

**MEETING OF THE  
FINANCE AND INFRASTRUCTURE COMMITTEE**  
Board of Regents for Higher Education  
Hartford, Connecticut

Wednesday, September 6, 2017  
10:00 a.m.  
Regents Board Room  
61 Woodland Street, Hartford, CT

**Agenda**

**1. APPROVAL OF MINUTES FROM THE JUNE 7, 2017 MEETING**

**2. INFORMATION ITEMS**

- A. CSCU 2020 Update
- B. Lease/License/MOU space update

**3. ACTION ITEMS**

- A. FY 2018 Budget/Spending Plan for CSCU
- B. Change in Drop Policy CCC
- C. Gas Line Easement to Eversource at WCSU
- D. New Haven's 21st Century Strong Magnet School & SCSU Lab

**MEETING OF THE  
FINANCE AND INFRASTRUCTURE COMMITTEE**

Board of Regents for Higher Education

Wednesday, June 7, 2017

10:00 a.m.

61 Woodland Street, Hartford CT

**Minutes**

**REGENTS PRESENT**

Richard Balducci, Committee Chair

Catherine Smith

Holly Palmer (Telephonic)

Barbara Richards (Telephonic)

**REGENTS ABSENT**

David Jimenez

William McGurk

**CSCU STAFF**

Mark Ojakian, President; Erika Steiner, Chief Financial Officer; Keith Epstein, Vice President for Facilities & Infrastructure Planning; Karen Stone, Director of Internal Audit; Maribel La Luz, Director of Communications; Ernestine Weaver, Counsel; Louisa Despina, Administrative Assistant for Finance

*With a quorum present, Chairman Balducci called the meeting to order at 10:04 a.m.*

**1. Approval of Minutes from the March 29, 2017 Meeting**

*The minutes of the March 29, 2017 meeting were unanimously approved, as written.*

**2. INFORMATION ITEMS**

**A. Status of the State Budget**

CFO Steiner explained that the State Budget has not been approved, therefore, it's too premature to present something meaningful to the Board at this time. She provided an overview of the State biennium budget recommendations (Attachment A). The System Office will present its budget to the Finance Committee and to the Board upon a final State Budget approval.

### 3. ACTION ITEMS

#### A. Purchase of 330 High Street, Willimantic – Cost Change

VP Epstein explained that the purchase of 330 High Street was approved by the Board in September of 2016 for \$85,000. The purchase of this property is significant due to its close proximity to the new Fine Arts Instructional Center. The property owner requested an additional \$5,000 for this property (totaling \$90,000), which is still within the appraised value. VP Epstein noted that the funding is available from the FY2009 portion of the CSCU 2020 Program Land and Property Acquisition Program.

*A motion by Regent Palmer, seconded by Chairman Balducci, carried unanimously to adopt the Resolution concerning the Purchase of Real Estate for Eastern Connecticut State University.*

#### B. Reallocation of CSCU 2020 Funds for ECSU

VP Epstein stated that the item was a request for the reallocation of uncommitted available funds from the Fine Arts Instructional Center project to other ongoing projects at Eastern. \$2,209,365.95 of project funding remains uncommitted and available at the CSCU. Of this total, \$1,569,000 will be reallocated to the Goddard Hall/Communications Building renovation project and \$640,356.95 will be reallocated to Eastern's Code Compliance/Infrastructure Improvements program. These funding reallocations do not increase or decrease CSCU 2020 project totals by 5% and therefore do not require legislative authorization.

*A motion by Regent Palmer, seconded by Chairman Balducci, carried unanimously to adopt the Resolution concerning CSCU 2020 Funding Reallocation for Eastern Connecticut State University.*

#### C. Tuition Charged to Veterans of the Armed Forces and Qualified Individuals using Post 9/11 GI Bill, Montgomery GI Bill and Fry Scholarship

Counsel Weaver commented that in December of 2016 the law was modified to reflect that individuals using the Fry Scholarship are no longer required to enroll within 3 years of the service member's death, and there is no longer a requirement stipulating that the deceased service member had served at least ninety days of active duty service. Because individuals using the Fry Scholarship are no longer required to enroll within three years of the death of the service member, the concept of continuous enrollment does not apply to these individuals.

*A motion by Regent Palmer, seconded by Chairman Balducci, carried unanimously to adopt the Resolution concerning Tuition Charged to Veterans of the Armed Forces and Qualified Individuals using Post 9/11 GI Bill, Montgomery GI Bill and Fry Scholarship.*

*With no other business to discuss, the meeting was adjourned at 10:18 a.m.*



SEMI-ANNUAL REPORT ON THE STATUS AND PROGRESS OF CSUS 2020  
AS OF MAY 31, 2017

2.A.

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
Central	Code Compliance/Infrastructure Improvements	\$26,312,636	\$16,418,636	\$5,894,000	\$4,000,000	\$1,000,000	\$23,312,636	\$22,022,504	\$21,986,375	\$1,500,000			Multi-phased program.
	<u>Project Listing</u>												
	- Replace Maloney Hall Elevator		\$51,953	\$0	\$0	\$0	\$51,953	\$47,612	\$47,612	\$0	Jun-10	May-12	Complete
	- Window Replacements in Four Buildings		\$569,690	\$0	\$0	\$0	\$569,690	\$569,690	\$569,690	\$0	Apr-09	Apr-11	Complete
	- Burritt Library HVAC Code Compliance Improvements		\$1,989,000	\$0	\$0	\$0	\$1,989,000	\$1,808,007	\$1,808,007	\$0	Jan-15	Feb-16	Complete
	- Founder's Hall HVAC Installation		\$697,492	\$0	\$0	\$0	\$697,492	\$696,521	\$696,521	\$0	Mar-09	Aug-13	Complete
	- Davidson Hall Window & Door Replacements (phase 1 & 2)		\$1,961,987	\$0	\$0	\$0	\$1,961,987	\$1,961,987	\$1,961,987	\$0	Dec-09	Aug-13	Complete
	- Security Improvements to General Fund Buildings		\$805,542	\$0	\$0	\$0	\$805,542	\$805,542	\$805,542	\$0	Jun-11	Nov-13	Complete
	- Burritt Library Exterior Repairs		\$86,921	\$0	\$0	\$0	\$86,921	\$86,921	\$86,921	\$0	Jun-09	Jul-10	Complete
	~ Burritt Library Renovation (Construction)			\$216,000		\$0	\$216,000	\$216,000	\$216,000	\$0	Oct-16	Mar-17	Complete
	- Kaiser Hall Gym and Lobby HVAC Improvements		\$82,500	\$0	\$0	\$0	\$82,500	\$82,016	\$82,016	\$0	Jul-09	Mar-12	Complete
	- Campus Wide Signage Program (phase 1)		\$534,370	\$0	\$0	\$0	\$534,370	\$533,631	\$533,631	\$0	May-10	Sep-13	Complete
	- Marcus White Fire Code Improvements		\$1,086,000	\$0	\$0	\$0	\$1,086,000	\$890,018	\$890,018	\$0	Sep-09	Dec-12	Complete
	- Replace Barnard Hall Roof/Entry Improvements		\$1,943,949	\$0	\$0	\$0	\$1,943,949	\$1,943,949	\$1,943,949	\$0	Feb-11	Jan-13	Complete
	- HVAC Improvements in General Fund Buildings (Phase 1, 2 & 3)		\$5,227,000	\$0	\$0	\$0	\$5,227,000	\$5,227,000	\$5,227,000	\$0	Sep-09	Oct-11	Complete
	- Remove Old Telecom Equipment from Buildings		\$0	\$327,000	\$0	\$0	\$327,000	\$326,024	\$326,024	\$0	Mar-14	Dec-16	Complete
	- Maloney Hall HVAC Improvements		\$0	\$1,004,000	\$0	\$0	\$1,004,000	\$532,162	\$532,162	\$0	Jun-13	Mar-15	Complete
	- Arute Field Stadium Turf Replacement		\$0	\$912,000	\$0	\$0	\$912,000	\$768,283	\$768,283	\$0	May-14	Aug-14	Complete
	~ Improvements to ITBD Building			\$200,000		\$0	\$200,000	\$0	\$0	\$0	T.B.D.	T.B.D.	Project on Hold
	- Minor Capital Improvements Program		\$987,500	\$3,235,000	\$0	\$0	\$4,222,500	\$4,222,500	\$4,222,500	\$0	May-17	May-17	Complete
	- Future Projects to be Determined		\$394,732	\$0	\$4,000,000	\$1,000,000	\$1,394,732	\$1,304,642	\$1,268,513	\$1,500,000	Jul-09	Jun-14	Mutilple Phased Program
	Renovate/Expand Willard and DiLoreto Halls	\$61,085,000	\$0	\$5,892,000	\$55,193,000	\$55,193,000	\$61,085,000	\$10,335,642	\$1,228,706	\$9,106,936	Jun-15	Oct-18	In Construction

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2.A.

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
Eastern	New Classroom Office Building	\$29,478,000	\$29,478,000	\$0	\$0	\$0	\$29,478,000	\$29,478,000	\$29,478,000	\$0	Mar-11	Aug-13	Complete
	East Campus Infrastructure Development (construction only)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Funds Reallocated
	Burritt Library Design & Expansion/Renovations	\$16,500,000	\$0	\$0	\$16,500,000	\$5,161,000	\$5,161,000	\$0	\$0	\$0	T.B.D.	T.B.D.	Project scope being assessed
	Kaiser Hall/Bubble Renovations	\$25,385,809	\$6,491,809	\$210,000	\$18,684,000	\$18,684,000	\$25,385,809	\$1,880,174	\$1,456,698	\$8,000,000	Apr-17	Feb-19	Construction Bid Mid 2017
	Engineering Classroom Building	\$62,700,000	\$9,900,000	\$0	\$52,800,000	\$0	\$9,900,000	\$9,900,000	\$995,320	\$8,904,680	Dec-16	Jun-20	In Design; Construction start date September 2018
	Barnard Hall Renovations	\$22,000,000	\$3,680,000		\$18,320,000	\$0	\$3,680,000	\$1,876,705	\$504,318	\$4,000,000	Dec-16	Oct-19	In Design; Construction start dated February 2018
	New Maintenance/Salt Shed Facility	\$2,503,000	\$2,503,000	\$0	\$0	\$0	\$2,503,000	\$2,010,431	\$2,010,431	\$0	Oct-10	May-12	Complete
	Code Compliance/Infrastructure Improvements	\$17,080,113	\$8,255,113	\$4,825,000	\$4,000,000	\$1,000,000	\$14,080,113	\$13,141,124	\$13,017,487	\$1,800,500			Multi-phased program.
	<u>Project Listing</u>												
	- Campus Wide Brick Repointing Program		\$1,654,773	\$500,000	\$0	\$0	\$2,154,773	\$1,254,924	\$1,254,924	\$800,500	Jan-10	On Going	Phased project.
	- Planetarium Window Replacement		\$115,766	\$0	\$0	\$0	\$115,766	\$115,766	\$115,766	\$0	Mar-09	Dec-09	Complete
	- Develop Major Campus Entrances		\$480,582	\$0	\$0	\$0	\$480,582	\$480,582	\$480,529	\$0	Dec-09	Apr-12	Complete
	- South Electrical Loop		\$221,291	\$0	\$0	\$0	\$221,291	\$221,189	\$221,189	\$0	Mar-09	Aug-09	Complete
	- High Temperature Hot Water Line Repairs		\$1,217,268	\$0	\$0	\$0	\$1,217,268	\$1,217,256	\$1,217,256	\$0	Aug-09	Dec-11	Complete
	- South Campus Heat Plant Foundation Repairs		\$399,513	\$0	\$0	\$0	\$399,513	\$399,508	\$399,508	\$0	Mar-11	Mar-11	Complete
	- Damper and Air Handler Controls in Webb Hall		\$37,250	\$0	\$0	\$0	\$37,250	\$37,250	\$37,250	\$0	Mar-09	Aug-09	Complete
	- Soccer Field Drainage Upgrade		\$338,282	\$0	\$0	\$0	\$338,282	\$299,437	\$299,437	\$0	Oct-10	Dec-10	Complete
	- Renovate 333 Prospect Street (Phase 1 & 2)		\$1,264,555	\$0	\$0	\$0	\$1,264,555	\$1,264,380	\$1,264,380	\$0	Jul-11	Jul-13	Complete
	- Arboretum Sewer Main Replacement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Project Postponed
	- Minor Capital Projects Program		\$2,341,965	\$4,325,000	\$0	\$0	\$6,666,965	\$6,666,965	\$6,666,965	\$0	Jul-09	Jun-14	Complete
	- Sports Center Lobby Upgrades		\$183,868		\$0	\$0	\$183,868	\$183,868	\$183,868	\$0	Jan-14	Aug-14	Complete
	- Future Projects to Be Determined		\$0	\$0	\$4,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$876,416	\$1,000,000	Jul-15	Jun-19	Multi-phased program.

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Southern	Fine Arts Instructional Center	\$87,671,000	\$12,000,000	\$71,556,000	\$4,115,000	\$4,115,000	\$87,671,000	\$87,668,997	\$87,023,098	\$645,898	Mar-13	Jan-16	In close-out
	Goddard Hall /Communications Building Renovation	\$31,382,000	\$0	\$2,551,000	\$28,831,000	\$28,831,000	\$31,382,000	\$2,551,000	\$67,039	\$23,000,000	Apr-15	Dec-18	In Design
	Sports Center Addition and Renovation (design only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funds Reallocated to Communications Building
	Outdoor Track – Phase II	\$1,816,000	\$1,816,000	\$0	\$0	\$0	\$1,816,000	\$1,613,114	\$1,613,114	\$0	Mar-10	Dec-10	Complete
	Athletic Support Building	\$1,921,000	\$1,921,000	\$0	\$0	\$0	\$1,921,000	\$1,777,153	\$1,777,153	\$0	Dec-11	Dec-13	Complete
	New Warehouse	\$2,269,000	\$2,269,000	\$0	\$0	\$0	\$2,269,000	\$1,886,660	\$1,886,660	\$0	Jan-12	Sep-13	Complete
	Code Compliance/Infrastructure Improvements	\$25,021,406	\$16,335,683	\$2,329,000	\$6,356,723	\$3,356,723	\$22,021,406	\$22,673,258	\$22,525,347	\$2,304,789			Multi-phased program.
	<u>Project Listing</u>												
	- Install Elevator/Entrance to Former Student Center		\$1,777,645	\$0	\$0	\$0	\$1,777,645	\$1,777,645	\$1,777,645	\$0	Aug-09	Jun-12	Complete
	- Shuttle System infrastructure		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funding Reallocated to Buley Library
	- Repairs to Pool in Moore Field House (Phases 1 & 2)		\$839,415	\$0	\$0	\$0	\$839,415	\$821,800	\$821,800	\$0	Mar-10	Sep-12	Complete
	- Moore Field House Mechanical and Electrical Improv. (Phase 1)		\$233,000	\$0	\$0	\$0	\$233,000	\$233,000	\$233,000	\$0	Sep-11	Aug-12	Complete
	- Earl Hall Mechanical/Electrical Upgrade		\$4,184,111	\$0	\$0	\$0	\$4,184,111	\$4,184,112	\$4,184,112	\$0	Sep-10	Aug-15	Complete
	- Jennings Hall Mechanical/Electrical Upgrade		\$4,495,163	\$0	\$0	\$0	\$4,495,163	\$4,495,198	\$4,495,198	\$0	Sep-10	Aug-15	Complete
	- Lyman Auditorium Mechanical/Electrical Upgrade		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-	-	Funding Reallocated to Buley Library
	- Admissions House Roof and Exterior Repairs		\$221,000	\$0	\$0	\$0	\$221,000	\$217,957	\$217,678	\$0	Aug-10	Mar-12	Complete
	- Jess Dow Field Turf Replacement		\$743,262	\$0	\$0	\$0	\$743,262	\$725,071	\$725,071	\$0	Mar-11	Feb-12	Complete
	- Wintergreen Building Water Infiltration		\$370,760	\$0	\$0	\$0	\$370,760	\$366,468	\$366,468	\$0	Oct-11	Oct-13	Complete
	- Moore Field House Locker Room Renovations: Phase II & III		\$929,500	\$0	\$1,057,682	\$1,057,682	\$1,987,182	\$1,057,682	\$1,057,682	\$0	Jan-11	Jun-15	Complete
	- Moore Field House Roof Replacment - Phase II		\$0	\$0	\$772,264	\$772,264	\$772,264	\$772,264	\$772,264	\$0	Sep-14	Sep-15	Complete

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Western	- Old Student Center North Wing Concept Design		\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	-	-	Project Cancelled
	- Earl Hall Communications Dept. Entrance/Security Corridor		\$47,687	\$0	\$0	\$0	\$47,687	\$0	\$0	\$0		-	Project on Cancelled
	- Improvements to the Academic Mall		\$0	\$30,000	\$0	\$0	\$30,000	\$28,879	\$28,879	\$0	Jun-14	Mar-15	Complete
	- Wintergreen Building Renovations		\$0	\$0	\$1,972,815	\$1,972,815	\$1,972,815	\$1,965,301	\$1,965,301	\$0	Aug-15	Aug-16	Complete
	- Minor Capital Projects Program		\$2,432,845	\$2,299,000	\$0	\$0	\$4,731,845	\$4,731,845	\$4,727,056	\$4,789	Jul-09	Ongoing	Multi-phased program.
	- Future Projects to Be Determined		\$41,295	\$0	\$2,553,962	\$2,553,962	\$2,595,257	\$1,296,036	\$1,153,194	\$2,300,000	Jul-15	Ongoing	Multi-phased program.
	New Academic Laboratory Building	\$72,115,000	\$8,944,000	\$57,698,000	\$5,473,000	\$5,473,000	\$72,115,000	\$71,012,091	\$67,030,863	\$3,981,228	Jan-13	Sep-15	Complete
	Health and Human Services Building (Phase 1 and Phase	\$76,507,344	\$0	\$0	\$76,507,344	\$6,657,270	\$6,657,270	\$6,844,969	\$103,198	\$750,000	Feb-18	Jun-20	In Design Program Phase
	Fine Arts Instructional Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Funds reallocated to Phase 2 of Health & Human Services Building
	Buley Library - Phase 2	\$17,436,817	\$17,006,817	\$430,000	\$0	\$0	\$17,436,817	\$16,386,585	\$16,386,585	\$0	Jan-13	Apr-15	Complete
	School of Business	\$52,476,933			\$52,476,933	\$3,770,007	\$3,770,007	\$3,766,237		\$3,766,237	Oct-17	Mar-21	A/E & C.A. Selected, Awaiting DCS's CMR Selection
	Code Compliance/Infrastructure Improvements	\$16,269,378	\$7,658,330	\$2,654,048	\$5,957,000	\$2,957,000	\$13,269,378	\$11,652,341	\$10,499,433	\$3,105,800			Multi-phased program.
	<u>Project Listing</u>				\$0	\$0	\$0						
	- Feldman Arena Improvements		\$819,636	\$0	\$0	\$0	\$819,636	\$493,655	\$493,655	\$0	Sep-09	Jun-11	Complete
	- Midtown Perimeter Site Improvements		\$463,019	\$0	\$0	\$0	\$463,019	\$463,020	\$463,020	\$0	Apr-10	Jul-11	Complete
	- Campus Wide Utilities/Site Improvements		\$1,682,694	\$0	\$0	\$0	\$1,682,694	\$1,671,967	\$1,624,858	\$0	Jul-09	Mar-14	Complete
	- Higgins Annex HVAC Improvements		\$136,541	\$0	\$0	\$0	\$136,541	\$136,541	\$136,541	\$0	Sep-10	Jul-12	Complete
	- Higgins Hall and Annex: Roof Repairs/Replacements (Phase 1 & 2)		\$510,500	\$0	\$0	\$0	\$510,500	\$508,211	\$508,211	\$0	Jul-10	Oct-11	Complete
	- Higgins Annex Learning Emporium		\$174,531	\$0	\$0	\$0	\$174,531	\$173,216	\$173,216	\$0	May-13	Sep-13	Complete
	- Renovate Restrooms in Founders Hall: Waterbury Campus		\$186,213	\$0	\$0	\$0	\$186,213	\$186,213	\$186,213	\$0	Jun-09	Dec-10	Complete
	- Elevator Upgrades in Berkshire Hall		\$40,571	\$0	\$0	\$0	\$40,571	\$40,571	\$40,571	\$0	Oct-09	Feb-10	Complete
	- Install HVAC for MDF/IDF and Server Rooms		\$350,000	\$0	\$0	\$0	\$350,000	\$397,735	\$397,735	\$0	Mar-10	Oct-11	Complete



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	- Replace Portions of University Boulevard		\$297,723	\$0	\$0	\$0	\$297,723	\$297,723	\$297,723	\$0	Sep-09	Dec-10	Complete
	- Minor Capital Projects Program		\$2,498,217	\$2,654,048	\$0	\$0	\$5,152,265	\$4,981,829	\$3,876,029	\$1,105,800	Jul-12	Ongoing	Multi-phased projects.
	- Renovate Former Holy Trinity Church		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			Project funding reallocated
	- Higgins Annex Classroom Renovations for Lecture Halls		\$498,686	\$0	\$0	\$0	\$498,686	\$498,686	\$498,686	\$0	Mar-11	Jan-12	Complete
	- Future Projects to Be Determined		\$0	\$0	\$5,957,000	\$2,957,000	\$2,957,000	\$1,802,976	\$1,802,976	\$2,000,000	Jul-15	Ongoing	Multi-phased program.
	White Hall Renovation	\$6,415,952		\$76,952	\$6,339,000	\$6,339,000	\$6,415,952	\$579,660	\$0	\$2,500,000	Aug-17	Dec-18	In Design
	Fine Arts Instructional Center	\$84,321,000	\$0	\$84,321,000	\$0	\$0	\$84,321,000	\$84,226,596	\$84,226,596	\$0	May-11	Aug-14	Complete
	Higgins Hall Renovations	\$34,576,000	\$0	\$2,982,000	\$31,594,000	\$31,594,000	\$34,576,000	\$2,982,000	\$944,955	\$5,000,000	Sep-17	Aug-19	In Design
	Berkshire Hall Renovations (design only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	T.B.D.	T.B.D.	
	University Police Department Building	\$6,445,000	\$0	\$4,745,000	\$1,700,000	\$1,700,000	\$6,445,000	\$6,445,000	\$3,037,036	\$3,407,965	Aug-15	Nov-17	In Construction
	Midtown Campus Mini-Chiller Plant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	T.B.D.	T.B.D.	Project Cancelled
System Wide							\$0						
	New and Replacement Equipment	\$103,239,000	\$18,000,000	\$18,395,000	\$66,844,000	\$49,860,000	\$86,255,000	\$81,810,000	\$81,194,422	\$5,000,000	Ongoing	Ongoing	Multi-phased program.
	Alterations/Improvements: Auxiliary Service Facilities	\$53,672,422	\$13,672,422	\$15,000,000	\$25,000,000	\$15,000,000	\$43,672,422	\$28,576,806	\$23,455,847	\$9,120,959	Jul-09	Ongoing	Multi-Phased Program
	CCSU: Barrows Hall Basement Renovations		\$0	\$236,663	\$0	\$0	\$236,663	\$236,663	\$236,663	\$0	Jun-13	Aug-13	Complete
	CCSU: HVAC Improvements In Res. Halls (Phase I, II & III)		\$1,937,000	\$0	\$0	\$0	\$1,937,000	\$1,716,853	\$1,716,853	\$0	Ongoing	Ongoing	Complete
	CCSU: Vance Hall Basement Renovations		\$0	\$134,800	\$0	\$0	\$134,800	\$134,800	\$134,800	\$0	Jun-13	Dec-13	Complete
	CCSU: Vance Hall Floors 1-6 Bathroom Renovations		\$0	\$106,023	\$0	\$0	\$106,023	\$106,023	\$106,023	\$0	Jun-13	Aug-13	Complete
	CCSU: Vance Hall Renovations- Ground, 1, 2, 5 & 6 Floor			\$770,176	\$0	\$0	\$770,176	\$770,176	\$770,176	\$0	Jun-15	Aug-15	Complete
	CCSU: Student Center & Memorial Hall Sidewalk Imp.		\$0	\$400,000	\$0	\$0	\$400,000	\$184,514	\$184,514	\$0	Jun-15	Aug-15	Complete
	CCSU: Vance Hall Door Lock Upgrades			\$379,904	\$0	\$0	\$379,904	\$379,904	\$379,904	\$0	Jun-15	Aug-15	Complete

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AS OF MAY 31, 2017

2.A.

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
	CCSU: Aux. Service Minor Capital Program		\$0	\$1,172,434	\$5,000,000	\$2,500,000	\$3,672,434	\$3,169,934	\$1,900,949	\$1,268,985	Ongoing	Ongoing	
	ECSU: Fire Alarm - Burnap,Crandall and Noble Halls		\$655,465	\$0	\$0	\$0	\$655,465	\$655,465	\$655,465	\$0	Mar-12	Sep-12	Complete
	ECSU: High Rise Elevator Upgrades		\$625,441	\$0	\$0	\$0	\$625,441	\$625,441	\$625,441	\$0	Jan-12	Sep-13	Complete
	ECSU: Academic Quad Landscape		\$0	\$316,900	\$0	\$0	\$316,900	\$316,900	\$316,900	\$0			Complete
	ECSU: Aux. Service Minor Capital Program		\$0	\$341,286	\$3,000,000	\$2,000,000	\$2,341,286	\$1,612,342	\$182,723	\$1,429,619	Jul-09	Ongoing	Multiple Phased Program
	ECSU: HTHW Lines Repairs Five Residential Halls			\$276,726	\$0	\$0	\$276,726	\$276,726	\$276,726	\$0	Dec-16	Dec-16	Complete
	ECSU: Hurley Hall Addition & Renovation Study		\$0	\$70,000	\$0	\$0	\$70,000	\$70,000	\$70,000	\$0	Apr-15	N.A.	Feasibility Study
	ECSU: Landscape at Mead, Neidjalik & Hurley		\$0	\$9,500	\$0	\$0	\$9,500	\$9,500	\$9,500	\$0	Jun-14	Sep-14	Complete
	ECSU: Low Rise Apartments Roof Replacements		\$456,759	\$0	\$0	\$0	\$456,759	\$456,760	\$456,760	\$0	Apr-11	Jul-12	Complete
	ECSU: Low Rise Apartments Structural Study (phase 1)		\$17,500	\$0	\$0	\$0	\$17,500	\$17,500	\$17,500	\$0	Oct-10	Jan-11	Study Complete
	ECSU: Low Rise Apartments Walkway and Stair Replacement (Phase 1)		\$258,611	\$0	\$0	\$0	\$258,611	\$258,570	\$258,570	\$0	Apr-11	Dec-11	Complete
	ECSU: Low Rise Apartments Walkway and Stair Replacement (Phase2)		\$170,949	\$0	\$0	\$0	\$170,949	\$170,949	\$170,949	\$0	Apr-11	Sep-12	Complete
	ECSU: Masonry Repointing Study & Repairs		\$0	\$76,000	\$0	\$0	\$76,000	\$46,680	\$46,680	\$0	Nov-13	Aug-15	Complete
	ECSU: Nobel Hall Cooling Tower		\$0	\$154,900	\$0	\$0	\$154,900	\$154,900	\$154,900	\$0	Jun-13	Dec-13	Complete
	ECSU: Occum Hall Building Automation		\$0	\$265,561	\$0	\$0	\$265,561	\$265,561	\$265,561	\$0	May-15	Aug-15	Complete
	ECSU: Student Center Lighting Control System		\$0	\$388,713	\$0	\$0	\$388,713	\$388,713	\$388,713	\$0	Jan-13	Aug-13	Complete
	ECSU: Windham St. Sidewalk Expansion		\$0	\$300,414	\$0	\$0	\$300,414	\$270,414	\$270,414	\$0	Jan-14	Aug-14	Complete
	SCSU: Repair/Resurface North Campus Parking Lot		\$1,126,265	\$0	\$0	\$0	\$1,126,265	\$1,055,895	\$1,055,895	\$0	Mar-12	Aug-12	Complete
	SCSU: Brownell Hall Mechanical & Electrical Improvements (Design)			\$332,345	\$0	\$0	\$332,345	\$308,738	\$308,738	\$0	Jul-15	Aug-15	Complete
	SCSU: Aux. Service Minor Capital Program		\$0	\$320,010	\$3,970,000	\$2,470,000	\$2,790,010	\$2,685,773	\$2,484,390	\$201,384	Jul-09	Ongoing	Multiple Phased Program
	SCSU: CT Hall Renovations		\$0	\$1,468,254	\$0	\$0	\$1,468,254	\$1,464,232	\$1,464,232	\$0	Mar-13	Aug-13	Complete
	SCSU: Farnham Hall Renovations		\$5,190,671	\$0	\$0	\$0	\$5,190,671	\$4,977,238	\$4,977,238	\$0	Jun-09	Feb-12	Complete
	SCSU: North Campus Water Infiltration Study		\$0	\$30,000	\$0	\$0	\$30,000	\$30,000	\$30,000	\$0	Jul-14	Sep-14	Complete

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2.A.

University	Project or Program	Estimated Total Project Cost	*Phase I Fiscal Years 2009 - 2011	Phase II Fiscal Years 2012 - 2014	Phase III Fiscal Years 2015-2019	Phase III Available as of Fiscal Year 2017	Total Available as of Fiscal Year 2017	Amount Committed 5/31/2017	Amount Expended as of 05/31/17	Projected Fiscal Year 2018	Scheduled Design Completion	Scheduled Construction Completion	Status/Comments
	SCSU: 190 Pine Rock Existing Conditions Review			\$35,600	\$0	\$0	\$35,600	\$35,600	\$35,600	\$0	Jan-14	Mar-14	Complete
	SCSU: Recreation Center Study		\$0	\$30,000	\$0	\$0	\$30,000	\$29,960	\$29,960	\$0	Jan-14	Mar-14	Complete
	SCSU: Schwartz Hall Chiller/Cooling Tower		\$0	\$983,791	\$0	\$0	\$983,791	\$977,753	\$977,753	\$0	Apr-15	Aug-15	Complete
	SCSU: West Camps Residence Hall Masonry Evaluation				\$30,000	\$30,000	\$30,000	\$30,000	\$23,610	\$6,390	Sep-16	Nov-16	Complete
	WCSU Residence Hall Repairs		\$1,081,000	\$0	\$0	\$0	\$1,081,000	\$938,165	\$417,151	\$521,013	Jul-10	Ongoing	Multiple phased projects
	WCSU: Midtown Student Center Roof		\$985,000		\$0	\$0	\$985,000	\$938,165	\$890,218	\$47,946	Jul-15	Feb-17	
	WCSU: Aux. Service Minor Capital Program			\$1,215,000	\$3,000,000	\$2,000,000	\$3,215,000	\$2,810,000	\$1,164,378	\$1,645,622	Jul-12	Ongoing	Multiple Project
	- Future Projects to Be Determined		\$1,167,760	\$5,185,000	\$10,000,000	\$6,000,000	\$12,352,760	\$0	\$0	\$4,000,000	Jul-09	Ongoing	Multi-Phase Program
	Telecommunications Infrastructure Upgrade	\$18,415,000	\$10,000,000	\$2,841,000	\$5,574,000	\$2,574,000	\$15,415,000	\$15,110,736	\$14,268,455	\$1,000,000	Ongoing	Ongoing	Multi-phased program. Per Public Act 10-44, effective July 1, 2010 phase I
	<u>Project Listing</u>						\$0						
	- CCSU: Upgrade Telecom Infrastructure in ITBD Building		\$832,297	\$0	\$0	\$0	\$0	\$832,297	\$832,297	\$0	May-10	Jan-13	Complete
	- ECSU: Complete Network Backbone Loop: Admin. to Facilities		\$480,439	\$0	\$0	\$0	\$0	\$480,439	\$480,439	\$0	Oct-09	Mar-11	Complete
	- SCSU: Addit. Fiber and Conduit on North Side of Campus		\$85,000	\$0	\$0	\$0	\$0	\$85,000	\$85,000	\$0	Jan-10	Oct-11	Complete
	- WCSU: Redundant Dark Fiber to Westside Campus		\$298,000	\$0	\$0	\$0	\$0	\$298,000	\$298,000	\$0	Mar-10	Jul-11	Complete
	- System-Wide Infrastructure Upgrades		\$8,304,264	\$2,841,000	\$5,574,000	\$2,574,000	\$13,719,264	\$13,415,000	\$12,572,719	\$0	Jul-09	Ongoing	Multi-Phase Program
	Land and Property Acquisition	\$10,250,190	\$3,650,190	\$2,600,000	\$4,000,000	\$2,000,000	\$8,250,190	\$6,250,190	\$4,085,310	\$2,164,880	Jul-09	Ongoing	Multi-phased program. Per Public Act 10-44, effective July 1, 2010 phase I
	Deferred Maintenance/Code Compliance Infrastructure Improvement	\$39,735,000			\$39,735,000	\$39,735,000	\$39,735,000	\$37,650,575	\$27,416,992	\$10,233,583	Jul-15	Ongoing	Multi-phased program.
	Stategic Master Plans of Academic Programs	\$3,000,000			\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$2,755,089	\$244,911	Jan-15	Jan-17	Multi-phased program.
	Consolidation & Upgrade of System Student Financial Information Technology System	\$20,000,000			\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$0	Oct-15	Dec-16	Complete
	Advanced Manufacturing at Asnuntuck Community College	\$25,500,000			\$25,500,000	\$25,500,000	\$25,500,000	\$23,125,767	\$17,052,352	\$6,073,415	Feb-16	Aug-17	In Construction
	Totals	\$1,053,500,000	\$190,000,000	\$285,000,000	\$578,500,000	\$333,500,000	\$808,500,000	\$628,234,317	\$558,026,882	\$115,611,782			

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE****ITEM – INFORMATION ONLY**

Lease/License/MOU space update

**BACKGROUND**

The CSCU System-Office coordinates all space leases, license agreements, MOU's and property acquisitions for colleges and universities. Several modifications to existing space agreements and continuation of current agreements occurred subsequent to the June 7, 2017, Finance and Infrastructure Committee meeting. For informational purposes, a summary of recent lease activity is being provided to the BOR.

**ANALYSIS**

Required by legislation, the CSCU System-Office for the BOR coordinates with the Department of Administrative Services who solicits, negotiates and contracts for leasing non-office space off our college and university campuses. Lease agreements at our campuses are executed directly by the CSCU. Several modifications to existing space agreements and continuation of current agreements occurred subsequent to the June 7, 2017, Finance and Infrastructure Committee meeting. A summary of recent lease activity is provided below.

Capital Community College – Morgan St. Garage

Capital Community College leases parking spaces for students and staff from the DAS in the State owned Morgan St. Parking Garage. Previously, 850 garage parking spaces at any one-time and up to 25 adjacent surface parking lot spaces were provided to Capital at a cost of \$357,000 annual, (\$35/vehicle/month). Additional garaged vehicles validated by Capital required a \$5.00 charge per vehicle. The lease expired in 2015 and was extended for two 1-year terms. The new lease allows Capital no more than 850 parking spaces and up to 25 additional visitor garage parking spaces. Surface parking is not available. The new lease rate is \$392,700 annual (\$38.50/vehicle/month). Other than potential operating expense increases every 24-months, the lease will remain valid through June 30, 2025.

Gateway Community College – space lease at the North Haven Campus

In 2013, a 10-month license agreement renewable for three consecutive 10-month terms was executed between the BOR and the New Haven Board of Education for use of approximately 53% of Gateway's 160,000 s.f. North Haven campus for the Hyde School. The license expense was \$1 per year plus 53% of utility costs in addition to miscellaneous operating expenses that totaled \$253,931. The license is being extended for one additional 10-month term renewable for up to three consecutive 10-month terms at the same rate of \$1.00 per term. New Haven's share of utilities and miscellaneous operating expense will be \$309,009 for the first term of the agreement with a 3% increase for each additional term of the agreement.

Middlesex Community College – Meriden Center relocation to Platt High School

The license agreement for Middlesex Community College to lease space at Platt High School in Meriden that allows the relocation of Middlesex's Meriden Center was completed. The 15,000 s.f. Meriden Center lease at 49-55 West Main St. for \$246,043 annual plus operating expenses was terminated. Terms and

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE**

conditions of the new agreement at Platt High School are \$1.00 per year for 3:00 p.m. – 8:30 p.m. use of 12-classrooms and the media center, cost of non-operational hour custodial expenses and providing five seats for each course offered at the high school to qualified Platt and Maloney High School students and staff.

Quinebaug Valley Community College – Willimantic Campus relocation to Windham Tech

The MOU agreement for Quinebaug Valley Community College to use space at Windham Technical High School, Willimantic that allowed a relocation of Quinebaug's Willimantic Center Campus was completed. The 12,091 s.f. Willimantic Center lease of \$145,092 annual plus operating expenses was cancelled. The MOU at Windham Tech allows for the use of six classrooms and the library, Monday-Thursday from 2:30 p.m. – 10:00 p.m. Quinebaug Valley will incur a \$1,500 per semester fee for utilities and custodial expenses. Quinebaug will also be required to reimburse Windham Tech for any security and cleaning requirement above current operations.

This report is submitted for informational purposes only.

9/06/17 Finance and Infrastructure Committee

9/19/17 Board of Regents

## 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 Certified Copy:

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Erin A. Fitzgerald  
Secretary

**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
<b>State Universities</b>										
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	-
<b>Community Technical Colleges</b>										
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)
<b>Charter Oak State College</b>	16,830,388	9,192,208	5,181,732	2,547,403	16,921,343	-	-	-	91,549	594
<b>Board of Regents</b>	719,588	421,750	303,908	-	725,658	-	-	6,070	-	-
<b>Total Board of Regents for Higher Education</b>	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)



**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE****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 2/8/17	Governor's 5/15/17	Joint Democrat	Senate Republican	House Republican	Governor's Executive Order	
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							
FY17 After Lapses & Rescission							

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

## STAFF REPORT

## FINANCE AND INFRASTRUCTURE COMMITTEE

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 (\$):

	<b>Approp After Lapses &amp; Rescission FY17</b>	<b>Governor's Executive Order FY18</b>	<b>Difference</b>
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)
	<b>322,511,227</b>	<b>313,825,112</b>	<b>(8,686,115)</b>

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 (\$):

	<b>Final FY15</b>	<b>Final FY16</b>	<b>Approp FY 17 After Lapses &amp; Rescission</b>	<b>Governor's Executive Order</b>
<b>Appropriations Excl Fringe Benefits</b>	<b>351,985,562</b>	<b>350,052,174</b>	<b>322,511,227</b>	<b>313,825,112</b>
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

## STAFF REPORT

## FINANCE AND INFRASTRUCTURE COMMITTEE

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%
<b>Total FB rates for SERS Regular (excl Med Ins)</b>	<b>63.40%</b>	<b>64.68%</b>	<b>2.02%</b>	<b>1.28%</b>
<b>Total FB rates for SERS Regular (incl Med Ins)</b>	<b>79.29%</b>	<b>81.46%</b>	<b>2.74%</b>	<b>2.17%</b>
<b>Total FB rates for ARP Employees (excl Med Ins)</b>	<b>20.34%</b>	<b>22.96%</b>	<b>12.88%</b>	<b>2.62%</b>
<b>Total FB rates for ARP Employees (incl Med Ins)</b>	<b>36.23%</b>	<b>39.74%</b>	<b>9.69%</b>	<b>3.51%</b>

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**

	<b>FY17 Budget</b>	<b>FY17 Projections</b>	<b>FY18 Budget</b>
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)
<b>Net Change</b>	<b><u>0.2</u></b>	<b><u>13.1</u></b>	<b><u>(0.4)</u></b>
<b>% of Revenue</b>	<b><u>0.0%</u></b>	<b><u>1.1%</u></b>	<b><u>0.0%</u></b>

**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 4<sup>th</sup> 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

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- \$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

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE**

- \$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:

	<b>Total Headcount</b>			
	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>
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%

  

	<b>FULL TIME EQUIVALENT (FTE)</b>			
	<b>FY17 Actual</b>	<b>FY18 Budget</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>
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
<b>Total CCC</b>	<b>48</b>	<b>9.50</b>	<b>1.22</b>	<b>7.19</b>	<b>4.17</b>	<b>0.07</b>	<b>22.15</b>
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
<b>Total CSU</b>	<b>10</b>	<b>6.24</b>	<b>0.47</b>	<b>2.22</b>	<b>15.74</b>		<b>24.66</b>
<b>Total Charter Oak</b>		-	-	<b>0.22</b>		<b>0.16</b>	<b>0.38</b>
<b>Total CSCU</b>	<b>58</b>	<b>15.74</b>	<b>1.69</b>	<b>9.62</b>	<b>19.91</b>	<b>0.23</b>	<b>47.19</b>

(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	Projected Net	Projected Balance	FY 2018 Use of	Contingency Use	Balance	Further Risk	Further Risk	FY 2018 Risk Based
	June 30, 2016	Results FY17	June 30, 2017	Reserves	of Reserves	Remaining	Salaries (1)	Op Exp (2)	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
<b>CSCU</b>	<b>91.3</b>	<b>13.1</b>	<b>104.4</b>	<b>(4.0)</b>	<b>(19.9)</b>	<b>80.5</b>	<b>(17.4)</b>	<b>(9.6)</b>	<b>53.4</b>
<i>Total Expenditures</i>	<i>1,166.0</i>		<i>1,152.9</i>						<i>1,179.9</i>
<i>Average per Month</i>	<i>97.2</i>		<i>96.1</i>						<i>98.3</i>
<i>Months of Reserve Available</i>	<i>0.9</i>		<i>1.1</i>						<i>0.5</i>

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
<b>State Universities</b>										
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	-
<b>Community Technical Colleges</b>										
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)
<b>Charter Oak State College</b>	16,830,388	9,192,208	5,181,732	2,547,403	16,921,343	-	-	-	91,549	594
<b>Board of Regents</b>	719,588	421,750	303,908	-	725,658	-	-	6,070	-	-
<b>Total Board of Regents for Higher Education</b>	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 &amp; Universities

## CONSOLIDATED

## FY2016-17 Operating Budget

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	OTHER TRANSFERS	TRANSFERS IN / OUT	ADDITIONAL FUNDS	NET
<b>State Universities</b>										
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
<b>Community Technical Colleges</b>										
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
<b>Charter Oak State College</b>	16,952,063	9,284,830	4,968,827	2,698,406	16,952,063	-	-	-		-
<b>Board of Regents</b>	720,553	460,375	274,163	-	734,538	-	-	13,985	-	-
<b>Total Board of Regents for Higher Education</b>	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
<b>State Universities</b>										
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
<b>Community Technical Colleges</b>										
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
<b>Charter Oak State College</b>	16,464,739	9,051,384	4,949,490	2,509,060	16,509,934	-	-	-	113,106	67,911
<b>Board of Regents</b>	750,573	424,939	322,079	3,555	750,573	-	-	-	-	-
<b>Total Board of Regents for Higher Education</b>	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 %
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>1,210,469,891</b>	<b>1,195,695,669</b>	<b>1,200,152,979</b>	<b>4,457,310</b>	<b>0.40%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full-Time	429,806,003	416,225,615	412,776,192	(3,449,423)	-0.80%
<u>Part-Time</u>					
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	4293518	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%
<b>Subtotal Personnel Services</b>	<b>586,720,565</b>	<b>574,866,329</b>	<b>574,380,343</b>	<b>(485,986)</b>	<b>-0.10%</b>
Fringe Benefits	343,397,734	330,645,173	348,659,142	18,013,969	5.40%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>930,118,299</b>	<b>905,511,502</b>	<b>923,039,485</b>	<b>17,527,983</b>	<b>1.90%</b>
<b><u>Other Expenses:</u></b>					
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%
<b>Total Other Expenses</b>	<b>243,924,042</b>	<b>234,766,755</b>	<b>244,753,874</b>	<b>9,987,119</b>	<b>4.30%</b>
<b><u>Library Expenses</u></b>	<b>6,401,888</b>	<b>6,270,823</b>	<b>6,335,621</b>	<b>64,798</b>	<b>1.00%</b>
<b>Total Equipment (excludes Library)</b>	<b>4,777,042</b>	<b>6,348,064</b>	<b>5,773,972</b>	<b>(574,092)</b>	<b>-9.00%</b>
<b>Total Expenditures</b>	<b>1,185,221,271</b>	<b>1,152,897,144</b>	<b>1,179,902,952</b>	<b>27,005,808</b>	<b>2.30%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>25,248,620</b>	<b>42,798,525</b>	<b>20,250,027</b>	<b>(22,548,498)</b>	<b>-52.70%</b>
<b>CSU Designated Transfers Per BOR Policies</b>					
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 C	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
<b>Total CSU Designated Transfers</b>	<b>(33,692,616)</b>	<b>(39,741,836)</b>	<b>(30,275,427)</b>	<b>9,466,409</b>	<b>-23.80%</b>
<b>CCC Designated Transfers Per BOR Policies</b>					
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
<b>Total CCC Transfers</b>	<b>(868,214)</b>	<b>(443,277)</b>	<b>(920,042)</b>	<b>(476,765)</b>	<b>107.60%</b>
<b>CCSU Additional Funds</b>					
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%
<b>Total Additional Funds</b>	<b>9,469,836</b>	<b>10,490,081</b>	<b>10,582,331</b>	<b>92,250</b>	<b>0.90%</b>
<b>Net Change</b>	<b>157,626</b>	<b>13,103,493</b>	<b>(363,111)</b>	<b>(13,466,604)</b>	<b>-102.80%</b>

State 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 %
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>732,379,817</b>	<b>720,627,803</b>	<b>722,462,905</b>	<b>1,835,102</b>	<b>0.30%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full-Time	262,662,240	252,646,792	252,376,942	(269,850)	-0.10%
<u>Part-Time</u>					
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%
<b>Subtotal Personnel Services</b>	<b>330,647,156</b>	<b>322,045,717</b>	<b>321,869,606</b>	<b>(176,111)</b>	<b>-0.10%</b>
Fringe Benefits	193,066,861	182,491,445	194,351,203	11,859,758	6.50%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>523,714,017</b>	<b>504,537,162</b>	<b>516,220,809</b>	<b>11,683,647</b>	<b>2.30%</b>
<b><u>Other Expenses:</u></b>					
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%
<b>Total Other Expenses</b>	<b>166,206,682</b>	<b>162,401,244</b>	<b>166,619,064</b>	<b>4,217,820</b>	<b>2.60%</b>
<b><u>Library Expenses</u></b>	<b>5,595,118</b>	<b>5,546,460</b>	<b>5,538,176</b>	<b>(8,284)</b>	<b>-0.10%</b>
<b>Total Equipment (excludes Library)</b>	<b>4,777,042</b>	<b>6,278,866</b>	<b>5,773,972</b>	<b>(504,894)</b>	<b>-8.00%</b>
<b>Total Expenditures</b>	<b>700,292,859</b>	<b>678,763,732</b>	<b>694,152,021</b>	<b>15,388,289</b>	<b>2.30%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>32,086,958</b>	<b>41,864,071</b>	<b>28,310,884</b>	<b>(13,553,187)</b>	<b>-32.40%</b>
<b>Designated Transfers Per BOR Policies</b>					
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
<b>Total CSU Designated Transfers</b>	<b>(32,059,673)</b>	<b>(37,849,327)</b>	<b>(28,310,884)</b>	<b>9,538,443</b>	<b>-25.20%</b>
<b>Net Change</b>	<b>27,285</b>	<b>4,014,744</b>	<b>-</b>	<b>(4,014,744)</b>	<b>-100.00%</b>

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 %
<b>Revenue:</b>					
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
<b>Total Revenue</b>	<b>460,417,458</b>	<b>457,852,554</b>	<b>460,140,098</b>	<b>2,287,544</b>	<b>0.50%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full-Time	160,799,257	157,518,230	154,105,962	(3,412,268)	-2.20%
<b><u>Part-Time</u></b>					
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%
<b>Subtotal Personnel Services</b>	<b>246,328,204</b>	<b>243,344,289</b>	<b>242,896,779</b>	<b>(447,510)</b>	<b>-0.20%</b>
Fringe Benefits	145,087,883	142,882,159	148,822,299	5,940,140	4.20%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>391,416,087</b>	<b>386,226,448</b>	<b>391,719,078</b>	<b>5,492,630</b>	<b>1.40%</b>
<b><u>Other Expenses:</u></b>					
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%
<b>Total Other Expenses</b>	<b>75,018,954</b>	<b>69,852,896</b>	<b>75,587,407</b>	<b>5,734,511</b>	<b>8.20%</b>
<b><u>Library Expenses:</u></b>					
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%
<b>Library Expenses</b>	<b>806,770</b>	<b>724,363</b>	<b>797,445</b>	<b>73,082</b>	<b>10.10%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>69,198</b>	<b>-</b>	<b>(69,198)</b>	<b>-100.00%</b>
<b>Total Expenditures</b>	<b>467,241,811</b>	<b>456,872,905</b>	<b>468,103,930</b>	<b>11,231,025</b>	<b>2.50%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>(6,824,353)</b>	<b>979,649</b>	<b>(7,963,832)</b>	<b>(8,943,481)</b>	<b>-912.90%</b>
<b>Designated Transfers Per BOR Policies</b>					
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%
<b>Total CCC Designated Transfers</b>	<b>6,954,694</b>	<b>8,041,189</b>	<b>7,600,127</b>	<b>(441,062)</b>	<b>-5.50%</b>
<b>Net Change</b>	<b>130,341</b>	<b>9,020,838</b>	<b>(363,705)</b>	<b>(9,384,543)</b>	<b>-104.00%</b>

Charter Oak State College and CT Distance Learning Consortium  
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 %
<b>Revenue:</b>					
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
<b>Total Revenue</b>	<b>16,952,063</b>	<b>16,464,739</b>	<b>16,830,388</b>	<b>365,649</b>	<b>2.20%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full-Time	5,884,131	5,635,654	5,871,538	235,884	4.20%
<b><u>Part-Time</u></b>					
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%
<b>Subtotal Personnel Services</b>	<b>9,284,830</b>	<b>9,051,384</b>	<b>9,192,208</b>	<b>140,824</b>	<b>1.60%</b>
Fringe Benefits	4,968,827	4,949,490	5,181,732	232,242	4.70%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>14,253,657</b>	<b>14,000,874</b>	<b>14,373,940</b>	<b>373,066</b>	<b>2.70%</b>
<b><u>Other Expenses:</u></b>					
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%
<b>Total Other Expenses</b>	<b>2,698,406</b>	<b>2,509,060</b>	<b>2,547,403</b>	<b>38,343</b>	<b>1.50%</b>
<b><u>Library Expenses</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>16,952,063</b>	<b>16,509,934</b>	<b>16,921,343</b>	<b>411,409</b>	<b>2.50%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>-</b>	<b>(45,195)</b>	<b>(90,955)</b>	<b>(45,760)</b>	<b>101.30%</b>
<b>Designated Transfers</b>					
GBTGA - OE Reimbursement	-	30,000	-	(30,000)	-100.00%
Outcomes Based Funding	-	83,106	91,549	8,443	10.20%
<b>Total Transfers</b>	<b>-</b>	<b>113,106</b>	<b>91,549</b>	<b>(21,557)</b>	<b>-19.10%</b>
<b>Net Change</b>	<b>-</b>	<b>67,911</b>	<b>594</b>	<b>(67,317)</b>	<b>-99.10%</b>

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 %
<b>Revenue:</b>					
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
<b>Total Revenue</b>	<b>720,553</b>	<b>750,573</b>	<b>719,588</b>	<b>(30,985)</b>	<b>-4.10%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>734,538</b>	<b>747,018</b>	<b>725,658</b>	<b>(21,360)</b>	<b>-2.90%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
All Other Expenses		3,555	-	(3,555)	-100.00%
<b>Total Other Expenses</b>	<b>-</b>	<b>3,555</b>	<b>-</b>	<b>(3,555)</b>	<b>-100.00%</b>
<b><u>Library Expenses:</u></b>					
	-	-	-	-	NA
				-	NA
				-	NA
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>734,538</b>	<b>750,573</b>	<b>725,658</b>	<b>(24,915)</b>	<b>-3.30%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>(13,985)</b>	<b>-</b>	<b>(6,070)</b>	<b>(6,070)</b>	<b>NA</b>
<b>Transfers</b>					
Transfer in	13,985	-	6,070	6,070	NA
Transfer out	-	-	-	-	NA
<b>Total Transfers</b>	<b>13,985</b>	<b>-</b>	<b>6,070</b>	<b>6,070</b>	<b>NA</b>
<b>Net Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>



## SO/SW/Mandates

## Expenditure Plan (Operating E&amp;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)
<b>Revenue:</b>					
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.
<b>Total Revenue</b>	<b>11,564,470</b>	<b>11,508,087</b>	<b>11,070,824</b>	<b>(437,263)</b>	<b>-3.8%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	4,557,357	4,385,025	4,216,707	(168,318)	-3.8%
<b>Part Time:</b>					
Lecturers	-	-	-	-	n.a.
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.
<b>Total Part Time</b>	45,623	46,437	52,389	5,952	12.8%
Overtime	-	-	-	-	n.a.
All Other Personal Services	129,564	-	-	-	n.a.
<b>Subtotal Personal Services</b>	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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>7,249,924</b>	<b>6,716,048</b>	<b>6,575,271</b>	<b>(140,777)</b>	<b>-2.1%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	3,789,046	2,449,083	3,954,053	1,504,970	61.5%
<b>Library Expenses:</b>					
Books				-	n.a.
Periodicals				-	n.a.
Electronic Periodicals / Subscriptions	485,500	472,907	421,000	(51,907)	-11.0%
All Other Library Equipment					
<b>Total Non-P.S. Library Expense</b>	485,500	472,907	421,000	(51,907)	-11.0%
<b>Total Equipment (excludes Library)</b>	40,000	40,681	55,000	14,319	35.2%
<b>Total Expenditures</b>	<b>11,564,470</b>	<b>9,678,719</b>	<b>11,005,324</b>	<b>1,326,605</b>	<b>13.7%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	-	1,829,368	65,500	(1,763,868)	-96.4%
<b>Designated Transfers Per BOT Policies</b>					
Auxiliary Renewal and Replacement	-	-	-	-	n.a.
<b>Total Designated Transfers</b>	-	-	-	-	n.a.
<b>Other Designated Fund Requests</b>					
Transfer to CCSU for IMRP Projects		(269,650)	-	269,650	-100.0%
Other Transfer - BOR shortfall		-	(65,500)	(65,500)	n.a.
<b>Total Additional Funds</b>	-	(269,650)	(65,500)	204,150	-75.7%
<b>Addition to (Use of) Funds</b>	-	<b>1,559,718</b>	-	<b>(1,559,718)</b>	<b>-100.0%</b>

**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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>460,417,458</b>	<b>457,852,554</b>	<b>460,140,098</b>	<b>2,287,544</b>	<b>0.50%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>391,416,087</b>	<b>386,226,448</b>	<b>391,719,078</b>	<b>5,492,630</b>	<b>1.40%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>75,018,954</b>	<b>69,852,896</b>	<b>75,587,407</b>	<b>5,734,511</b>	<b>8.20%</b>
<b>Library Expenses:</b>					
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%
<b>Total Non-P.S. Library Expense</b>	<b>806,770</b>	<b>724,363</b>	<b>797,445</b>	<b>73,082</b>	<b>10.10%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>69,198</b>	<b>-</b>	<b>(69,198)</b>	<b>-100.00%</b>
<b>Total Expenditures</b>	<b>467,241,811</b>	<b>456,872,905</b>	<b>468,103,930</b>	<b>11,231,025</b>	<b>2.50%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>(6,824,353)</b>	<b>979,649</b>	<b>(7,963,832)</b>	<b>(8,943,481)</b>	<b>-912.90%</b>
<b>Designated Transfers Per BOT Policies</b>					
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	125.20%
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%
<b>Total Designated Transfers</b>	<b>6,954,694</b>	<b>8,041,189</b>	<b>7,600,127</b>	<b>(441,062)</b>	<b>-5.50%</b>
<b>Net Change</b>	<b>130,341</b>	<b>9,020,838</b>	<b>(363,705)</b>	<b>(9,384,543)</b>	<b>-104.00%</b>

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	Tuxis
<b>Revenue:</b>														
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
<b>Total Revenue</b>	<b>460,140,098</b>	<b>15,961,191</b>	<b>21,035,584</b>	<b>32,756,750</b>	<b>60,748,443</b>	<b>41,870,604</b>	<b>54,811,159</b>	<b>23,772,740</b>	<b>58,125,586</b>	<b>48,891,466</b>	<b>16,017,527</b>	<b>16,649,782</b>	<b>35,547,148</b>	<b>33,952,118</b>
<b>Expenditures:</b>														
<b>Personnel Services:</b>														
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)	7,196,310	-	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
<b>Total P.S. &amp; Fringe Benefits</b>	<b>391,719,078</b>	<b>19,413,241</b>	<b>17,464,951</b>	<b>28,750,116</b>	<b>48,842,838</b>	<b>33,868,408</b>	<b>47,385,497</b>	<b>19,147,518</b>	<b>50,208,294</b>	<b>40,133,035</b>	<b>14,591,385</b>	<b>13,895,765</b>	<b>29,199,128</b>	<b>28,818,902</b>
<b>Other Expenses:</b>														
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
<b>Total Other Expenses</b>	<b>75,587,407</b>	<b>6,815,760</b>	<b>3,547,263</b>	<b>4,744,177</b>	<b>11,354,649</b>	<b>7,678,293</b>	<b>7,001,509</b>	<b>4,276,116</b>	<b>7,329,268</b>	<b>8,264,582</b>	<b>1,851,831</b>	<b>2,590,860</b>	<b>5,359,751</b>	<b>4,773,348</b>
<b>Library Expenses:</b>														
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	-	-
<b>Total Non-P.S. Library Expense</b>	<b>797,445</b>	<b>-</b>	<b>-</b>	<b>85,014</b>	<b>67,980</b>	<b>57,000</b>	<b>26,000</b>	<b>-</b>	<b>152,004</b>	<b>129,447</b>	<b>61,500</b>	<b>108,500</b>	<b>100,000</b>	<b>10,000</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>468,103,930</b>	<b>26,229,001</b>	<b>21,012,214</b>	<b>33,579,307</b>	<b>60,265,467</b>	<b>41,603,701</b>	<b>54,413,006</b>	<b>23,423,634</b>	<b>57,689,566</b>	<b>48,527,064</b>	<b>16,504,716</b>	<b>16,595,125</b>	<b>34,658,879</b>	<b>33,602,250</b>
<b>Addition to (Use of) Funds Before Desig</b>	<b>(7,963,832)</b>	<b>(10,267,810)</b>	<b>23,370</b>	<b>(822,557)</b>	<b>482,976</b>	<b>266,903</b>	<b>398,153</b>	<b>349,106</b>	<b>436,020</b>	<b>364,402</b>	<b>(487,189)</b>	<b>54,657</b>	<b>888,269</b>	<b>349,868</b>
<b>Designated Transfers Per BOT Policies</b>														
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)
<b>Total Designated Transfers</b>	<b>7,600,127</b>	<b>10,267,810</b>	<b>(23,370)</b>	<b>(15,178)</b>	<b>(482,976)</b>	<b>(266,903)</b>	<b>(398,153)</b>	<b>(192,893)</b>	<b>(412,450)</b>	<b>(364,402)</b>	<b>(53,900)</b>	<b>(54,657)</b>	<b>(216,377)</b>	<b>(186,424)</b>
<b>Net Change</b>	<b>(363,705)</b>	<b>-</b>	<b>-</b>	<b>(837,735)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>156,213</b>	<b>23,570</b>	<b>-</b>	<b>(541,089)</b>	<b>-</b>	<b>671,892</b>	<b>163,444</b>

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	Tuxis
<b>Revenue:</b>														
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
<b>Total Revenue</b>	<b>457,852,554</b>	<b>15,797,708</b>	<b>19,956,398</b>	<b>33,053,780</b>	<b>60,612,003</b>	<b>41,760,682</b>	<b>55,301,918</b>	<b>23,402,328</b>	<b>57,442,583</b>	<b>48,478,217</b>	<b>15,944,808</b>	<b>16,799,076</b>	<b>35,315,512</b>	<b>33,987,541</b>
<b>Expenditures:</b>														
<b>Personnel Services:</b>														
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
<b>Total P.S. &amp; Fringe Benefits</b>	<b>386,226,448</b>	<b>15,729,745</b>	<b>16,961,841</b>	<b>29,422,060</b>	<b>48,775,953</b>	<b>33,053,851</b>	<b>47,439,629</b>	<b>18,790,300</b>	<b>49,736,909</b>	<b>39,876,540</b>	<b>14,689,167</b>	<b>13,712,019</b>	<b>28,897,079</b>	<b>29,141,355</b>
<b>Other Expenses:</b>														
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
<b>Total Other Expenses</b>	<b>69,852,896</b>	<b>4,335,644</b>	<b>2,889,425</b>	<b>5,160,431</b>	<b>10,435,672</b>	<b>7,996,373</b>	<b>6,980,234</b>	<b>4,053,004</b>	<b>6,667,824</b>	<b>7,820,350</b>	<b>1,797,903</b>	<b>2,434,634</b>	<b>4,742,651</b>	<b>4,538,751</b>
<b>Library Expenses:</b>														
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	-	-
<b>Total Non-P.S. Library Expense</b>	<b>724,363</b>	<b>-</b>	<b>-</b>	<b>97,968</b>	<b>17,909</b>	<b>55,371</b>	<b>17,565</b>	<b>3,881</b>	<b>132,612</b>	<b>108,805</b>	<b>62,848</b>	<b>112,602</b>	<b>96,366</b>	<b>18,436</b>
<b>Total Equipment (excludes Library)</b>	<b>69,198</b>	<b>-</b>	<b>16,336</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,014</b>	<b>-</b>	<b>-</b>	<b>22,848</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>456,872,905</b>	<b>20,065,389</b>	<b>19,867,602</b>	<b>34,680,459</b>	<b>59,229,534</b>	<b>41,105,595</b>	<b>54,437,428</b>	<b>22,847,185</b>	<b>56,567,359</b>	<b>47,805,695</b>	<b>16,549,918</b>	<b>16,282,103</b>	<b>33,736,096</b>	<b>33,698,542</b>
<b>Addition to (Use of) Funds Before Design</b>	<b>979,649</b>	<b>(4,267,681)</b>	<b>88,796</b>	<b>(1,626,679)</b>	<b>1,382,469</b>	<b>655,087</b>	<b>864,490</b>	<b>555,143</b>	<b>875,224</b>	<b>672,522</b>	<b>(605,110)</b>	<b>516,973</b>	<b>1,579,416</b>	<b>288,999</b>
<b>Designated Transfers Per BOT Policies</b>														
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)
<b>Total Designated Transfers</b>	<b>8,041,189</b>	<b>7,027,909</b>	<b>143,105</b>	<b>86,832</b>	<b>(27,262)</b>	<b>(204,949)</b>	<b>36,738</b>	<b>100,303</b>	<b>285,211</b>	<b>(96,673)</b>	<b>254,557</b>	<b>132,767</b>	<b>155,672</b>	<b>146,979</b>
<b>Net Change</b>	<b>9,020,838</b>	<b>2,760,228</b>	<b>231,901</b>	<b>(1,539,847)</b>	<b>1,355,207</b>	<b>450,138</b>	<b>901,228</b>	<b>655,446</b>	<b>1,160,435</b>	<b>575,849</b>	<b>(350,553)</b>	<b>649,740</b>	<b>1,735,088</b>	<b>435,978</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>15,743,470</b>	<b>15,797,708</b>	<b>15,961,191</b>	<b>163,483</b>	<b>1.00%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>18,305,283</b>	<b>15,729,745</b>	<b>19,413,241</b>	<b>3,683,496</b>	<b>23.40%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
All Other Expenses	6,443,806	4,335,644	6,815,760	2,480,116	57.20%
<b>Total Other Expenses</b>	<b>6,443,806</b>	<b>4,335,644</b>	<b>6,815,760</b>	<b>2,480,116</b>	<b>57.20%</b>
<b><u>Library Expenses:</u></b>					
Books	-	-	-	-	NA
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
<b>Total Non-P.S. Library Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>24,749,089</b>	<b>20,065,389</b>	<b>26,229,001</b>	<b>6,163,612</b>	<b>30.70%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>(9,005,619)</b>	<b>(4,267,681)</b>	<b>(10,267,810)</b>	<b>(6,000,129)</b>	<b>140.60%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>9,005,619</b>	<b>7,027,909</b>	<b>10,267,810</b>	<b>3,239,901</b>	<b>46.10%</b>
<b>Net Change</b>	<b>-</b>	<b>2,760,228</b>	<b>-</b>	<b>(2,760,228)</b>	<b>-100.00%</b>

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

College: Asnuntuck

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>19,388,072</b>	<b>19,956,398</b>	<b>21,035,584</b>	<b>1,079,186</b>	<b>5.40%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>16,364,604</b>	<b>16,961,841</b>	<b>17,464,951</b>	<b>503,110</b>	<b>3.00%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>2,961,194</b>	<b>2,889,425</b>	<b>3,547,263</b>	<b>657,838</b>	<b>22.80%</b>
<b>Library Expenses:</b>					
Books	-	-	-	-	NA
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
<b>Total Non-P.S. Library Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>16,336</b>	<b>-</b>	<b>(16,336)</b>	<b>-100.00%</b>
<b>Total Expenditures</b>	<b>19,325,798</b>	<b>19,867,602</b>	<b>21,012,214</b>	<b>1,144,612</b>	<b>5.80%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>62,274</b>	<b>88,796</b>	<b>23,370</b>	<b>(65,426)</b>	<b>-73.70%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(62,274)</b>	<b>143,105</b>	<b>(23,370)</b>	<b>(166,475)</b>	<b>-116.30%</b>
<b>Net Change</b>	<b>-</b>	<b>231,901</b>	<b>-</b>	<b>(231,901)</b>	<b>-100.00%</b>

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

College: Captial

Account Name	FY17 Budget Dollars (\$)	FY17 Projection Dollars (\$)	FY18 Budget	FY18 Budget vs FY17 Projection Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>32,862,001</b>	<b>33,053,780</b>	<b>32,756,750</b>	<b>(297,030)</b>	<b>-0.90%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>27,583,706</b>	<b>29,422,060</b>	<b>28,750,116</b>	<b>(671,944)</b>	<b>-2.30%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>5,004,518</b>	<b>5,160,431</b>	<b>4,744,177</b>	<b>(416,254)</b>	<b>-8.10%</b>
<b>Library Expenses:</b>					
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
<b>Total Non-P.S. Library Expense</b>	<b>97,876</b>	<b>97,968</b>	<b>85,014</b>	<b>(12,954)</b>	<b>-13.20%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>32,686,100</b>	<b>34,680,459</b>	<b>33,579,307</b>	<b>(1,101,152)</b>	<b>-3.20%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>175,901</b>	<b>(1,626,679)</b>	<b>(822,557)</b>	<b>804,122</b>	<b>-49.40%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(175,901)</b>	<b>86,832</b>	<b>(15,178)</b>	<b>(102,010)</b>	<b>-117.50%</b>
<b>Net Change</b>	<b>-</b>	<b>(1,539,847)</b>	<b>(837,735)</b>	<b>702,112</b>	<b>-45.60%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>60,829,998</b>	<b>60,612,003</b>	<b>60,748,443</b>	<b>136,440</b>	<b>0.20%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>49,881,326</b>	<b>48,775,953</b>	<b>48,842,838</b>	<b>66,885</b>	<b>0.10%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>10,568,334</b>	<b>10,435,672</b>	<b>11,354,649</b>	<b>918,977</b>	<b>8.80%</b>
<b>Library Expenses:</b>					
Books	67,980	17,909	67,980	50,071	279.60%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
<b>Total Non-P.S. Library Expense</b>	<b>67,980</b>	<b>17,909</b>	<b>67,980</b>	<b>50,071</b>	<b>279.60%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>60,517,640</b>	<b>59,229,534</b>	<b>60,265,467</b>	<b>1,035,933</b>	<b>1.70%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>312,358</b>	<b>1,382,469</b>	<b>482,976</b>	<b>(899,493)</b>	<b>-65.10%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(312,358)</b>	<b>(27,262)</b>	<b>(482,976)</b>	<b>(455,714)</b>	<b>1671.60%</b>
<b>Net Change</b>	<b>-</b>	<b>1,355,207</b>	<b>-</b>	<b>(1,355,207)</b>	<b>-100.00%</b>



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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>41,754,275</b>	<b>41,760,682</b>	<b>41,870,604</b>	<b>109,922</b>	<b>0.30%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>33,252,375</b>	<b>33,053,851</b>	<b>33,868,408</b>	<b>814,557</b>	<b>2.50%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>8,234,512</b>	<b>7,996,373</b>	<b>7,678,293</b>	<b>(318,080)</b>	<b>-4.00%</b>
<b>Library Expenses:</b>					
Books	37,500	55,371	57,000	1,629	2.90%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
<b>Total Non-P.S. Library Expense</b>	<b>37,500</b>	<b>55,371</b>	<b>57,000</b>	<b>1,629</b>	<b>2.90%</b>
<b>Total Equipment (excludes Library)</b>				-	NA
				-	NA
<b>Total Expenditures</b>	<b>41,524,387</b>	<b>41,105,595</b>	<b>41,603,701</b>	<b>498,106</b>	<b>1.20%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>229,888</b>	<b>655,087</b>	<b>266,903</b>	<b>(388,184)</b>	<b>-59.30%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(229,888)</b>	<b>(204,949)</b>	<b>(266,903)</b>	<b>(61,954)</b>	<b>30.20%</b>
<b>Net Change</b>	<b>-</b>	<b>450,138</b>	<b>-</b>	<b>(450,138)</b>	<b>-100.00%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>55,173,085</b>	<b>55,301,918</b>	<b>54,811,159</b>	<b>(490,759)</b>	<b>-0.90%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>47,577,643</b>	<b>47,439,629</b>	<b>47,385,497</b>	<b>(54,132)</b>	<b>-0.10%</b>
<b><u>Other Expenses:</u></b>					
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%
<b>Total Other Expenses</b>	<b>7,424,367</b>	<b>6,980,234</b>	<b>7,001,509</b>	<b>21,275</b>	<b>0.30%</b>
<b><u>Library Expenses:</u></b>					
Books	26,000	17,565	26,000	8,435	48.00%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
<b>Total Non-P.S. Library Expense</b>	<b>26,000</b>	<b>17,565</b>	<b>26,000</b>	<b>8,435</b>	<b>48.00%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>55,028,010</b>	<b>54,437,428</b>	<b>54,413,006</b>	<b>(24,422)</b>	<b>0.00%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>145,075</b>	<b>864,490</b>	<b>398,153</b>	<b>(466,337)</b>	<b>-53.90%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(145,075)</b>	<b>36,738</b>	<b>(398,153)</b>	<b>(434,891)</b>	<b>-1183.80%</b>
<b>Net Change</b>	<b>-</b>	<b>901,228</b>	<b>-</b>	<b>(901,228)</b>	<b>-100.00%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>24,586,744</b>	<b>23,402,328</b>	<b>23,772,740</b>	<b>370,412</b>	<b>1.60%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>19,934,426</b>	<b>18,790,300</b>	<b>19,147,518</b>	<b>357,218</b>	<b>1.90%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>4,532,271</b>	<b>4,053,004</b>	<b>4,276,116</b>	<b>223,112</b>	<b>5.50%</b>
<b>Library Expenses:</b>					
Books	5,000	3,881	-	(3,881)	-100.00%
Periodicals				-	NA
Electronic Periodicals / Subscriptions				-	NA
All Other Library Equipment				-	NA
<b>Total Non-P.S. Library Expense</b>	<b>5,000</b>	<b>3,881</b>	<b>-</b>	<b>(3,881)</b>	<b>-100.00%</b>
<b>Total Equipment (excludes Library)</b>				<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>24,471,697</b>	<b>22,847,185</b>	<b>23,423,634</b>	<b>576,449</b>	<b>2.50%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>115,047</b>	<b>555,143</b>	<b>349,106</b>	<b>(206,037)</b>	<b>-37.10%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(115,047)</b>	<b>100,303</b>	<b>(192,893)</b>	<b>(293,196)</b>	<b>-292.30%</b>
<b>Net Change</b>	<b>-</b>	<b>655,446</b>	<b>156,213</b>	<b>(499,233)</b>	<b>-76.20%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>58,965,559</b>	<b>57,442,583</b>	<b>58,125,586</b>	<b>683,003</b>	<b>1.20%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>50,926,143</b>	<b>49,736,909</b>	<b>50,208,294</b>	<b>471,385</b>	<b>0.90%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>7,578,168</b>	<b>6,667,824</b>	<b>7,329,268</b>	<b>661,444</b>	<b>9.90%</b>
<b>Library Expenses:</b>					
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%
<b>Total Non-P.S. Library Expense</b>	<b>152,004</b>	<b>132,612</b>	<b>152,004</b>	<b>19,392</b>	<b>14.60%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>30,014</b>	<b>-</b>	<b>(30,014)</b>	<b>-100.00%</b>
				<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>58,656,315</b>	<b>56,567,359</b>	<b>57,689,566</b>	<b>1,122,207</b>	<b>2.00%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>309,244</b>	<b>875,224</b>	<b>436,020</b>	<b>(439,204)</b>	<b>-50.20%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(284,184)</b>	<b>285,211</b>	<b>(412,450)</b>	<b>(697,661)</b>	<b>-244.60%</b>
<b>Net Change</b>	<b>25,060</b>	<b>1,160,435</b>	<b>23,570</b>	<b>(1,136,865)</b>	<b>-98.00%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>49,410,971</b>	<b>48,478,217</b>	<b>48,891,466</b>	<b>413,249</b>	<b>0.90%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>41,251,166</b>	<b>39,876,540</b>	<b>40,133,035</b>	<b>256,495</b>	<b>0.60%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>7,771,559</b>	<b>7,820,350</b>	<b>8,264,582</b>	<b>444,232</b>	<b>5.70%</b>
<b>Library Expenses:</b>					
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
<b>Total Non-P.S. Library Expense</b>	<b>127,987</b>	<b>108,805</b>	<b>129,447</b>	<b>20,642</b>	<b>19.00%</b>
<b>Total Equipment (excludes Library)</b>				-	NA
				-	NA
<b>Total Expenditures</b>	<b>49,150,712</b>	<b>47,805,695</b>	<b>48,527,064</b>	<b>721,369</b>	<b>1.50%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>260,259</b>	<b>672,522</b>	<b>364,402</b>	<b>(308,120)</b>	<b>-45.80%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(260,259)</b>	<b>(96,673)</b>	<b>(364,402)</b>	<b>(267,729)</b>	<b>276.90%</b>
<b>Net Change</b>	<b>-</b>	<b>575,849</b>	<b>-</b>	<b>(575,849)</b>	<b>-100.00%</b>

**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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>16,291,863</b>	<b>15,944,808</b>	<b>16,017,527</b>	<b>72,719</b>	<b>0.50%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>14,362,409</b>	<b>14,689,167</b>	<b>14,591,385</b>	<b>(97,782)</b>	<b>-0.70%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>1,814,914</b>	<b>1,797,903</b>	<b>1,851,831</b>	<b>53,928</b>	<b>3.00%</b>
<b>Library Expenses:</b>					
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%
<b>Total Non-P.S. Library Expense</b>	<b>62,723</b>	<b>62,848</b>	<b>61,500</b>	<b>(1,348)</b>	<b>-2.10%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>16,240,046</b>	<b>16,549,918</b>	<b>16,504,716</b>	<b>(45,202)</b>	<b>-0.30%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>51,817</b>	<b>(605,110)</b>	<b>(487,189)</b>	<b>117,921</b>	<b>-19.50%</b>
<b>Designated Transfers Per BOT Policies</b>					
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.)					
Transfer out	(248,707)	(248,707)	(291,382)	(42,675)	17.20%
<b>Total Designated Transfers</b>	<b>(51,816)</b>	<b>254,557</b>	<b>(53,900)</b>	<b>(308,457)</b>	<b>-121.20%</b>
<b>Net Change</b>	<b>1</b>	<b>(350,553)</b>	<b>(541,089)</b>	<b>(190,536)</b>	<b>54.40%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>16,768,570</b>	<b>16,799,076</b>	<b>16,649,782</b>	<b>(149,294)</b>	<b>-0.90%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>13,878,492</b>	<b>13,712,019</b>	<b>13,895,765</b>	<b>183,746</b>	<b>1.30%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>2,701,609</b>	<b>2,434,634</b>	<b>2,590,860</b>	<b>156,226</b>	<b>6.40%</b>
<b>Library Expenses:</b>					
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%
<b>Total Non-P.S. Library Expense</b>	<b>114,700</b>	<b>112,602</b>	<b>108,500</b>	<b>(4,102)</b>	<b>-3.60%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>22,848</b>	<b>-</b>	<b>(22,848)</b>	<b>-100.00%</b>
<b>Total Expenditures</b>	<b>16,694,801</b>	<b>16,282,103</b>	<b>16,595,125</b>	<b>313,022</b>	<b>1.90%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>73,769</b>	<b>516,973</b>	<b>54,657</b>	<b>(462,316)</b>	<b>-89.40%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(73,769)</b>	<b>132,767</b>	<b>(54,657)</b>	<b>(187,424)</b>	<b>-141.20%</b>
<b>Net Change</b>	<b>-</b>	<b>649,740</b>	<b>-</b>	<b>(649,740)</b>	<b>-100.00%</b>

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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>33,770,969</b>	<b>35,315,512</b>	<b>35,547,148</b>	<b>231,636</b>	<b>0.70%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>28,017,172</b>	<b>28,897,079</b>	<b>29,199,128</b>	<b>302,049</b>	<b>1.00%</b>
<b><u>Other Expenses:</u></b>					
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%
<b>Total Other Expenses</b>	<b>5,360,759</b>	<b>4,742,651</b>	<b>5,359,751</b>	<b>617,100</b>	<b>13.00%</b>
<b><u>Library Expenses:</u></b>					
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
<b>Total Non-P.S. Library Expense</b>	<b>100,000</b>	<b>96,366</b>	<b>100,000</b>	<b>3,634</b>	<b>3.80%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>33,477,931</b>	<b>33,736,096</b>	<b>34,658,879</b>	<b>922,783</b>	<b>2.70%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>293,038</b>	<b>1,579,416</b>	<b>888,269</b>	<b>(691,147)</b>	<b>-43.80%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(187,758)</b>	<b>155,672</b>	<b>(216,377)</b>	<b>(372,049)</b>	<b>-239.00%</b>
<b>Net Change</b>	<b>105,280</b>	<b>1,735,088</b>	<b>671,892</b>	<b>(1,063,196)</b>	<b>-61.30%</b>



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 (%)
<b>Revenue:</b>					
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%
<b>Total Revenue</b>	<b>34,871,881</b>	<b>33,987,541</b>	<b>33,952,118</b>	<b>(35,423)</b>	<b>-0.10%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
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%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>30,081,342</b>	<b>29,141,355</b>	<b>28,818,902</b>	<b>(322,453)</b>	<b>-1.10%</b>
<b>Other Expenses:</b>					
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%
<b>Total Other Expenses</b>	<b>4,622,943</b>	<b>4,538,751</b>	<b>4,773,348</b>	<b>234,597</b>	<b>5.20%</b>
<b>Library Expenses:</b>					
Books	15,000	18,436	10,000	(8,436)	-45.80%
Periodicals	-	-	-	-	NA
Electronic Periodicals / Subscriptions	-	-	-	-	NA
All Other Library Equipment	-	-	-	-	NA
<b>Total Non-P.S. Library Expense</b>	<b>15,000</b>	<b>18,436</b>	<b>10,000</b>	<b>(8,436)</b>	<b>-45.80%</b>
<b>Total Equipment (excludes Library)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>34,719,285</b>	<b>33,698,542</b>	<b>33,602,250</b>	<b>(96,292)</b>	<b>-0.30%</b>
<b>Addition to (Use of) Funds Before Designated Items</b>	<b>152,596</b>	<b>288,999</b>	<b>349,868</b>	<b>60,869</b>	<b>21.10%</b>
<b>Designated Transfers Per BOT Policies</b>					
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%
<b>Total Designated Transfers</b>	<b>(152,596)</b>	<b>146,979</b>	<b>(186,424)</b>	<b>(333,403)</b>	<b>-226.80%</b>
<b>Net Change</b>	<b>-</b>	<b>435,978</b>	<b>163,444</b>	<b>(272,534)</b>	<b>-62.50%</b>

**CONNECTICUT COMMUNITY COLLEGES**

ENROLLMENT - HEADCOUNT &amp; FTE

FY17 Actual and FY18 Budget

Attachment G

<b>HEADCOUNT Enrollment</b>	<b>HEADCOUNT - Avg Fall and Spring Semesters</b>						<b>Variance FY18 Budget vs FY17 Actual</b>					
	<b>FY17 Actual</b>			<b>FY18 Budget</b>			<b>Full Time</b>		<b>Part Time</b>		<b>Total</b>	
	<b>Full Time</b>	<b>Part Time</b>	<b>Total</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Total</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>
College												
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%
<b>CCC Total Headcount</b>	<b>14,929</b>	<b>33,650</b>	<b>48,579</b>	<b>14,401</b>	<b>32,638</b>	<b>47,039</b>	<b>(528)</b>	<b>-3.5%</b>	<b>(1,012)</b>	<b>-3.0%</b>	<b>(1,540)</b>	<b>-3.2%</b>

<b>FTE Enrollment</b>	<b>FTE - Avg Fall and Spring Semesters</b>						<b>Variance FY18 Budget vs FY17 Actual</b>					
	<b>FY17 Actual</b>			<b>FY18 Budget</b>			<b>Full Time</b>		<b>Part Time</b>		<b>Total</b>	
	<b>Full Time</b>	<b>Part Time</b>	<b>Total</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Total</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>	<b>#s Inc(Dec)</b>	<b>% Inc(Dec)</b>
College												
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%
<b>CCC Total FTE</b>	<b>13,241</b>	<b>14,291</b>	<b>27,532</b>	<b>12,771</b>	<b>13,848</b>	<b>26,619</b>	<b>(470)</b>	<b>-3.5%</b>	<b>(443)</b>	<b>-3.1%</b>	<b>(913)</b>	<b>-3.3%</b>

**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 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

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE**

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**ITEM**

Change in Drop Policy for Connecticut Community Colleges (CCC)

**BACKGROUND**

The CCC maintain a policy manual which is periodically updated in order to effect a change in process, or changes in practices.

The attached policy revision is required in order to provide consistency of reporting student enrollment at census date. The census date student enrollment is a key metric used for reporting to the public, as well as for computing the distribution of state appropriations provided for the CCC.

**ANALYSIS**

Inconsistencies in the timing of dropping students for non-payment has caused inconsistencies in reporting the number of students enrolled at census date. The attached proposed policy, and comparable existing policy, includes a better definition of when a college must drop for non-payment. It also includes common definitions and provides more clarity in what constitutes a late payment.

**RECOMMENDATION**

Management recommends adoption of the attached proposed policy in order to clarify terms and create consistency in reporting.

9/06/17 Finance and Infrastructure Committee  
9/19/17 Board of Regents

**PROPOSED NEW POLICY****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 7<sup>th</sup> day of the term and on the last business day before the census date.

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE**

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**CURRENT POLICY****6.5.4 Payment of Tuition and Fees**

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 chancellor may limit a college's level of deferments based on the demonstrated effectiveness of its administrative system.

**I. Fees and Other Student Charges**

All students enrolled in credit general tuition funded courses must pay, at the time of registration, a non-refundable deposit of the applicable college services fee and student activity fee, except that colleges holding advance registration may, at their option, defer the payment of such fees until the time tuition is due. However, if a college permits the deferral of fees at advance registration, a student who pays the fees but withdraws before the time tuition is due shall be entitled to a full refund of fees.

All students registering for extension funded courses must pay, at the time of registration, the non-refundable college services and student activity fees if registering for credit-bearing courses and the full extension fee appropriate to the extension courses for which the student registers. All other student fees or charges, including mandatory usage (laboratory, studio and clinical) fees, must be paid at the due date established by the college or in accordance with board policy.

**II. Tuition**

The total tuition and mandatory usage fees applicable to the general tuition funded courses or programs for which registered are payable in one installment and are due by the payment date specified by the college, which shall be not earlier than six weeks nor later than three weeks before the first day of classes unless a deferred payment schedule, in accordance with Board of Trustees policy, has been approved.

RESOLUTION

concerning

A Change in Drop Policy  
FOR  
THE CONNECTICUT COMMUNITY COLLEGES  
September 19, 2017

- 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 Proposed Policy for the Connecticut Community Colleges.

A Certified Copy:

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Erin A. Fitzgerald  
Secretary

## **PROPOSED NEW POLICY**

### **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 7<sup>th</sup> day of the term and on the last business day before the census date.



**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE****ITEM**

Gas Line Easement to Eversource at WCSU

**BACKGROUND**

Through the development of Western's Westside Campus, natural gas supplied by the public utility was not available. To date all of the Westside Campus facilities heat from #2 grade fuel oil. Yankee Gas is currently making available natural gas service for this campus.

**ANALYSIS**

Management requests approval of a natural gas line easement located at University Boulevard for Western Connecticut State University Westside Campus to Yankee Gas.

The Yankee Gas existing high-pressure natural gas supply main is approximately 1-mile away from Western's Westside Campus. As a result, development of all Westside Campus facilities require #2 fuel oil fire boilers for heating purposes. Westside campus boilers were purchased with dual fuel capability. If natural gas becomes available, the boilers can be switched from oil to natural gas consumption.

CSCU, Western and Yankee Gas have had ongoing discussions over the past several years of extending a high-pressure gas main to University Boulevard at the Westside Campus. Yankee Gas recently determined they would extend a natural gas main to the beginning of University Boulevard and install a natural gas lateral under University Boulevard terminating with gas meters at the major buildings. Those buildings are Pinney Hall, O'Neil Center, Centennial Hall, Westside Classroom Building, Ella Grasso Hall, Campus Center, Visual & Performing Arts Center and the West Side Athletic Center (stadium building). The CSCU will enter into a 25-year gas agreement with Yankee Gas who will install the campus lateral and supply natural gas. Default of the contract will require a prorated cost of construction to be reimbursed to Yankee Gas. Western's expense to tie into the natural gas meters include connecting and setting up boilers for natural gas and oil tank removal. The estimated cost for this transition is \$750,000.

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. Western's annual savings is projected to be \$250,000 with a three-year rate of return of the overall project cost.

Consistent with all public utility installations at our campuses, Yankee Gas is requesting a right of way across University Boulevard up to each building gas meter.

**RECOMMENDATION**

Approve granting an easement to Yankee Gas for a gas line easement at University Boulevard on the Westside Campus of Western Connecticut State University.

9/6/17 Finance and Infrastructure Committee  
9/19/17 Board of Regents

RESOLUTION

concerning

NATURAL GAS LINE EASEMENT

AT

WESTERN CONNECTICUT STATE UNIVERSITY

September 19, 2017

- 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.

A Certified Copy:

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Erin A. Fitzgerald  
Secretary

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE****ITEM**

New Haven's 21<sup>st</sup> Century Strong Magnet School & SCSU Lab (Land Lease Agreement to the City of New Haven at SCSU)

**BACKGROUND**

Efforts of Southern's School of Education include an ongoing educational partnership with the City of New Haven's Strong 21<sup>st</sup> Century Communications Magnet and SCSU Lab School. The partnership provides higher education students and staff with learning, mentoring, teaching and fieldwork opportunities that traditional classroom work cannot provide. The development of this program includes an opportunity to host a new facility for the magnet school at Southern's campus.

**ANALYSIS**

Southern's School of Education has promoted long-term goals for integration of portions of their academic program with a Magnet School. This type of integration benefits Southern's students and staff in addition to the local community. This goal is recognized within the campus land and space planning study, Southern's Facilities Master Plan, with a site designated for a kindergarten through fourth grade school (K-4). Southern's ongoing relationship with New Haven's Strong 21<sup>st</sup> Century Communications Magnet and SCSU Lab School, currently located at Orchard St. in New Haven has nurtured that opportunity. The mission of this pre K-4 school is STEM infused with a project based learning approach that prepares young students to utilize digital media, global technologies, and other languages to communicate effectively in an evolving world. Since 2013, Southern's partnership with the Strong Magnet and SCSU Lab School enhance the university learning and education experience through higher education's support of young students as part of a dynamic learning environment.

The City of New Haven and Southern have collaborated to better develop the Strong Magnet and SCSU Lab School program that includes expanding Southern's Magnet School involvement. Proposed expansion efforts are both physical and academic in nature. Academic expansion is outlined in an MOU between Southern and the New Haven Board of Education. Final approval of the MOU is pending Academic and Student Affairs Committee approval. Major academic components in the MOU include:

- The placement of higher ed. students for fieldwork, student teaching, internships, mentoring and volunteer work.
- Collaborative professional development.
- Collaborative research and grants.
- Collaborative implementation of best practices.
- Planned collaborative use of facilities and equipment.

For long-term academic continuity and partnership preservation, a Strong Magnet and SCSU Lab School oversight committee of 12 members will be established. Southern will occupy five of the twelve committee appointments.

Master Plan development of Southern's West Campus is strongly linked to the School of Education. West Campus projected physical enhancements includes a 110,000 gross square foot new School of Education/Classroom Building (not currently funded), a future Early Childhood Education Center for childcare (not currently funded) and a K-4 school. Both the Childhood Education Center and K-4 school would have an education curriculum linked to the School of Education. The current pre K-4 proposed Magnet School would be constructed on the southwest campus end of Farnham Avenue. The proposed building site is nonessential parking lot P-9 at the outskirts of the campus that was replaced by Southern's

**STAFF REPORT****FINANCE AND INFRASTRUCTURE COMMITTEE**

new centrally located 1,200 vehicle parking garage. The 3.6-acre school site will be separated from the campus with an ornamental fence. The school bus drop off/pickup zone will be designed to not impede on Southern's operations. Magnet School parking will be dedicated to .7 acres and 52 parking spaces in parking lot P-8 at the southeast end of Farnham Avenue. As part of a 20-year \$1.00 per year lease agreement, the City of New Haven will be allowed to occupy, develop and operate the school facility at the proposed P-8 and P-9 sites. The on-campus location will allow ease in proximity for Southern's ongoing involvement, establish Southern's academic stake by hosting an on-campus public school and embrace education with the local community. All operating expenses and maintenance of the magnet school will be funded by the City of New Haven. All school security will be the responsibility of the City of New Haven. First responders for emergencies and general police assistance will be the New Haven Police.

The City of New Haven has proceeded to set the groundwork for this program. They have applied for and received State Board of Education grant fund approval for the design and construction of the proposed school. The planned facility of approximately 70,000 square feet has a total project budget of \$45,000,000. Southern's academic staff have been integrated in the design phase to assure collaboration starts from the planning stage as well as Southern's Facility Department oversight to assure the design remains sensitive to Southern's campus.

Requested of the Finance Committee is approval for the CSCU to execute a land lease that allows the City of New Haven to develop, construct and operate at their expense the New Haven Strong 21<sup>st</sup> Century Communications Magnet and SCSU Lab School. This approval is contingent on the Academic and Student Affairs Committee MOU approval and the Office of the State Attorney General land lease agreement approval.

**RECOMMENDATION**

Approve executing a 20-year land lease at \$1.00 per year with the City of New Haven that allows New Haven to develop, construct and operate the Strong 21<sup>st</sup> Century Communications Magnet and SCSU Lab School on Southern's campus at no cost to the CSCU. Finance Committee approval is contingent on approvals listed above.

9/06/17 Finance and Infrastructure Committee  
9/19/17 Board of Regents

RESOLUTION

concerning

A LAND LEASE TO THE CITY OF NEW HAVEN  
AT  
SOUTHERN CONNECTICUT STATE UNIVERSITY  
September 19, 2017

- WHEREAS, Southern 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 21<sup>st</sup> 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 21<sup>st</sup> Century Communications Magnet and SCSU Lab School; and
- WHEREAS, The new Strong 21<sup>st</sup> 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 21<sup>st</sup> Century Communications Magnet and SCSU Lab School will be at no cost to the CSCU; and
- WHEREAS, Southern's involvement with the Strong 21<sup>st</sup> 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 BOR will allow a 20-year land lease agreement at Southern to the City of New Haven for the new Strong 21st Century Communications Magnet and SCSU Lab School, pending Academic and Student Affairs approval, with BOR affirmation, of the MOU between Southern and the New Haven Board of Education.

A Certified Copy:

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Erin A. Fitzgerald  
Secretary