	2,500	20,500	-	-
Total Non-P.S. Library Expense	797,445	-	-	85,014	67,980	57,000	26,000	-	152,004	129,447	61,500	108,500	100,000	10,000
Total Equipment (excludes Library)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	468,103,930	26,229,001	21,012,214	33,579,307	60,265,467	41,603,701	54,413,006	23,423,634	57,689,566	48,527,064	16,504,716	16,595,125	34,658,879	33,602,250
Addition to (Use of) Funds Before Design	(7,963,832)	(10,267,810)	23,370	(822,557)	482,976	266,903	398,153	349,106	436,020	364,402	(487,189)	54,657	888,269	349,868
Designated Transfers Per BOT Policies														
Transfer In	11,507,764	11,347,808	-	140,000	-	-	-	-	-	-	-	19,956	-	-
Outcomes Based Funding	1,235,491	-	102,172	110,669	130,184	128,858	129,420	47,324	129,209	126,778	54,137	48,411	115,439	112,890
Shared Services	(1,000,000)	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
Developmental Education	5,674,453	-	176,258	385,404	809,422	562,216	773,579	306,328	747,159	663,094	142,818	189,561	465,958	452,656
Transitional Adult Education	1,610,225	-	50,017	109,365	229,688	159,539	219,516	86,926	212,019	188,164	40,527	53,791	132,224	128,449
Transfer Out	(11,427,806)	(79,998)	(351,817)	(760,616)	(1,652,270)	(1,117,516)	(1,520,668)	(633,471)	(1,500,837)	(1,342,438)	(291,382)	(366,376)	(929,998)	(880,419)
Total Designated Transfers	7,600,127	10,267,810	(23,370)	(15,178)	(482,976)	(266,903)	(398,153)	(192,893)	(412,450)	(364,402)	(53,900)	(54,657)	(216,377)	(186,424)
Net Change	(363,705)	-	-	(837,735)	-	-	-	156,213	23,570	-	(541,089)	-	671,892	163,444

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY17 Projection (with Gov's rescission as of 5/10/17)
All Colleges Consolidating

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
Revenue:														
Tuition (Gross)	124,017,502	-	4,009,145	7,854,862	17,975,248	13,014,518	15,909,510	6,865,678	16,375,016	15,389,418	3,281,846	3,730,103	10,277,858	9,334,300
Fees	50,641,558	-	3,357,199	3,856,138	7,168,551	3,734,813	7,212,900	2,641,478	6,342,934	6,837,409	1,017,735	1,482,624	2,981,661	4,008,116
State Appropriations	157,410,403	10,137,199	6,972,557	11,592,475	19,619,168	13,892,533	17,284,457	7,994,205	19,010,915	15,136,564	6,409,299	6,686,673	11,506,299	11,168,059
Fringe Benefits Paid By State	118,750,872	5,575,508	5,452,655	9,094,724	14,800,950	10,542,514	13,956,163	5,738,792	15,296,600	10,662,577	4,936,369	4,736,703	8,969,517	8,987,800
Government Grants & Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Gifts, Grants and Contracts	150,731	-	-	-	-	-	-	1,430	-	-	148,480	(1,500)	-	2,321
Sales of Educational Activities	1,334,814	-	8,586	17,327	41,398	-	9,510	4,481	115,608	210,056	-	-	827,600	100,248
All Other Revenue	5,546,674	85,001	156,256	638,254	1,006,688	576,304	929,378	156,264	301,510	242,193	151,079	164,473	752,577	386,697
Total Revenue	457,852,554	15,797,708	19,956,398	33,053,780	60,612,003	41,760,682	55,301,918	23,402,328	57,442,583	48,478,217	15,944,808	16,799,076	35,315,512	33,987,541
Expenditures:														
Personnel Services:														
Full Time (6101)	157,518,230	10,065,066	5,400,560	11,992,036	17,624,682	13,989,975	19,159,248	8,432,224	19,116,725	16,442,290	6,913,921	5,833,818	11,010,839	11,536,846
Continuing Part Time (6111)	1,551,528	51,150	23,565	35,095	40,775	147,285	98,881	5,449	269,570	116,433	40,504	386,217	-	336,604
Temporary Part Time (6102, B, D, G)	21,985,687	-	2,262,442	2,592,719	3,593,310	1,183,198	2,103,021	464,112	3,295,271	2,515,936	263,199	448,708	1,908,508	1,355,263
Contractual PTL (6103D)	41,889,968	-	1,474,985	2,172,115	6,786,868	4,273,513	5,202,024	2,067,494	5,569,387	4,665,064	1,220,662	1,239,496	3,952,965	3,265,395
Contractual NCL (6103E)	3,844,107	-	465,995	412,670	382,342	109,342	377,700	227,716	380,340	605,775	61,366	213,128	270,132	337,601
Contractual ECL (6103F)	7,240,185	-	665,689	512,795	999,281	419,131	1,244,401	355,272	834,530	850,706	126,737	87,030	433,253	711,360
Student Labor (6104, H)	3,177,874	28,527	124,576	173,902	735,147	126,812	360,122	160,183	304,445	420,369	89,292	107,070	335,429	212,000
Overtime (6107)	1,325,572	-	33,183	99,121	409,646	94,172	111,560	25,390	338,145	34,904	31,174	85,792	11,820	50,665
All Other Personnel Services	4,811,138	-	115,248	426,777	677,408	454,546	691,582	276,253	609,143	528,812	285,545	189,650	280,434	275,740
Subtotal Personnel Services	243,344,289	10,144,743	10,566,243	18,417,230	31,249,459	20,797,974	29,348,539	12,014,093	30,717,556	26,180,289	9,032,400	8,590,909	18,203,380	18,081,474
Fringe Benefits	142,882,159	5,585,002	6,395,598	11,004,830	17,526,494	12,255,877	18,091,090	6,776,207	19,019,353	13,696,251	5,656,767	5,121,110	10,693,699	11,059,881
Total P.S. & Fringe Benefits	386,226,448	15,729,745	16,961,841	29,422,060	48,775,953	33,053,851	47,439,629	18,790,300	49,736,909	39,876,540	14,689,167	13,712,019	28,897,079	29,141,355
Other Expenses:														
Inst. Financial Aid/Match	16,612,971	-	549,730	1,174,573	2,333,493	1,902,920	2,265,591	833,131	2,169,682	1,922,696	354,111	478,616	1,242,048	1,386,380
Waivers	5,830,441	-	290,227	793,439	920,159	565,488	589,937	311,298	540,420	543,852	321,532	145,852	535,054	273,183
All Other Expenses	47,409,484	4,335,644	2,049,468	3,192,419	7,182,020	5,527,965	4,124,706	2,908,575	3,957,722	5,353,802	1,122,260	1,810,166	2,965,549	2,879,188
Total Other Expenses	69,852,896	4,335,644	2,889,425	5,160,431	10,435,672	7,996,373	6,980,234	4,053,004	6,667,824	7,820,350	1,797,903	2,434,634	4,742,651	4,538,751
Library Expenses:														
Books	249,877	-	-	28,533	17,909	55,371	17,565	3,881	29,107	27,338	10,985	26,365	14,387	18,436
Periodicals	131,238	-	-	-	-	-	-	-	21,590	70,549	14,935	-	24,164	-
Electronic Periodicals / Subscriptions	311,857	-	-	69,435	-	-	-	-	72,438	10,918	34,090	67,161	57,815	-
All Other Library Equipment	31,391	-	-	-	-	-	-	-	9,477	-	-	2,838	19,076	-
Total Non-P.S. Library Expense	724,363	-	-	97,968	17,909	55,371	17,565	3,881	132,612	108,805	62,848	112,602	96,366	18,436
Total Equipment (excludes Library)	69,198	-	16,336	-	-	-	-	-	30,014	-	-	22,848	-	-
Total Expenditures	456,872,905	20,065,389	19,867,602	34,680,459	59,229,534	41,105,595	54,437,428	22,847,185	56,567,359	47,805,695	16,549,918	16,282,103	33,736,096	33,698,542
Addition to (Use of) Funds Before Design	979,649	(4,267,681)	88,796	(1,626,679)	1,382,469	655,087	864,490	555,143	875,224	672,522	(605,110)	516,973	1,579,416	288,999
Designated Transfers Per BOT Policies														
Transfer In	12,117,273	10,006,819	102,576	249,104	241,188	-	266,258	37,857	309,699	110,152	260,759	82,102	284,817	165,942
Outcomes Based Funding	986,345	30,000	90,000	90,000	88,833	90,000	90,000	46,758	89,433	90,000	53,489	47,832	90,000	90,000
Shared Services Reserved funds	-	(519,950)	-	-	-	-	-	147,627	211,800	-	-	87,055	-	73,468
Developmental Education	5,832,259	-	181,171	396,143	831,980	577,885	795,138	314,865	767,647	681,574	146,798	194,844	478,943	465,271
Transitional Adult Education	1,665,862	-	74,626	113,927	239,269	132,137	228,674	90,552	220,863	196,014	42,218	56,035	137,740	133,807
Transfer Out	(12,560,550)	(2,488,960)	(305,268)	(762,342)	(1,428,532)	(1,004,971)	(1,343,332)	(537,356)	(1,314,231)	(1,174,413)	(248,707)	(335,101)	(835,828)	(781,509)
Total Designated Transfers	8,041,189	7,027,909	143,105	86,832	(27,262)	(204,949)	36,738	100,303	285,211	(96,673)	254,557	132,767	155,672	146,979
Net Change	9,020,838	2,760,228	231,901	(1,539,847)	1,355,207	450,138	901,228	655,446	1,160,435	575,849	(350,553)	649,740	1,735,088	435,978

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: System Office

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	10,237,429	10,137,199	10,255,923	118,724	1.20%
Fringe Benefits Paid By State	5,506,041	5,575,508	5,625,268	49,760	0.90%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities				-	NA
All Other Revenue		85,001	80,000	(5,001)	-5.90%
Total Revenue	15,743,470	15,797,708	15,961,191	163,483	1.00%
Expenditures:					
Personnel Services:					
Full Time (6101)	10,089,957	10,065,066	10,126,135	61,069	0.60%
Continuing Part Time (6111)	112,133	51,150	84,005	32,855	64.20%
Temporary Part Time (6102, B, D, G)		-		-	NA
Contractual PTL (6103D)				-	NA
Contractual NCL (6103E)				-	NA
Contractual ECL (6103F)				-	NA
Student Labor (6104, H)	35,339	28,527	45,785	17,258	60.50%
Overtime (6107)				-	NA
All Other Personnel Services	2,276,297	-	3,290,869	3,290,869	NA
Subtotal Personnel Services	12,513,726	10,144,743	13,546,794	3,402,051	33.50%
Fringe Benefits	5,791,557	5,585,002	5,866,447	281,445	5.00%
Total P.S. & Fringe Benefits	18,305,283	15,729,745	19,413,241	3,683,496	23.40%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
All Other Expenses	6,443,806	4,335,644	6,815,760	2,480,116	57.20%
Total Other Expenses	6,443,806	4,335,644	6,815,760	2,480,116	57.20%
Library Expenses:					
Books	-	-	-	-	NA
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	-	-	-	-	NA
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	24,749,089	20,065,389	26,229,001	6,163,612	30.70%
Addition to (Use of) Funds Before Designated Items	(9,005,619)	(4,267,681)	(10,267,810)	(6,000,129)	140.60%
Designated Transfers Per BOT Policies					
Transfer in	10,005,619	10,006,819	11,347,808	1,340,989	13.40%
Outcomes Based Funding		30,000	-	(30,000)	-100.00%
Shared Services Reserved Funds Transfer Out	(1,000,000)	(519,950)	(1,000,000)	(480,050)	92.30%
Developmental Education				-	NA
Early College				-	NA
Transitional Adult Education				-	NA
All Other Transfers (CFT, Fac Awards, Etc.)				-	NA
Transfer out	-	(2,488,960)	(79,998)	2,408,962	-96.80%
Total Designated Transfers	9,005,619	7,027,909	10,267,810	3,239,901	46.10%
Net Change	-	2,760,228	-	(2,760,228)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Asnuntuck

Account Name	FY17 Budget	FY17 Projection	FY18 Budget	FY18 Budget vs FY17 Projection	
	Dollars (\$)	Dollars (\$)		Inc(Dec)	Percent (%)
Revenue:					
Tuition (Gross)	3,898,460	4,009,145	4,273,116	263,971	6.60%
Fees	2,632,113	3,357,199	3,938,550	581,351	17.30%
State Appropriations	7,106,827	6,972,557	6,954,124	(18,433)	-0.30%
Fringe Benefits Paid By State	5,613,683	5,452,655	5,705,894	253,239	4.60%
Government Grants & Contracts		-	-	-	NA
Private Gifts, Grants and Contracts		-	-	-	NA
Sales of Educational Activities	20,489	8,586	10,000	1,414	16.50%
All Other Revenue	116,500	156,256	153,900	(2,356)	-1.50%
Total Revenue	19,388,072	19,956,398	21,035,584	1,079,186	5.40%
Expenditures:					
Personnel Services:					
Full Time (6101)	5,229,308	5,400,560	5,115,628	(284,932)	-5.30%
Continuing Part Time (6111)	26,572	23,565	5,110	(18,455)	-78.30%
Temporary Part Time (6102, B, D, G)	2,395,613	2,262,442	2,510,091	247,649	10.90%
Contractual PTL (6103D)	1,431,398	1,474,985	1,471,510	(3,475)	-0.20%
Contractual NCL (6103E)	432,582	465,995	413,724	(52,271)	-11.20%
Contractual ECL (6103F)	342,928	665,689	662,786	(2,903)	-0.40%
Student Labor (6104, H)	39,988	124,576	142,160	17,584	14.10%
Overtime (6107)	34,564	33,183	28,845	(4,338)	-13.10%
All Other Personnel Services	69,250	115,248	254,245	138,997	120.60%
Subtotal Personnel Services	10,002,203	10,566,243	10,604,099	37,856	0.40%
Fringe Benefits	6,362,401	6,395,598	6,860,852	465,254	7.30%
Total P.S. & Fringe Benefits	16,364,604	16,961,841	17,464,951	503,110	3.00%
Other Expenses:					
Inst. Financial Aid/Match	575,899	549,730	634,933	85,203	15.50%
Waivers	258,604	290,227	264,271	(25,956)	-8.90%
All Other Expenses	2,126,691	2,049,468	2,648,059	598,591	29.20%
Total Other Expenses	2,961,194	2,889,425	3,547,263	657,838	22.80%
Library Expenses:					
Books	-	-	-	-	NA
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	-	-	-	-	NA
Total Equipment (excludes Library)	-	16,336	-	(16,336)	-100.00%
Total Expenditures	19,325,798	19,867,602	21,012,214	1,144,612	5.80%
Addition to (Use of) Funds Before Designated Items	62,274	88,796	23,370	(65,426)	-73.70%
Designated Transfers Per BOT Policies					
Transfer in		102,576	-	(102,576)	-100.00%
Outcomes Based Funding		90,000	102,172		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	189,279	181,171	176,258	(4,913)	-2.70%
Early College				-	NA
Transitional Adult Education	53,715	74,626	50,017	(24,609)	-33.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(305,268)	(305,268)	(351,817)	(46,549)	15.20%
Total Designated Transfers	(62,274)	143,105	(23,370)	(166,475)	-116.30%
Net Change	-	231,901	-	(231,901)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Capital

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	8,000,550	7,854,862	8,070,300	215,438	2.70%
Fees	3,650,704	3,856,138	4,273,720	417,582	10.80%
State Appropriations	11,880,155	11,592,475	11,105,702	(486,773)	-4.20%
Fringe Benefits Paid By State	9,034,317	9,094,724	9,073,753	(20,971)	-0.20%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	25,000	17,327	20,000	2,673	15.40%
All Other Revenue	271,275	638,254	213,275	(424,979)	-66.60%
Total Revenue	32,862,001	33,053,780	32,756,750	(297,030)	-0.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	11,969,278	11,992,036	11,481,718	(510,318)	-4.30%
Continuing Part Time (6111)	30,432	35,095	-	(35,095)	-100.00%
Temporary Part Time (6102, B, D, G)	1,995,851	2,592,719	2,512,832	(79,887)	-3.10%
Contractual PTL (6103D)	2,142,703	2,172,115	1,583,311	(588,804)	-27.10%
Contractual NCL (6103E)	382,055	412,670	459,925	47,255	11.50%
Contractual ECL (6103F)	432,650	512,795	537,737	24,942	4.90%
Student Labor (6104, H)	95,000	173,902	127,500	(46,402)	-26.70%
Overtime (6107)	80,000	99,121	100,000	879	0.90%
All Other Personnel Services	275,000	426,777	409,870	(16,907)	-4.00%
Subtotal Personnel Services	17,402,969	18,417,230	17,212,893	(1,204,337)	-6.50%
Fringe Benefits	10,180,737	11,004,830	11,537,223	532,393	4.80%
Total P.S. & Fringe Benefits	27,583,706	29,422,060	28,750,116	(671,944)	-2.30%
Other Expenses:					
Inst. Financial Aid/Match	1,200,083	1,174,573	1,120,000	(54,573)	-4.60%
Waivers	550,000	793,439	575,000	(218,439)	-27.50%
All Other Expenses	3,254,435	3,192,419	3,049,177	(143,242)	-4.50%
Total Other Expenses	5,004,518	5,160,431	4,744,177	(416,254)	-8.10%
Library Expenses:					
Books	33,476	28,533	12,607	(15,926)	-55.80%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	64,400	69,435	72,407	2,972	4.30%
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	97,876	97,968	85,014	(12,954)	-13.20%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	32,686,100	34,680,459	33,579,307	(1,101,152)	-3.20%
Addition to (Use of) Funds Before Designated Items	175,901	(1,626,679)	(822,557)	804,122	-49.40%
Designated Transfers Per BOT Policies					
Transfer in	-	249,104	140,000	(109,104)	-43.80%
Outcomes Based Funding	-	90,000	110,669	20,669	23.00%
Add'l Operation Support	-	-	-	-	NA
Ops Support (DM Change)	-	-	-	-	NA
Ops Support (Parking)	-	-	-	-	NA
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	413,875	396,143	385,404	(10,739)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	117,451	113,927	109,365	(4,562)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	NA
Transfer out	(707,227)	(762,342)	(760,616)	1,726	-0.20%
Total Designated Transfers	(175,901)	86,832	(15,178)	(102,010)	-117.50%
Net Change	-	(1,539,847)	(837,735)	702,112	-45.60%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Gateway

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	18,598,647	17,975,248	17,201,493	(773,755)	-4.30%
Fees	6,536,413	7,168,551	7,683,140	514,589	7.20%
State Appropriations	20,180,689	19,619,168	19,514,486	(104,682)	-0.50%
Fringe Benefits Paid By State	15,004,342	14,800,950	15,506,211	705,261	4.80%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	21,000	41,398	41,399	1	0.00%
All Other Revenue	488,907	1,006,688	801,714	(204,974)	-20.40%
Total Revenue	60,829,998	60,612,003	60,748,443	136,440	0.20%
Expenditures:					
Personnel Services:					
Full Time (6101)	18,372,932	17,624,682	16,922,199	(702,483)	-4.00%
Continuing Part Time (6111)	60,064	40,775	52,582	11,807	29.00%
Temporary Part Time (6102, B, D, G)	3,405,134	3,593,310	3,835,815	242,505	6.70%
Contractual PTL (6103D)	6,968,592	6,786,868	6,701,833	(85,035)	-1.30%
Contractual NCL (6103E)	380,900	382,342	395,458	13,116	3.40%
Contractual ECL (6103F)	954,110	999,281	998,048	(1,233)	-0.10%
Student Labor (6104, H)	656,666	735,147	735,317	170	0.00%
Overtime (6107)	281,682	409,646	310,000	(99,646)	-24.30%
All Other Personnel Services	418,292	677,408	634,782	(42,626)	-6.30%
Subtotal Personnel Services	31,498,372	31,249,459	30,586,034	(663,425)	-2.10%
Fringe Benefits	18,382,954	17,526,494	18,256,804	730,310	4.20%
Total P.S. & Fringe Benefits	49,881,326	48,775,953	48,842,838	66,885	0.10%
Other Expenses:					
Inst. Financial Aid/Match	2,383,393	2,333,493	2,157,299	(176,194)	-7.60%
Waivers	948,498	920,159	939,568	19,409	2.10%
All Other Expenses	7,236,443	7,182,020	8,257,782	1,075,762	15.00%
Total Other Expenses	10,568,334	10,435,672	11,354,649	918,977	8.80%
Library Expenses:					
Books	67,980	17,909	67,980	50,071	279.60%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	67,980	17,909	67,980	50,071	279.60%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	60,517,640	59,229,534	60,265,467	1,035,933	1.70%
Addition to (Use of) Funds Before Designated Items	312,358	1,382,469	482,976	(899,493)	-65.10%
Designated Transfers Per BOT Policies					
Transfer in	-	241,188	-	(241,188)	-100.00%
Outcomes Based Funding	-	88,833	130,184	41,351	46.50%
Add'l Operation Support	-	-	-	-	NA
Ops Support (DM Change)	-	-	-	-	NA
Ops Support (Parking)	-	-	-	-	NA
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	869,215	831,980	809,422	(22,558)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	246,669	239,269	229,688	(9,581)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	NA
Transfer out	(1,428,242)	(1,428,532)	(1,652,270)	(223,738)	15.70%
Total Designated Transfers	(312,358)	(27,262)	(482,976)	(455,714)	1671.60%
Net Change	-	1,355,207	-	(1,355,207)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Housatonic

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	13,793,500	13,014,518	13,078,688	64,170	0.50%
Fees	3,244,098	3,734,813	3,718,251	(16,562)	-0.40%
State Appropriations	14,288,093	13,892,533	13,624,975	(267,558)	-1.90%
Fringe Benefits Paid By State	10,148,584	10,542,514	10,873,690	331,176	3.10%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities				-	NA
All Other Revenue	280,000	576,304	575,000	(1,304)	-0.20%
Total Revenue	41,754,275	41,760,682	41,870,604	109,922	0.30%
Expenditures:					
Personnel Services:					
Full Time (6101)	14,612,937	13,989,975	13,989,975	-	0.00%
Continuing Part Time (6111)	174,155	147,285	153,213	5,928	4.00%
Temporary Part Time (6102, B, D, G)	1,172,734	1,183,198	1,183,198	-	0.00%
Contractual PTL (6103D)	4,403,654	4,273,513	4,298,362	24,849	0.60%
Contractual NCL (6103E)	225,547	109,342	109,342	-	0.00%
Contractual ECL (6103F)	311,598	419,131	419,131	-	0.00%
Student Labor (6104, H)	100,000	126,812	180,000	53,188	41.90%
Overtime (6107)	81,000	94,172	100,000	5,828	6.20%
All Other Personnel Services	370,750	454,546	450,000	(4,546)	-1.00%
Subtotal Personnel Services	21,452,375	20,797,974	20,883,221	85,247	0.40%
Fringe Benefits	11,800,000	12,255,877	12,985,187	729,310	6.00%
Total P.S. & Fringe Benefits	33,252,375	33,053,851	33,868,408	814,557	2.50%
Other Expenses:					
Inst. Financial Aid/Match	1,971,525	1,902,920	1,864,153	(38,767)	-2.00%
Waivers	650,000	565,488	650,000	84,512	14.90%
All Other Expenses	5,612,987	5,527,965	5,164,140	(363,825)	-6.60%
Total Other Expenses	8,234,512	7,996,373	7,678,293	(318,080)	-4.00%
Library Expenses:					
Books	37,500	55,371	57,000	1,629	2.90%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	37,500	55,371	57,000	1,629	2.90%
Total Equipment (excludes Library)				-	NA
				-	NA
Total Expenditures	41,524,387	41,105,595	41,603,701	498,106	1.20%
Addition to (Use of) Funds Before Designated Items	229,888	655,087	266,903	(388,184)	-59.30%
Designated Transfers Per BOT Policies					
Transfer in				-	NA
Outcomes Based Funding		90,000	128,858		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuitional Supplemental Funds		-		-	NA
Developmental Education	603,748	577,885	562,216	(15,669)	-2.70%
Early College				-	NA
Transitional Adult Education	171,334	132,137	159,539	27,402	20.70%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,004,970)	(1,004,971)	(1,117,516)	(112,545)	11.20%
Total Designated Transfers	(229,888)	(204,949)	(266,903)	(61,954)	30.20%
Net Change	-	450,138	-	(450,138)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Manchester

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,714,941	15,909,510	15,502,515	(406,995)	-2.60%
Fees	7,247,566	7,212,900	7,809,753	596,853	8.30%
State Appropriations	17,806,604	17,284,457	16,922,175	(362,282)	-2.10%
Fringe Benefits Paid By State	14,191,044	13,956,163	14,228,046	271,883	1.90%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities	10,700	9,510	9,000	(510)	-5.40%
All Other Revenue	202,230	929,378	339,670	(589,708)	-63.50%
Total Revenue	55,173,085	55,301,918	54,811,159	(490,759)	-0.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	19,400,462	19,159,248	19,035,805	(123,443)	-0.60%
Continuing Part Time (6111)	82,244	98,881	83,523	(15,358)	-15.50%
Temporary Part Time (6102, B, D, G)	1,844,971	2,103,021	2,024,074	(78,947)	-3.80%
Contractual PTL (6103D)	5,289,175	5,202,024	5,097,984	(104,040)	-2.00%
Contractual NCL (6103E)	375,000	377,700	357,700	(20,000)	-5.30%
Contractual ECL (6103F)	1,280,000	1,244,401	1,185,613	(58,788)	-4.70%
Student Labor (6104, H)	310,000	360,122	429,420	69,298	19.20%
Overtime (6107)	89,197	111,560	100,527	(11,033)	-9.90%
All Other Personnel Services	591,434	691,582	633,660	(57,922)	-8.40%
Subtotal Personnel Services	29,262,483	29,348,539	28,948,306	(400,233)	-1.40%
Fringe Benefits	18,315,160	18,091,090	18,437,191	346,101	1.90%
Total P.S. & Fringe Benefits	47,577,643	47,439,629	47,385,497	(54,132)	-0.10%
Other Expenses:					
Inst. Financial Aid/Match	2,265,591	2,265,591	2,233,369	(32,222)	-1.40%
Waivers	611,000	589,937	613,390	23,453	4.00%
All Other Expenses	4,547,776	4,124,706	4,154,750	30,044	0.70%
Total Other Expenses	7,424,367	6,980,234	7,001,509	21,275	0.30%
Library Expenses:					
Books	26,000	17,565	26,000	8,435	48.00%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	26,000	17,565	26,000	8,435	48.00%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	55,028,010	54,437,428	54,413,006	(24,422)	0.00%
Addition to (Use of) Funds Before Designated Items	145,075	864,490	398,153	(466,337)	-53.90%
Designated Transfers Per BOT Policies					
Transfer in	131,787	266,258	-	(266,258)	-100.00%
Outcomes Based Funding		90,000	129,420		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	830,724	795,138	773,579	(21,559)	-2.70%
Early College				-	NA
Transitional Adult Education	235,746	228,674	219,516	(9,158)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,343,332)	(1,343,332)	(1,520,668)	(177,336)	13.20%
Total Designated Transfers	(145,075)	36,738	(398,153)	(434,891)	-1183.80%
Net Change	-	901,228	-	(901,228)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Middlesex

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	7,292,270	6,865,678	6,652,841	(212,837)	-3.10%
Fees	2,711,703	2,641,478	2,760,345	118,867	4.50%
State Appropriations	8,208,612	7,994,205	8,049,340	55,135	0.70%
Fringe Benefits Paid By State	6,190,114	5,738,792	6,144,214	405,422	7.10%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	16,000	1,430	1,500	70	4.90%
Sales of Educational Activities	3,500	4,481	4,500	19	0.40%
All Other Revenue	164,545	156,264	160,000	3,736	2.40%
Total Revenue	24,586,744	23,402,328	23,772,740	370,412	1.60%
Expenditures:					
Personnel Services:					
Full Time (6101)	8,736,484	8,432,224	8,260,911	(171,313)	-2.00%
Continuing Part Time (6111)		5,449	5,449	-	0.00%
Temporary Part Time (6102, B, D, G)	385,000	464,112	464,112	-	0.00%
Contractual PTL (6103D)	2,606,029	2,067,494	2,067,494	-	0.00%
Contractual NCL (6103E)	125,000	227,716	227,716	-	0.00%
Contractual ECL (6103F)	382,007	355,272	355,272	-	0.00%
Student Labor (6104, H)	170,000	160,183	160,183	-	0.00%
Overtime (6107)	25,000	25,390	25,390	-	0.00%
All Other Personnel Services	256,228	276,253	276,253	-	0.00%
Subtotal Personnel Services	12,685,748	12,014,093	11,842,780	(171,313)	-1.40%
Fringe Benefits	7,248,678	6,776,207	7,304,738	528,531	7.80%
Total P.S. & Fringe Benefits	19,934,426	18,790,300	19,147,518	357,218	1.90%
Other Expenses:					
Inst. Financial Aid/Match	1,153,841	833,131	1,032,574	199,443	23.90%
Waivers	410,320	311,298	405,000	93,702	30.10%
All Other Expenses	2,968,110	2,908,575	2,838,542	(70,033)	-2.40%
Total Other Expenses	4,532,271	4,053,004	4,276,116	223,112	5.50%
Library Expenses:					
Books	5,000	3,881	-	(3,881)	-100.00%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	5,000	3,881	-	(3,881)	-100.00%
Total Equipment (excludes Library)				-	NA
				-	NA
Total Expenditures	24,471,697	22,847,185	23,423,634	576,449	2.50%
Addition to (Use of) Funds Before Designated Items	115,047	555,143	349,106	(206,037)	-37.10%
Designated Transfers Per BOT Policies					
Transfer in		37,857		(37,857)	-100.00%
Outcomes Based Funding		46,758	47,324		
Add'l Operation Support (leased satellite)		147,627		(147,627)	-100.00%
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	328,956	314,865	306,328	(8,537)	-2.70%
Early College				-	NA
Transitional Adult Education	93,353	90,552	86,926	(3,626)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(537,356)	(537,356)	(633,471)	(96,115)	17.90%
Total Designated Transfers	(115,047)	100,303	(192,893)	(293,196)	-292.30%
Net Change	-	655,446	156,213	(499,233)	-76.20%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Naugatuck Valley

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	16,920,521	16,375,016	16,581,221	206,205	1.30%
Fees	6,351,672	6,342,934	6,654,846	311,912	4.90%
State Appropriations	19,532,525	19,010,915	18,743,544	(267,371)	-1.40%
Fringe Benefits Paid By State	15,756,205	15,296,600	15,681,347	384,747	2.50%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	109,120	115,608	112,394	(3,214)	-2.80%
All Other Revenue	295,516	301,510	352,234	50,724	16.80%
Total Revenue	58,965,559	57,442,583	58,125,586	683,003	1.20%
Expenditures:					
Personnel Services:					
Full Time (6101)	19,171,300	19,116,725	18,883,161	(233,564)	-1.20%
Continuing Part Time (6111)	290,553	269,570	303,780	34,210	12.70%
Temporary Part Time (6102, B, D, G)	3,282,335	3,295,271	3,252,592	(42,679)	-1.30%
Contractual PTL (6103D)	5,732,888	5,569,387	5,435,433	(133,954)	-2.40%
Contractual NCL (6103E)	373,493	380,340	365,000	(15,340)	-4.00%
Contractual ECL (6103F)	737,248	834,530	813,000	(21,530)	-2.60%
Student Labor (6104, H)	213,719	304,445	228,525	(75,920)	-24.90%
Overtime (6107)	337,600	338,145	337,600	(545)	-0.20%
All Other Personnel Services	877,485	609,143	865,280	256,137	42.00%
Subtotal Personnel Services	31,016,621	30,717,556	30,484,371	(233,185)	-0.80%
Fringe Benefits	19,909,522	19,019,353	19,723,923	704,570	3.70%
Total P.S. & Fringe Benefits	50,926,143	49,736,909	50,208,294	471,385	0.90%
Other Expenses:					
Inst. Financial Aid/Match	2,450,959	2,169,682	2,405,921	236,239	10.90%
Waivers	580,792	540,420	541,750	1,330	0.20%
All Other Expenses	4,546,417	3,957,722	4,381,597	423,875	10.70%
Total Other Expenses	7,578,168	6,667,824	7,329,268	661,444	9.90%
Library Expenses:					
Books	47,790	29,107	47,790	18,683	64.20%
Periodicals	21,749	21,590	21,749	159	0.70%
Electronic Periodicals / Subscriptions	74,935	72,438	74,935	2,497	3.40%
All Other Library Equipment	7,530	9,477	7,530	(1,947)	-20.50%
Total Non-P.S. Library Expense	152,004	132,612	152,004	19,392	14.60%
Total Equipment (excludes Library)	-	30,014	-	(30,014)	-100.00%
				-	NA
Total Expenditures	58,656,315	56,567,359	57,689,566	1,122,207	2.00%
Addition to (Use of) Funds Before Designated Items	309,244	875,224	436,020	(439,204)	-50.20%
Designated Transfers Per BOT Policies					
Transfer in		309,699	-	(309,699)	-100.00%
Outcomes Based Funding		89,433	129,209		
Add'l Operation Support (leased satellite)		211,800	-	(211,800)	-100.00%
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	802,353	767,647	747,159	(20,488)	-2.70%
Early College				-	NA
Transitional Adult Education	227,694	220,863	212,019	(8,844)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,314,231)	(1,314,231)	(1,500,837)	(186,606)	14.20%
Total Designated Transfers	(284,184)	285,211	(412,450)	(697,661)	-244.60%
Net Change	25,060	1,160,435	23,570	(1,136,865)	-98.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Norwalk

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	15,648,392	15,389,418	15,120,220	(269,198)	-1.70%
Fees	6,716,180	6,837,409	7,312,120	474,711	6.90%
State Appropriations	15,544,937	15,136,564	14,872,063	(264,501)	-1.70%
Fringe Benefits Paid By State	11,001,462	10,662,577	11,147,063	484,486	4.50%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	210,000	210,056	200,000	(10,056)	-4.80%
All Other Revenue	290,000	242,193	240,000	(2,193)	-0.90%
Total Revenue	49,410,971	48,478,217	48,891,466	413,249	0.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	17,239,770	16,442,290	16,036,668	(405,622)	-2.50%
Continuing Part Time (6111)	140,291	116,433	116,675	242	0.20%
Temporary Part Time (6102, B, D, G)	2,620,772	2,515,936	2,255,844	(260,092)	-10.30%
Contractual PTL (6103D)	4,555,774	4,665,064	4,689,751	24,687	0.50%
Contractual NCL (6103E)	662,205	605,775	614,315	8,540	1.40%
Contractual ECL (6103F)	727,304	850,706	851,520	814	0.10%
Student Labor (6104, H)	440,000	420,369	442,408	22,039	5.20%
Overtime (6107)	44,500	34,904	50,000	15,096	43.30%
All Other Personnel Services	510,085	528,812	575,000	46,188	8.70%
Subtotal Personnel Services	26,940,701	26,180,289	25,632,181	(548,108)	-2.10%
Fringe Benefits	14,310,465	13,696,251	14,500,854	804,603	5.90%
Total P.S. & Fringe Benefits	41,251,166	39,876,540	40,133,035	256,495	0.60%
Other Expenses:					
Inst. Financial Aid/Match	2,263,559	1,922,696	2,182,083	259,387	13.50%
Waivers	558,000	543,852	573,000	29,148	5.40%
All Other Expenses	4,950,000	5,353,802	5,509,499	155,697	2.90%
Total Other Expenses	7,771,559	7,820,350	8,264,582	444,232	5.70%
Library Expenses:					
Books	20,200	27,338	18,471	(8,867)	-32.40%
Periodicals	60,000	70,549	64,516	(6,033)	-8.60%
Electronic Periodicals / Subscriptions	47,787	10,918	46,460	35,542	325.50%
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	127,987	108,805	129,447	20,642	19.00%
Total Equipment (excludes Library)				-	NA
				-	NA
Total Expenditures	49,150,712	47,805,695	48,527,064	721,369	1.50%
Addition to (Use of) Funds Before Designated Items	260,259	672,522	364,402	(308,120)	-45.80%
Designated Transfers Per BOT Policies					
Transfer in		110,152		(110,152)	-100.00%
Outcomes Based Funding		90,000	126,778		
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	712,078	681,574	663,094	(18,480)	-2.70%
Early College				-	NA
Transitional Adult Education	202,076	196,014	188,164	(7,850)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(1,174,413)	(1,174,413)	(1,342,438)	(168,025)	14.30%
Total Designated Transfers	(260,259)	(96,673)	(364,402)	(267,729)	276.90%
Net Change	-	575,849	-	(575,849)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Northwestern

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,426,283	3,281,846	3,298,255	16,409	0.50%
Fees	1,021,000	1,017,735	1,022,824	5,089	0.50%
State Appropriations	6,522,428	6,409,299	6,312,718	(96,581)	-1.50%
Fringe Benefits Paid By State	5,039,652	4,936,369	5,083,730	147,361	3.00%
Government Grants & Contracts	-	-	-	-	NA
Private Gifts, Grants and Contracts	192,500	148,480	150,000	1,520	1.00%
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	90,000	151,079	150,000	(1,079)	-0.70%
Total Revenue	16,291,863	15,944,808	16,017,527	72,719	0.50%
Expenditures:					
Personnel Services:					
Full Time (6101)	6,665,971	6,913,921	6,714,994	(198,927)	-2.90%
Continuing Part Time (6111)	57,485	40,504	-	(40,504)	-100.00%
Temporary Part Time (6102, B, D, G)	487,753	263,199	519,190	255,991	97.30%
Contractual PTL (6103D)	1,205,786	1,220,662	1,216,705	(3,957)	-0.30%
Contractual NCL (6103E)	81,515	61,366	50,000	(11,366)	-18.50%
Contractual ECL (6103F)	150,000	126,737	128,340	1,603	1.30%
Student Labor (6104, H)	25,000	89,292	79,137	(10,155)	-11.40%
Overtime (6107)	30,699	31,174	30,699	(475)	-1.50%
All Other Personnel Services	117,124	285,545	100,500	(185,045)	-64.80%
Subtotal Personnel Services	8,821,333	9,032,400	8,839,565	(192,835)	-2.10%
Fringe Benefits	5,541,076	5,656,767	5,751,820	95,053	1.70%
Total P.S. & Fringe Benefits	14,362,409	14,689,167	14,591,385	(97,782)	-0.70%
Other Expenses:					
Inst. Financial Aid/Match	466,239	354,111	446,454	92,343	26.10%
Waivers	318,022	321,532	321,893	361	0.10%
All Other Expenses	1,030,653	1,122,260	1,083,484	(38,776)	-3.50%
Total Other Expenses	1,814,914	1,797,903	1,851,831	53,928	3.00%
Library Expenses:					
Books	11,098	10,985	10,000	(985)	-9.00%
Periodicals	9,965	14,935	15,000	65	0.40%
Electronic Periodicals / Subscriptions	36,030	34,090	34,000	(90)	-0.30%
All Other Library Equipment	5,630	2,838	2,500	(338)	-11.90%
Total Non-P.S. Library Expense	62,723	62,848	61,500	(1,348)	-2.10%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	16,240,046	16,549,918	16,504,716	(45,202)	-0.30%
Addition to (Use of) Funds Before Designated Items	51,817	(605,110)	(487,189)	117,921	-19.50%
Designated Transfers Per BOT Policies					
Transfer in	-	260,759	-	(260,759)	-100.00%
Outcomes Based Funding	-	53,489	54,137	-	NA
Add'l Operation Support	-	-	-	-	NA
Ops Support (DM Change)	-	-	-	-	NA
Ops Support (Parking)	-	-	-	-	NA
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	153,368	146,798	142,818	(3,980)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	43,523	42,218	40,527	(1,691)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	NA
Transfer out	(248,707)	(248,707)	(291,382)	(42,675)	17.20%
Total Designated Transfers	(51,816)	254,557	(53,900)	(308,457)	-121.20%
Net Change	1	(350,553)	(541,089)	(190,536)	54.40%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Quinebaug Valley

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	3,635,713	3,730,103	3,497,867	(232,236)	-6.20%
Fees	1,415,278	1,482,624	1,520,980	38,356	2.60%
State Appropriations	6,829,105	6,686,673	6,508,337	(178,336)	-2.70%
Fringe Benefits Paid By State	4,753,588	4,736,703	4,964,548	227,845	4.80%
Government Grants & Contracts			-	-	NA
Private Gifts, Grants and Contracts		(1,500)	-	1,500	-100.00%
Sales of Educational Activities			-	-	NA
All Other Revenue	134,886	164,473	158,050	(6,423)	-3.90%
Total Revenue	16,768,570	16,799,076	16,649,782	(149,294)	-0.90%
Expenditures:					
Personnel Services:					
Full Time (6101)	6,206,919	5,833,818	5,743,949	(89,869)	-1.50%
Continuing Part Time (6111)	316,437	386,217	319,815	(66,402)	-17.20%
Temporary Part Time (6102, B, D, G)	558,971	448,708	587,028	138,320	30.80%
Contractual PTL (6103D)	1,150,565	1,239,496	1,159,639	(79,857)	-6.40%
Contractual NCL (6103E)	168,984	213,128	226,107	12,979	6.10%
Contractual ECL (6103F)	60,000	87,030	93,128	6,098	7.00%
Student Labor (6104, H)	15,075	107,070	61,145	(45,925)	-42.90%
Overtime (6107)	69,885	85,792	80,574	(5,218)	-6.10%
All Other Personnel Services	180,605	189,650	228,256	38,606	20.40%
Subtotal Personnel Services	8,727,441	8,590,909	8,499,641	(91,268)	-1.10%
Fringe Benefits	5,151,051	5,121,110	5,396,124	275,014	5.40%
Total P.S. & Fringe Benefits	13,878,492	13,712,019	13,895,765	183,746	1.30%
Other Expenses:					
Inst. Financial Aid/Match	545,357	478,616	470,599	(8,017)	-1.70%
Waivers	154,519	145,852	137,583	(8,269)	-5.70%
All Other Expenses	2,001,733	1,810,166	1,982,678	172,512	9.50%
Total Other Expenses	2,701,609	2,434,634	2,590,860	156,226	6.40%
Library Expenses:					
Books	50,000	26,365	28,000	1,635	6.20%
Periodicals			-	-	NA
Electronic Periodicals / Subscriptions	47,000	67,161	60,000	(7,161)	-10.70%
All Other Library Equipment	17,700	19,076	20,500	1,424	7.50%
Total Non-P.S. Library Expense	114,700	112,602	108,500	(4,102)	-3.60%
Total Equipment (excludes Library)	-	22,848	-	(22,848)	-100.00%
Total Expenditures	16,694,801	16,282,103	16,595,125	313,022	1.90%
Addition to (Use of) Funds Before Designated Items	73,769	516,973	54,657	(462,316)	-89.40%
Designated Transfers Per BOT Policies					
Transfer in		82,102	19,956	(62,146)	-75.70%
Outcomes Based Funding		47,832	48,411		
Add'l Operation Support (leased satellite)		87,055		(87,055)	-100.00%
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	203,564	194,844	189,561	(5,283)	-2.70%
Early College				-	NA
Transitional Adult Education	57,768	56,035	53,791	(2,244)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)					
Transfer out	(335,101)	(335,101)	(366,376)	(31,275)	9.30%
Total Designated Transfers	(73,769)	132,767	(54,657)	(187,424)	-141.20%
Net Change	-	649,740	-	(649,740)	-100.00%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Three Rivers

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,539,854	10,277,858	10,172,257	(105,601)	-1.00%
Fees	2,664,839	2,981,661	3,623,071	641,410	21.50%
State Appropriations	11,833,201	11,506,299	11,211,501	(294,798)	-2.60%
Fringe Benefits Paid By State	8,881,505	8,969,517	8,969,201	(316)	0.00%
Government Grants & Contracts				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities	300,721	827,600	898,440	70,840	8.60%
All Other Revenue	550,849	752,577	672,678	(79,899)	-10.60%
Total Revenue	33,770,969	35,315,512	35,547,148	231,636	0.70%
Expenditures:					
Personnel Services:					
Full Time (6101)	11,540,056	11,010,839	10,818,357	(192,482)	-1.70%
Continuing Part Time (6111)				-	NA
Temporary Part Time (6102, B, D, G)	1,144,388	1,908,508	2,133,917	225,409	11.80%
Contractual PTL (6103D)	3,663,162	3,952,965	3,952,965	-	0.00%
Contractual NCL (6103E)	200,000	270,132	270,219	87	0.00%
Contractual ECL (6103F)	343,644	433,253	433,253	-	0.00%
Student Labor (6104, H)	170,000	335,429	303,257	(32,172)	-9.60%
Overtime (6107)	13,500	11,820	15,000	3,180	26.90%
All Other Personnel Services	388,655	280,434	291,058	10,624	3.80%
Subtotal Personnel Services	17,463,405	18,203,380	18,218,026	14,646	0.10%
Fringe Benefits	10,553,767	10,693,699	10,981,102	287,403	2.70%
Total P.S. & Fringe Benefits	28,017,172	28,897,079	29,199,128	302,049	1.00%
Other Expenses:					
Inst. Financial Aid/Match	1,368,814	1,242,048	1,441,965	199,917	16.10%
Waivers	490,985	535,054	559,155	24,101	4.50%
All Other Expenses	3,500,960	2,965,549	3,358,631	393,082	13.30%
Total Other Expenses	5,360,759	4,742,651	5,359,751	617,100	13.00%
Library Expenses:					
Books	27,000	14,387	27,000	12,613	87.70%
Periodicals		24,164	-	(24,164)	-100.00%
Electronic Periodicals / Subscriptions	73,000	57,815	73,000	15,185	26.30%
All Other Library Equipment				-	NA
Total Non-P.S. Library Expense	100,000	96,366	100,000	3,634	3.80%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	33,477,931	33,736,096	34,658,879	922,783	2.70%
Addition to (Use of) Funds Before Designated Items	293,038	1,579,416	888,269	(691,147)	-43.80%
Designated Transfers Per BOT Policies					
Transfer in		284,817	-	(284,817)	-100.00%
Outcomes Based Funding		90,000	115,439	25,439	28.30%
Add'l Operation Support				-	NA
Ops Support (DM Change)				-	NA
Ops Support (Parking)				-	NA
Tuition Supplemental Funds				-	NA
Developmental Education	500,379	478,943	465,958	(12,985)	-2.70%
Early College				-	NA
Transitional Adult Education	142,000	137,740	132,224	(5,516)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)				-	NA
Transfer out	(830,137)	(835,828)	(929,998)	(94,170)	11.30%
Total Designated Transfers	(187,758)	155,672	(216,377)	(372,049)	-239.00%
Net Change	105,280	1,735,088	671,892	(1,063,196)	-61.30%

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY18 Budget, FY17 Budget and Projection

College: Tunxis

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	9,615,460	9,334,300	9,097,123	(237,177)	-2.50%
Fees	4,120,572	4,008,116	4,319,937	311,821	7.80%
State Appropriations	11,475,960	11,168,059	10,974,359	(193,700)	-1.70%
Fringe Benefits Paid By State	9,186,244	8,987,800	9,238,699	250,899	2.80%
Government Grants & Contracts	0	-	-	-	NA
Private Gifts, Grants and Contracts	3,000.00	2,321	1,200	(1,121)	-48.30%
Sales of Educational Activities	112,000	100,248	91,000	(9,248)	-9.20%
All Other Revenue	358,645	386,697	229,800	(156,897)	-40.60%
Total Revenue	34,871,881	33,987,541	33,952,118	(35,423)	-0.10%
Expenditures:					
Personnel Services:					
Full Time (6101)	11,563,883	11,536,846	10,976,462	(560,384)	-4.90%
Continuing Part Time (6111)	387,358	336,604	341,735	5,131	1.50%
Temporary Part Time (6102, B, D, G)	1,303,195	1,355,263	1,250,627	(104,636)	-7.70%
Contractual PTL (6103D)	3,530,990	3,265,395	3,176,213	(89,182)	-2.70%
Contractual NCL (6103E)	398,221	337,601	377,795	40,194	11.90%
Contractual ECL (6103F)	760,474	711,360	718,482	7,122	1.00%
Student Labor (6104, H)	147,716	212,000	237,275	25,275	11.90%
Overtime (6107)	67,672	50,665	56,905	6,240	12.30%
All Other Personnel Services	381,318	275,740	463,374	187,634	68.00%
Subtotal Personnel Services	18,540,827	18,081,474	17,598,868	(482,606)	-2.70%
Fringe Benefits	11,540,515	11,059,881	11,220,034	160,153	1.40%
Total P.S. & Fringe Benefits	30,081,342	29,141,355	28,818,902	(322,453)	-1.10%
Other Expenses:					
Inst. Financial Aid/Match	1,390,355	1,386,380	1,314,749	(71,631)	-5.20%
Waivers	346,430	273,183	332,130	58,947	21.60%
All Other Expenses	2,886,158	2,879,188	3,126,469	247,281	8.60%
Total Other Expenses	4,622,943	4,538,751	4,773,348	234,597	5.20%
Library Expenses:					
Books	15,000	18,436	10,000	(8,436)	-45.80%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
Total Non-P.S. Library Expense	15,000	18,436	10,000	(8,436)	-45.80%
Total Equipment (excludes Library)	-	-	-	-	NA
Total Expenditures	34,719,285	33,698,542	33,602,250	(96,292)	-0.30%
Addition to (Use of) Funds Before Designated Items	152,596	288,999	349,868	60,869	21.10%
Designated Transfers Per BOT Policies					
Transfer in	-	165,942	-	(165,942)	-100.00%
Outcomes Based Funding	-	90,000	112,890	-	-
Add'l Operation Support (leased satellite)	-	73,468	-	(73,468)	-100.00%
Ops Support (DM Change)	-	-	-	-	NA
Ops Support (Parking)	-	-	-	-	NA
Tuition Supplemental Funds	-	-	-	-	NA
Developmental Education	486,094	465,271	452,656	(12,615)	-2.70%
Early College	-	-	-	-	NA
Transitional Adult Education	137,946	133,807	128,449	(5,358)	-4.00%
All Other Transfers (CFT, Fac Awards, Etc.)	-	-	-	-	-
Transfer out	(776,636)	(781,509)	(880,419)	(98,910)	12.70%
Total Designated Transfers	(152,596)	146,979	(186,424)	(333,403)	-226.80%
Net Change	-	435,978	163,444	(272,534)	-62.50%

CONNECTICUT STATE COLLEGES and UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
HEADCOUNT Enrollment												
Undergraduate												
State Universities	21,877	5,098	26,975	21,826	5,002	26,828	(51)	-0.2%	(96)	-1.9%	(147)	-0.5%
Community Colleges	14,929	33,650	48,579	14,401	32,638	47,039	(528)	-3.5%	(1,012)	-3.0%	(1,540)	-3.2%
Charter Oak	319	1,278	1,597	315	1,258	1,573	(4)	-1.3%	(20)	-1.6%	(24)	-1.5%
Total Undergraduate	37,125	40,026	77,151	36,542	38,898	75,440	(583)	-1.6%	(1,128)	-2.8%	(1,711)	-2.2%
Graduate												
State Universities Graduate	1,546	3,653	5,199	1,591	3,659	5,250	46	2.9%	6	0.2%	52	1.0%
Charter Oak	8	50	58	9	55	64	1	12.5%	5	10.0%	6	10.3%
Total Graduate	1,554	3,703	5,257	1,600	3,714	5,314	47	15.4%	11	10.2%	58	11.3%
Total Undergraduate & Graduate												
State Universities	23,423	8,751	32,174	23,417	8,661	32,078	(6)	0.0%	(90)	-1.0%	(96)	-0.3%
Community Colleges	14,929	33,650	48,579	14,401	32,638	47,039	(528)	-3.5%	(1,012)	-3.0%	(1,540)	-3.2%
Charter Oak	327	1,328	1,655	324	1,313	1,637	(3)	-0.9%	(15)	-1.1%	(18)	-1.1%
Total Headcount	38,679	43,729	82,408	38,142	42,612	80,754	(537)	-1.4%	(1,117)	-2.6%	(1,654)	-2.0%

	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment												
Undergraduate												
State Universities	21,231	2,160	23,391	21,178	2,131	23,309	(53)	-0.2%	(29)	-1.3%	(82)	-0.3%
Community Colleges	13,241	14,291	27,532	12,771	13,848	26,619	(470)	-3.5%	(443)	-3.1%	(913)	-3.3%
Charter Oak	270	478	748	267	470	737	(3)	-1.1%	(8)	-1.7%	(11)	-1.5%
Total Undergraduate	34,742	16,929	51,671	34,216	16,449	50,665	(526)	-1.5%	(480)	-2.8%	(1,006)	-1.9%
Graduate												
State Universities Graduate	1,402	1,419	2,821	1,420	1,427	2,847	18	1.3%	8	0.6%	26	0.9%
Charter Oak	7	22	29	9	25	34	2	28.6%	3	13.6%	5	17.2%
Total Graduate	1,409	1,441	2,850	1,429	1,452	2,881	20	29.9%	11	14.2%	31	18.2%
Total Undergraduate & Graduate												
State Universities	22,633	3,579	26,212	22,598	3,558	26,156	(35)	-0.2%	(21)	-0.6%	(56)	-0.2%
Community Colleges	13,241	14,291	27,532	12,771	13,848	26,619	(470)	-3.5%	(443)	-3.1%	(913)	-3.3%
Charter Oak	277	500	777	276	495	771	(1)	-0.4%	(5)	-1.0%	(6)	-0.8%
Total FTE	36,151	18,370	54,521	35,645	17,901	53,546	(506)	-1.4%	(469)	-2.6%	(975)	-1.8%

CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE
 FY17 Actual and FY18 Budget

	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
HEADCOUNT Enrollment												
Undergraduate												
CCSU	7,225	1,997	9,221	7,301	1,997	9,298	77	1.1%	1	0.0%	77	0.8%
ECSU	4,144	852	4,996	4,103	763	4,866	(41)	-1.0%	(89)	-10.4%	(130)	-2.6%
SCSU	6,561	1,184	7,745	6,561	1,184	7,745	1	0.0%	-	0.0%	1	0.0%
WCSU	3,948	1,066	5,014	3,861	1,058	4,919	(87)	-2.2%	(8)	-0.8%	(95)	-1.9%
CSU Total Undergraduate	21,877	5,098	26,975	21,826	5,002	26,828	(51)	-0.2%	(96)	-1.9%	(147)	-0.5%
Graduate												
CCSU	553	1,648	2,201	574	1,648	2,222	21	3.8%	-	0.0%	21	1.0%
ECSU	66	118	184	90	118	208	24	36.4%	-	0.0%	24	13.0%
SCSU	851	1,424	2,275	851	1,424	2,275	-	0.0%	-	0.0%	-	0.0%
WCSU	76	463	539	76	469	545	1	0.7%	6	1.3%	7	1.2%
CSU Total Graduate	1,546	3,653	5,199	1,591	3,659	5,250	46	2.9%	6	0.2%	52	1.0%
Total												
CCSU	7,778	3,645	11,422	7,875	3,645	11,520	98	1.3%	1	0.0%	98	0.9%
ECSU	4,210	970	5,180	4,193	881	5,074	(17)	-0.4%	(89)	-9.1%	(106)	-2.0%
SCSU	7,412	2,608	10,020	7,412	2,608	10,020	1	0.0%	-	0.0%	1	0.0%
WCSU	4,024	1,529	5,553	3,937	1,527	5,464	(87)	-2.1%	(2)	-0.1%	(89)	-1.6%
CSU Total Headcount	23,423	8,751	32,174	23,417	8,661	32,078	(6)	0.0%	(90)	-1.0%	(96)	-0.3%

	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment												
Undergraduate												
CCSU	6,962	902	7,864	7,036	902	7,938	74	1.1%	1	0.1%	75	0.9%
ECSU	4,112	285	4,396	4,071	253	4,324	(41)	-1.0%	(32)	-11.1%	(72)	-1.6%
SCSU	6,356	508	6,864	6,356	508	6,864	-	0.0%	-	0.0%	-	0.0%
WCSU	3,802	466	4,267	3,715	468	4,183	(87)	-2.3%	3	0.5%	(84)	-2.0%
CSU Total Undergraduate	21,231	2,160	23,391	21,178	2,131	23,309	(53)	-0.2%	(29)	-1.3%	(82)	-0.3%
Graduate												
CCSU	485	644	1,129	482	644	1,126	(3)	-0.6%	1	0.1%	(3)	-0.2%
ECSU	58	44	102	79	44	123	21	36.2%	1	1.1%	22	21.2%
SCSU	783	545	1,328	783	545	1,328	-	0.0%	-	0.0%	-	0.0%
WCSU	76	187	263	76	194	270	-	0.0%	7	3.7%	7	2.7%
CSU Total Graduate	1,402	1,419	2,821	1,420	1,427	2,847	18	1.3%	8	0.6%	26	0.9%
Total												
CCSU	7,447	1,545	8,992	7,518	1,546	9,064	71	1.0%	1	0.1%	72	0.8%
ECSU	4,170	328	4,498	4,150	297	4,447	(20)	-0.5%	(31)	-9.5%	(51)	-1.1%
SCSU	7,139	1,053	8,192	7,139	1,053	8,192	-	0.0%	-	0.0%	-	0.0%
WCSU	3,878	653	4,530	3,791	662	4,453	(87)	-2.2%	10	1.5%	(77)	-1.7%
CSU Total Headcount	22,633	3,579	26,212	22,598	3,558	26,156	(35)	-0.2%	(21)	-0.6%	(56)	-0.2%

CONNECTICUT COMMUNITY COLLEGES

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	College	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)
Asnuntuck	595	1,207	1,802	580	1,316	1,896	(15)	-2.5%	109	9.0%	94	5.2%
Capital	634	2,591	3,225	634	2,591	3,225	-	0.0%	-	0.0%	-	0.0%
Gateway	1,962	5,031	6,993	1,843	4,727	6,570	(119)	-6.1%	(304)	-6.0%	(423)	-6.0%
Housatonic	1,630	3,375	5,005	1,597	3,307	4,904	(33)	-2.0%	(68)	-2.0%	(101)	-2.0%
Manchester	1,974	4,450	6,424	1,885	4,250	6,135	(89)	-4.5%	(200)	-4.5%	(289)	-4.5%
Middlesex	920	1,713	2,633	874	1,628	2,502	(46)	-5.0%	(85)	-5.0%	(131)	-5.0%
Naugatuck Valley	1,982	4,347	6,329	1,956	4,291	6,247	(26)	-1.3%	(56)	-1.3%	(82)	-1.3%
Northwestern	385	978	1,363	375	947	1,322	(10)	-2.6%	(31)	-3.2%	(41)	-3.0%
Norwalk	1,853	3,756	5,609	1,798	3,643	5,441	(55)	-3.0%	(113)	-3.0%	(168)	-3.0%
Quinebaug Valley	473	1,036	1,509	445	974	1,419	(28)	-5.9%	(62)	-6.0%	(90)	-6.0%
Three Rivers	1,246	2,821	4,067	1,203	2,736	3,939	(43)	-3.5%	(85)	-3.0%	(128)	-3.1%
Tunxis	1,275	2,345	3,620	1,211	2,228	3,439	(64)	-5.0%	(117)	-5.0%	(181)	-5.0%
CCC Total Headcount	14,929	33,650	48,579	14,401	32,638	47,039	(528)	-3.5%	(1,012)	-3.0%	(1,540)	-3.2%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	College	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)
Asnuntuck	562	464	1,026	550	509	1,059	(12)	-2.1%	45	9.7%	33	3.2%
Capital	546	1,143	1,689	546	1,143	1,689	-	0.0%	-	0.0%	-	0.0%
Gateway	1,722	2,175	3,897	1,607	2,030	3,637	(115)	-6.7%	(145)	-6.7%	(260)	-6.7%
Housatonic	1,432	1,420	2,852	1,403	1,392	2,795	(29)	-2.0%	(28)	-2.0%	(57)	-2.0%
Manchester	1,743	1,886	3,629	1,665	1,801	3,466	(78)	-4.5%	(85)	-4.5%	(163)	-4.5%
Middlesex	814	713	1,527	774	677	1,451	(40)	-4.9%	(36)	-5.0%	(76)	-5.0%
Naugatuck Valley	1,759	1,876	3,635	1,736	1,851	3,587	(23)	-1.3%	(25)	-1.3%	(48)	-1.3%
Northwestern	353	377	730	348	369	717	(5)	-1.4%	(8)	-2.1%	(13)	-1.8%
Norwalk	1,661	1,651	3,312	1,612	1,602	3,214	(49)	-3.0%	(49)	-3.0%	(98)	-3.0%
Quinebaug Valley	423	417	840	398	392	790	(25)	-5.9%	(25)	-6.0%	(50)	-6.0%
Three Rivers	1,125	1,196	2,321	1,086	1,157	2,243	(39)	-3.5%	(39)	-3.3%	(78)	-3.4%
Tunxis	1,101	973	2,074	1,046	925	1,971	(55)	-5.0%	(48)	-4.9%	(103)	-5.0%
CCC Total FTE	13,241	14,291	27,532	12,771	13,848	26,619	(470)	-3.5%	(443)	-3.1%	(913)	-3.3%

CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY17 Actual and FY18 Budget

HEADCOUNT Enrollment							Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Undergraduate												
Charter Oak	319	1,278	1,597	315	1,258	1,573	(4)	-1.3%	(20)	-1.6%	(24)	-1.5%
Graduate												
Charter Oak	8	50	58	9	55	64	1	12.5%	5	10.0%	6	10.3%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY18 Budget vs FY17 Actual					
	FY17 Actual			FY18 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Undergraduate												
Charter Oak	270	478	748	267	470	737	(3)	-1.1%	(8)	-1.7%	(11)	-1.5%
Graduate												
Charter Oak	7	22	29	9	25	34	2	28.6%	3	13.6%	5	17.2%

CONNECTICUT STATE COLLEGES and UNIVERSITIES

Financial Aid

FY17 Budget and Estimate, FY18 Budget

	FY 17 Budget					FY 17 Estimate					FY 18 Budget				
	Total Financial Aid	Federal Financial Aid	State Financial Aid	Private Financial Aid	Institutional Aid	Total Financial Aid	Federal Financial Aid	State Financial Aid	Private Financial Aid	Institutional Financial Aid	Total Financial Aid	Federal Financial Aid	State Financial Aid	Private Financial Aid	Institutional Financial Aid
Central	35,968,296	15,481,000	3,000,000	2,328,500	15,158,796	36,277,444	15,007,206	3,539,830	2,400,000	15,330,408	37,358,017	15,481,000	3,327,000	2,500,000	16,050,017
Eastern	19,587,479	6,571,519	295,778	2,841,325	9,878,857	20,128,596	6,634,909	667,802	2,922,868	9,903,017	22,684,997	6,579,309	918,346	2,760,044	12,427,298
Southern	37,377,800	13,715,325	4,134,083	7,588,653	11,939,739	38,757,101	13,787,410	3,076,874	8,859,387	13,033,430	39,572,514	13,807,443	3,076,874	8,859,387	13,828,810
Western	20,513,783	8,251,863	1,200,000	4,452,600	6,609,320	18,646,698	7,720,187	1,662,045	2,773,273	6,491,193	18,929,056	8,085,707	1,250,000	3,253,000	6,340,349
	\$ 113,447,358	\$ 44,019,707	\$ 8,629,861	\$ 17,211,078	\$ 43,586,712	\$ 113,809,839	\$ 43,149,712	\$ 8,946,551	\$ 16,955,528	\$ 44,758,048	\$ 118,544,584	\$ 43,953,459	\$ 8,572,220	\$ 17,372,431	\$ 48,646,474
Manchester	13,340,000	9,434,020	800,525	188,864	2,916,591	12,539,510	8,433,226	1,250,756	-	2,855,528	13,149,427	9,427,143	875,525	-	2,846,759
Northwestern	2,760,628	1,783,462	167,905	-	809,261	2,763,417	1,737,895	301,318	48,561	675,643	2,596,585	1,558,238	250,000	20,000	768,347
Norwalk	12,266,272	8,127,901	660,637	615,000	2,862,734	12,129,005	7,821,186	1,097,340	743,931	2,466,548	11,849,686	7,779,603	585,000	730,000	2,755,083
Housatonic	12,339,100	9,067,375	563,000	87,200	2,621,525	12,817,774	9,035,550	1,116,816	197,000	2,468,408	12,951,153	9,040,000	1,200,000	197,000	2,514,153
Middlesex	5,720,287	3,792,278	363,849	-	1,564,161	5,165,615	3,389,758	631,428	-	1,144,429	5,408,760	3,389,758	581,428	-	1,437,574
Capital	8,803,962	7,053,879	-	-	1,750,083	10,199,471	7,307,363	924,096	-	1,968,012	9,969,096	7,350,000	924,096	-	1,695,000
Naugatuck	14,022,385	10,031,416	818,334	86,500	3,086,135	13,859,857	9,509,639	1,490,480	149,636	2,710,102	13,885,385	9,505,018	1,349,696	83,000	2,947,671
Gateway	18,106,557	13,620,000	833,000	55,000	3,598,557	16,240,400	11,195,777	1,670,971	120,000	3,253,652	15,751,185	11,104,318	1,440,000	110,000	3,096,867
Tunxis	7,685,524	5,451,644	460,050	10,000	1,763,830	7,488,157	4,939,875	820,719	68,000	1,659,563	7,454,232	4,911,353	821,000	75,000	1,646,879
Three Rivers	9,116,538	6,495,239	545,000	216,500	1,859,799	9,063,868	6,057,520	943,409	285,837	1,777,102	9,338,360	6,207,240	940,000	190,000	2,001,120
Quinebaug	3,679,604	2,589,653	250,000	125,000	714,951	3,661,242	2,464,119	530,355	42,300	624,468	3,135,512	2,278,919	248,411	-	608,182
Asnuntuck	3,314,479	2,234,763	175,213	70,000	834,503	4,453,297	3,000,720	319,242	293,378	839,957	3,971,551	2,780,428	204,000	87,919	899,204
	\$ 111,155,336	\$ 79,681,630	\$ 5,637,513	\$ 1,454,064	\$ 24,382,130	\$ 110,381,613	\$ 74,892,628	\$ 11,096,930	\$ 1,948,643	\$ 22,443,412	\$ 109,460,932	\$ 75,332,018	\$ 9,419,156	\$ 1,492,919	\$ 23,216,839
Charter Oak	\$ 2,650,942	\$ 1,962,412	\$ 181,726	\$ 365,000	\$ 141,804	\$ 2,185,598	\$ 1,735,360	\$ 213,451	\$ 55,859	\$ 180,928	\$ 1,820,119	\$ 1,546,475	\$ 100,000	\$ 16,000	\$ 157,644
Total	\$ 227,253,636	\$ 125,663,749	\$ 14,449,100	\$ 19,030,142	\$ 68,110,646	\$ 226,377,050	\$ 119,777,700	\$ 20,256,932	\$ 18,960,030	\$ 67,382,388	\$ 229,825,635	\$ 120,831,952	\$ 18,091,376	\$ 18,881,350	\$ 72,020,957