



Board of Regents

AGENDA

Finance & Infrastructure Committee

10:30 a.m. Wednesday, December 10, 2025

Conducted In-Person at 61 Woodland St. Hartford, CT and Remotely

Meeting will stream live at: <https://www.youtube.com/live/iiWIEhv5eu8>

1. **Call to Order and Declaration of Quorum**
2. **Adoption of Agenda**
3. **Approval of Previous Finance Meeting Minutes**
 - a. October 15, 2025..... Page 2
4. **Action Items**
 - a. CSCU State Vehicle Policy (new)..... Page 20
 - b. CSCU P-Card Policy (amendments)..... Page 27
5. **Adjourn**

Finance & Infrastructure Committee members

Richard J. Balducci, Chair
 Ari Santiago
 Erin Stewart
 Donald Williams
 Ted Yang

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES
(CSCU)**

Minutes of Finance & Infrastructure Meeting

October 15, 2025

Conducted in-person and virtually

REGENTS - PARTICIPATING (Y = yes / N = no)	
Richard J. Balducci, Committee Chair	Y
Marty Guay, BOR Chair	Y
Ari Santiago	Y
Erin Stewart	N
Ted Yang	N
Donald Williams	Y
*Charlene Casamento	Y
*Brendan Cunningham, FAC Chair	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

John Maduko, Chancellor
 Jesse Bernal, President, Western Connecticut State University
 Sandra Bulmer, Interim President, Southern Connecticut State University
 Zulma Toro, President, Central Connecticut State University
 Lloyd Blanchard, VP of Administration & Chief Financial Officer
 Karen Buffkin, General Counsel
 Jeremy Campbell, VP of Finance & Administration/CFO, Eastern Connecticut State University
 Keith Epstein, VP for Facilities, Real Estate & Infrastructure Planning
 Adam Joseph, Vice Chancellor for External Affairs
 Lesley Mara, AVP, Systemwide Initiatives and Sponsored Programs
 Michael Moriarty, VP for Administration/CFO, Charter Oak State College
 Michael Mundrane, Interim Chief Information Officer
 Tamara O’Day Stevens, AVP for Enrollment Management and Student Success
 Ronald Thomas, Interim VP of Finance & Administration/CFO, Western Connecticut State University
 Lillian Wanjagi, VP of Finance & Administration/CFO, Southern Connecticut State University
 Rachel Cunningham, Admin Assistant to Lloyd Blanchard (recorder)

CALL TO ORDER:

Committee Chair Balducci called the meeting to order at 10:33 a.m. Rachel Cunningham recorded a quorum present.

APPROVAL OF PREVIOUS MEETING MINUTES:

Chair Balducci requested a motion to accept the minutes of the August 22, 2025 meeting seconded by Regent Santiago, which were approved by a unanimous vote.

ACTION ITEMS:

Food Service Fees (Attachment A, page 3)

CFO Blanchard reviewed the proposed increases to university food service fees, noting that no increases were being requested for tuition, mandatory fees, or housing. Each university has its own food service contract and seeks adjustments based on rising food costs:

- Central Connecticut State University: Increase of \$196 (a 3.5% increase)
- Eastern Connecticut State University: Increase of \$24 (a 2.9% increase)
- Southern Connecticut State University: Increase of \$272 (a 3.9% increase)
- Western Connecticut State University: Increase of \$300 (a 4.3% increase)

Chair Balducci suggested review of one single food service contract for all four universities in the future to secure better pricing.

Chair Balducci made a motion to adopt the resolution, seconded by Regent Santiago, which was approved by a unanimous vote.

Tier II Fees (Attachment A, page 4)

CFO Blanchard provided an overview of the new and increased Tier II fees, which cover program-specific costs.

Q: Regent Santiago asked if the fees were for new or existing programs.

L. Wanjagi summarized the current program fee increases and the new programmatic fees.

Q: Regent Williams asked if there was a review of comparable lab fees at other institutions.

S. Bulmer confirmed benchmarking was done within the system and clarified that private institutions charge much higher tuition for the same programs and handle the costs differently. CSU's program fees remain on the low end for healthcare and social work programs, and the proposed fees are still competitive.

Chair Balducci made a motion to adopt the resolution, seconded by Regent Santiago, which was approved by a unanimous vote.

CSCU 2020 Bond Reallocation (Attachment A, page 5)

CFO Blanchard summarized that the School of Business project at Southern was completed under budget with \$3.2M remaining. The proposed reallocation is to use the savings for code compliance and deferred infrastructure maintenance needs.

Chair Balducci made a motion to adopt the resolution, seconded by Regent Santiago, which was approved by a unanimous vote.

Banner SaaS Implementation (Attachment A, page 6)

CFO Blanchard provided an overview of the proposed use of \$11M in System Office reserves and \$4M in bond funds to support the transition for the Banner (ERP) and the Student Information System (SIS) per institution from Cloud Hosted to Software as a Service (SaaS).

Q: Chair Guay asked if there is a clear cadence and oversight structure to report milestones

and ensure successful implementations.

M. Mundrane and Regent Santiago explained that the entire project is systemwide, but each institution will have its own project team and steering committee composed of CIOs with broader participation under consideration by the institutional Presidents.

Chancellor Maduko highlighted while the Banner upgrade is being approached as a technology project it is a broad digital-transformation effort focused on improving the experience of students, faculty, and staff to make day-to-day tasks easier and more efficient for end users.

L. Wanjagi emphasized the importance of including CFOs with the CIOs to address operational impacts beyond IT.

Chair Balducci made a motion to adopt the resolution, seconded by Regent Santiago, which was approved by a unanimous vote.

Partnership Agreements

President Bernal outlined some of WestConn's strategies to address the structural deficits by expanding revenue through innovative partnerships and pricing models, including employer-based programs, cohort pricing, credit for prior learning, dual-enrollment pathways, and shared-service collaborations.

Chair Guay praised the initiatives across all institutions for strengthening community relevance and promoting sustainable long-term financial stability, noting the potential for scalable pilots systemwide.

Chair Balducci made a motion to adopt the resolution, seconded by Regent Santiago, which was approved by a unanimous vote.

INFORMATION ITEMS:

System Office Reserves (Attachment A, page 8)

CFO Blanchard presented the reserve balances, noting \$39.7M in undesignated funds and \$89.5M in designated funds, with proposed uses including \$37.3M of undesignated funds for various purposes and \$28.3M of designated funds for debt service relief.

Chancellor Maduko reiterated that the undesignated reserves at the System Office are currently \$2.4M, cautioning against perceptions that the system holds large treasures. He stressed the importance of conservative use given uncertainties such as potential federal funding disruptions and ongoing fiscal pressures.

Enrollment Report (Attachment A, page 9-11)

Chancellor Maduko expressed the need for a clear and comprehensive enrollment report that will reflect the full breadth of CSCU's impact, noting that the system serves over 100,000 individuals, including roughly 85,000 credit-bearing students and tens of thousands more in noncredit and workforce programs. He stressed that noncredit learners, who require real resources must be included when communicating CSCU's value to state leaders and the public.

Chair Balducci, Chair Guay, and Regent Williams agreed that the current public perceptions significantly undercount CSCU's reach, particularly at the community colleges, and underscored the importance of framing enrollment in terms of systemwide relevance.

Access, Retention & Graduation Rates, Completions (Attachment A, page 12-14)

CFO Blanchard reported strong increases in access, completions, retention, and graduation rates across most sectors, with notable growth in financial aid participation and student diversity.

Chair Guay suggested redefining completion to include short courses and micro-credentials to better reflect CSCU's workforce role.

Chancellor Maduko will continue the work to redefine success metrics beyond the state and federal definitions to better capture the full range of CSCU learners, including part-time, returning, noncredit, and dual-enrollment students.

Chair Balducci requested a motion to adjourn, Regent Santiago seconded, and following a unanimous vote the meeting adjourned at 11:40 a.m.

DRAFT



BOR

Finance and Infrastructure Committee Meeting

October 15, 2025



Action items

1. Food Service and Tier II Fees
2. CSCU 2020 Bond Reallocation
3. Banner SaaS Implementation
4. Partnership Agreements

Informational items

1. Partnership Agreement Ideas
2. System Office Reserves
3. Accountability/Enrollment Report

Food Service Fees

- The CSUs’ room and board fees are designed to cover the costs associated with providing students with on-campus residential and dining services.
- For FY27, housing fees are recommended to remain unchanged.
- The Food Service fee is campus-specific, and the rates are determined by contract, which escalates each year.
- We propose the following adjustments to the CSU food service fees:

	FY 2026	FY 2027	FY2027 Proposed vs. FY2026	
			\$	%
Central Connecticut State University	\$5,602	\$5,798	\$196	3.5%
Eastern Connecticut State University	\$7,064	\$7,268	\$204	2.9%
Southern Connecticut State University	\$7,000	\$7,272	\$272	3.9%
Western Connecticut State University	\$7,056	\$7,356	\$300	4.3%

Tier II Fees

Institution	Tier II program/service description	Current fee per semester	Proposed Fee per semester	Change
Central	Doctor of Nurse Anesthesia Practice (DNAP) fee	-	\$300	New
Central	BSN Lab fee	\$325 (FT) \$27 (PT)	\$450 (FT) \$50 (PT)	+\$125 +13
Southern	Bachelor of Social Work (BSW) fee	-	\$100 (FT) \$9 (PT)	New
Southern	Master Social Work (MSW) fee	-	\$300 (FT) \$34 (PT)	New
Southern	Occupational Therapy program fee		\$300 (FT) \$34 (PT)	New
Southern	Orientation fee	\$150	\$200	+\$50
Western	Education/Music Education Technology	-	\$50	New
Western	Lost ID Card Replacement	\$15	\$20	+\$5
All CSCU	Credit Card fee	2.95%	3.00%	+.05%

- The CSCU 2020 program was approved by the General Assembly as a multiyear program to fund capital improvements, equipment, telecom, land acquisitions and deferred maintenance for the universities.
 - FY09 through FY18, the total program funding was \$950M; since increased to \$1,069,500,000
- In FY20 and FY21, \$48,660,926 was funded for Southern's new School of Business
- This project is complete with uncommitted funds of \$269,607 (FY20) and \$2,935,287 (FY21), totaling \$3,204,894.
- Southern requests the remaining uncommitted project funds be reallocated to their Code Compliance/Infrastructure Improvement program for use on other capital improvements.

Banner SaaS Implementation

- CSCU is transitioning its Banner Enterprise Resource Planning (ERP) and Student Information System (SIS) from Cloud Hosted to Software as a Service (SaaS).
- Institutions budget for annual service/subscription costs, but did not budget for this vendor-imposed transition.
- We propose to utilize \$11M in System Office reserves and \$4M in bond funds to support this transition according to the table below.

Allocation of System Office Reserves for Banner SaaS Implementation			
	Budget	Purchase order commitments	Remaining funds to allocate
OCSU	\$3,000,000	\$2,671,789	\$328,211
ECSU	\$3,000,000	\$2,266,913	\$733,087
SCSU	\$3,000,000	\$2,680,082	\$319,918
WCSU	\$3,000,000	\$2,329,289	\$670,711
CT State & System Office	\$3,000,000	\$0	\$3,000,000
Totals	\$15,000,000	\$9,948,073	\$5,051,927

Partnership Agreements

- Partnership Agreements (PA) provide the institutions with the ability generate additional revenue by providing a group discount to organizations that can deliver additional student enrollments.
- The BOR has now approved 12 such agreements on a pilot basis.
- Terms may vary, but all offer a 5% tuition discount
- We recommend approval of the Pas proposed in the inserted table:

Institution	Partner	Term
Central	Hanwha Aerospace USA	AY2025-2026
Central	Advanced Behavioral Care, LLC	AY2025-2026
Western	Danbury Chamber of Commerce	Spring 2026, AY2026-2027
Western	Newtown Savings Bank	Spring 2026, AY2026-2027
Western	Ives Bank	Spring 2026, AY2026-2027



System Office Reserves

Source of funds				Total
Undesignated Balances		Designated Balances (in STIF)		
CSU Savings from BOR(Old BOT) Initiatives	\$9,000,000	Debt Service Fund ²	\$89,221,778	
CSU Savings from CSCU 2020 Capital Program for OSBI Officials	\$4,703,478	Current portion Compensated Absences-SO	\$234,679	
CSU Savings from appropriation/tuition transfers	\$2,355,646			
FY24 Holdback remaining after RIP Payouts	\$7,133,659			
CSU Accrued compensated absences ¹	\$6,479,594			
CSU Contingency ¹	\$10,042,281			
Undesignated UNP Available	\$39,714,658	Designated UNP Available	\$89,456,457	\$129,171,115
Use of funds				
Proposed Use of Undesignated Funds		Approved Use of Designated (STIF) funds ¹		
ESCU (FY26) ³	\$7,000,000	FY26 Provide Debt Relief	\$28,300,000	
WSCU (FY26) ³	\$7,000,000	Release of bond funds from CHEFA hold	\$24,999,999	
WSCU (FY27)	\$7,000,000			
ECSU (FY26)	\$2,275,000			
CSCU Banner SAAS Implementation Project ⁴	\$11,000,000			
Financial aid	\$3,000,000			
Undesignated UNP Used	\$37,275,000	Designated UNP Used	\$53,299,999	\$90,574,999
Undesignated Remaining Balance	\$2,439,658	Designated Remaining Balance	\$36,156,458	\$38,596,116

Notes

1. These funds were listed as designated under old Fund Balance policy. The new policy treats them as undesignated. These represent 1.5% of System's total budgeted educational and general expenditures.
2. Designated Unrestricted funds set aside for debt service funding for student housing or student parking garages (held in STIF).
3. These items have been approved by the BOR.
4. The total support for Banner would be \$15M; \$4M will come from reprogrammed property acquisition bond funds.

Expanding Enrollment Reporting

- While IPEDS and other reporting frameworks provide important benchmarks, they do not fully reflect the breadth and impact of CSCU’s learner population.
- Importantly, CT State, as well as Charter Oak, operate on a continuous enrollment basis. Students may start at multiple points throughout the year rather than only in fall or spring cohorts.
- With the establishment of *Workforce Pell*, non-credit and short-term credential learners must be explicitly highlighted in future reporting. This population will be subject to new federal reporting requirements and represents a growing share of CSCU’s overall impact. Capturing their outcomes will be central to demonstrating CSCU’s role in meeting both state workforce priorities and economic needs.
- At the Chancellor’s direction, we are actively discussing ways to further improve our reporting to the Board, state policy leaders, industry partners, and other key stakeholders, to more accurately reflect the full impact of CSCU.

Key areas of focus include:

- **Expanded Enrollment Counts:** Breaking out dual/concurrent enrollments and explicitly including non-credit and workforce learners.
- **Prior Year Headcounts:** Reporting the total number of unique learners served in the prior year to capture the entire CSCU population.
- **Workforce-Based Outcomes:** Presenting results using industry and employment sectors, rather than only by academic program, to better demonstrate CSCU’s role in advancing Connecticut’s workforce.

Enrollment & ACT Coverage & Timing

- The Enrollment Report contains data on enrollments, access, completions, and talent.
- These data cover different time periods and are available at different times in the year.
- We propose to improve this report by including expanded enrollment counts (i.e., breakout dual/concurrent enrollments and include non-credit students) and report Talent outcomes in a workforce-based manner (i.e., using industry rather than program data).

	Most recent coverage	Availability		
		September	October	November
Enrollment	Current semester	✓		✓
Access	Current semester			✓
Completions	Last academic year		✓	
Talent	2 years in arrears*	✓		

* More recent Talent data will be available in February of next year.



Enrollment

- Enrollment is up by 7.2% systemwide (Fall 2024 to Fall 2025)
 - CT State is up 4.3%
 - Charter Oak is up 27.1%
 - Universities are up 9.8%
- Graduate enrollment is up by .8%
 - Charter Oak is up 38.6%
 - Universities are up 0.1%
- Certificates are up 21.4%

Current Enrollment	CT State													Charter Oak	State Universities					Grand Total
	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck Valley	Northwestern	Norwalk	Quinebaug Valley	Three Rivers	Tunxis	Unduplicated Total		Central	Eastern	Southern	Western	CSU Total	
Total Enrollment, Fall 2025	1,289	2,893	6,291	3,094	4,230	1,945	5,377	1,004	4,465	1,147	2,886	3,242	37,863	2,244	11,265	4,773	10,027	4,573	30,638	70,745
Total Enrollment, Fall 2024	1,332	2,645	6,012	2,961	4,179	1,837	5,090	977	4,149	1,175	2,850	3,108	36,315	1,766	9,997	4,356	9,377	4,169	27,899	65,980
YoY % change	-3.2%	9.4%	4.6%	4.5%	1.2%	5.9%	5.6%	2.8%	7.6%	-2.4%	1.3%	4.3%	4.3%	27.1%	12.7%	9.6%	6.9%	9.7%	9.8%	7.2%
Grad Enrollment, Fall 2025														115	1,802	200	2,111	627	4,740	4,855
Grad Enrollment, Fall 2024														83	1,827	181	2,125	602	4,735	4,818
YoY % change														38.6%	-1.4%	10.5%	-0.7%	4.2%	0.1%	0.8%
Certificates, Fall 2025*	164	165	255	89	164	99	180	22	99	90	111	103	1,541	105	367	0	203	10	580	2,226
Certificates, Fall 2024	83	89	158	85	143	70	170	20	98	80	93	68	1,157	48	410	0	211	8	629	1,834
YoY % change	97.6%	85.4%	61.4%	4.7%	14.7%	41.4%	5.9%	10.0%	1.0%	12.5%	19.4%	51.5%	33.2%	118.8%	-10.5%	-	-3.8%	25.0%	-7.8%	21.4%

* CSU completions are Fall 24 and Fall 23.

- Hanley/PACT is up by 73.3%
- Pell %:
 - CT State is up 4.1%
 - Charter Oak is up 11.9%
 - Universities are down .7%

- Students of Color:
 - CT State is up 6.7%
 - Charter Oak is up 5.9%
 - Universities are up 8.2%

Access	CT State													Charter Oak	State Universities					Grand Total
	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck Valley	Northwestern	Norwalk	Quinebaug Valley	Three Rivers	Tunxis	Unduplicated Total		Central	Eastern	Southern	Western	CSU Total	
Hanley/PACT, Fall 2024	47%	67%	62%	62%	55%	51%	55%	58%	51%	56%	56%	52%	52%							
Hanley/PACT, Fall 2023	32%	21%	27%	27%	33%	36%	33%	38%	20%	33%	36%	33%	30%							
YoY % change	45.8%	218.6%	128.1%	129.6%	65.9%	42.1%	67.9%	53.3%	154.1%	68.8%	54.5%	57.9%	73.3%							
Pell, Fall 2024	42%	54%	49%	50%	45%	41%	38%	47%	41%	46%	44%	45%	46%	48%	41%	29%	41%	40%	39%	39%
Pell, Fall 2023	51%	57%	44%	47%	40%	36%	45%	40%	39%	44%	44%	44%	44%	43%	37%	29%	44%	43%	39%	42%
YoY % change	-18.0%	-4.8%	11.3%	5.6%	12.1%	14.3%	-15.1%	18.2%	4.7%	5.6%	-0.4%	2.5%	4.1%	11.9%	9.9%	1.4%	-5.8%	-7.9%	-0.7%	-7.4%
Student diversity, Recent Fall	46%	84%	71%	82%	60%	49%	63%	36%	77%	35%	48%	51%	64%	53%	48%	37%	57%	53%	50%	57%
Student diversity, Previous Fall	44%	82%	68%	79%	56%	41%	59%	31%	74%	31%	44%	47%	60%	50%	44%	35%	52%	50%	46%	54%
YoY % change	4.5%	2.4%	4.4%	3.8%	7.1%	19.5%	6.8%	16.1%	4.1%	12.9%	9.1%	8.5%	6.7%	5.9%	10.1%	-	10.4%	5.5%	8.2%	5.9%

* Student diversity data for CT State shows Fall 24 to Fall 25, and CSU data shows Fall 23 to Fall 24.



Completions

- Completions are up by 7.3% systemwide (Spring 2024 to Spring 2025)
 - CT State is up 12.0%
 - Charter Oak is up 6.3%
 - Universities are up 3.2%

Completions	CT State													Charter Oak	State Universities					Grand Total
	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck Valley	Northwestern	Norwalk	Quinebaug Valley	Three Rivers	Tunxis	Unduplicated Total		Central	Eastern	Southern	Western	CSU Total	
YoY % change, Spring 2024 to Spring 2025																				
Business, Management & Marketing	205%	74%	65%	91%	4%	59%	34%	50%	31%	111%	5%	-11%	41%	14%	2%	14%	22%	-8%	7%	22%
Computer & Information Sciences	-	200%	100%	-8%	-10%	-31%	-21%	-60%	-14%	36%	-18%	16%	2%	-	14%	12%	31%	63%	19%	10%
Education	-38%	0%	88%	75%	-53%	-38%	-5%	120%	-32%	59%	13%	17%	10%	21%	-6%	8%	0%	18%	0%	3%
Engineering, Technologists, Technicians	-19%	-29%	46%	81%	23%	-67%	22%	-20%	-23%	-25%	41%	9%	13%	-	50%	-	-50%	-	47%	19%
Healthcare & Clinical Sciences	-41%	10%	39%	-53%	-16%	68%	2%	8%	50%	0%	-14%	-40%	8%	12%	10%	30%	-7%	3%	0%	5%
Liberal Arts, Humanities & Languages	-7%	65%	-26%	-24%	8%	23%	-14%	-14%	-7%	-14%	9%	-9%	-7%	-29%	-10%	0%	-11%	2%	-7%	-8%
All other completions	44%	74%	10%	25%	16%	28%	-2%	20%	12%	11%	17%	-6%	13%	24%	13%	6%	198%	-4%	3%	7%
Total completions	21.0%	35.9%	26.1%	21.8%	4.2%	23.1%	4.4%	13.1%	7.6%	15.3%	7.6%	-7.6%	12.0%	6.3%	7.4%	8.8%	-2.8%	-1.1%	3.2%	7.3%



Retention & Graduation Rates

- Retention rates

- CT State is up 4.6%
- Charter Oak is up 4.2%
- Universities are up .8%

- Graduation rates

- CT State is up 38.9%
- Charter Oak remains flat at 56%
- Universities are up 2.0%

Retention & Graduation	CT State													Charter Oak	State Universities					Grand Total
	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck Valley	Northwestern	Norwalk	Quinebaug Valley	Three Rivers	Tunxis	Unduplicated Total		Central	Eastern	Southern	Western	CSU Total	
Retention, Fall 2024	68%	61%	65%	69%	69%	65%	70%	71%	71%	66%	68%	71%	68%	74%	77%	84%	78%	73%	78%	
Retention, Fall 2023	68%	58%	67%	57%	67%	64%	71%	62%	66%	67%	59%	66%	65%	71%	79%	84%	76%	70%	77%	
YoY % change	0.0%	5.2%	-3.0%	21.1%	3.0%	1.6%	-1.4%	14.5%	7.6%	-1.5%	15.3%	7.6%	4.6%	4.2%	-2.5%	-0.4%	2.5%	4.6%	0.8%	
Graduation rate, recent cohort*	42%	10%	18%	20%	29%	30%	25%	32%	21%	33%	22%	25%	25%	56%	48%	57%	49%	52%	51%	
Graduation rate, previous cohort*	39%	7%	14%	13%	22%	25%	15%	22%	11%	28%	16%	19%	18%	56%	49%	58%	48%	50%	50%	
YoY % change	7.7%	42.9%	28.6%	53.8%	31.8%	20.0%	66.7%	45.5%	90.9%	17.9%	37.5%	31.6%	38.9%	0.0%	-2.0%	-1.7%	2.1%	4.0%	2.0%	

* These data represent graduation rates for Fall 21 compared to Fall 20 entering cohorts (for CT State) and Fall 18 compared to Fall 17 entering cohorts (for CSUs).



Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

CSCU State Vehicle Policy

December 18, 2025

WHEREAS, The Board of Regents under the provisions of Section 10a-6(a)(1) of the Connecticut General Statutes shall “[e]stablish policies and guidelines” for the Connecticut State Colleges and Universities System [CSCU]; and

WHEREAS, On June 23, 2025, the Governor signed Public Act 25-71 *An Act Concerning Higher Education Management and Fiscal Accountability* into law; and

WHEREAS, Public Act 25-71 requires the Board of Regents to adopt a policy on “[t]he use of state vehicles that includes, but is not limited to, the (A) establishment of rules on the use of state vehicles and related recordkeeping, (B) treatment of state vehicle use for compensation and tax purposes, and (C) establishment and enforcement of accountability measures to address any state vehicle misuse and noncompliance with such policy”; and

WHEREAS, Compliance with all applicable laws, regulations, and policies concerning the use of state-owned or state-funded fleet or employee assigned vehicles is essential for responsible stewardship of state resources; and

WHEREAS, The policy shown in the addendum to this resolution fulfills these obligations and codifies CSCU’s commitment to compliance; therefore, be it

RESOLVED, That the *CSCU State Vehicle Policy*, shown in the addendum to this resolution is approved with an effective date of January 1, 2026.

A True Copy:

Karen K. Buffkin, Esq.
Secretary to the Board
& General Counsel

Policy #	Policy Name	BOR Resolution	Adoption Date	Next Review Date
xx	CSCU State Vehicle Policy			

Policy Owner(s): CSCU System Chief Financial Officer; Institutional Chief Financial Officers

Applicability: This policy applies to all employees or volunteers at all institutions within the Connecticut State Colleges and Universities (“CSCU”) system who are issued a state-vehicle or use a state-vehicle.

Effective Date: January 1, 2026

I. Purpose

The purpose of this policy is to ensure compliance with applicable laws, regulations and policies concerning the use of state-owned or state-funded fleet or employee assigned vehicles.

II. Definitions

Transportation Administrator: A high-level manager or executive CSCU staff member(s) with fiscal and policy-making authority assigned with oversight of the CSCU’s state vehicles, including institutional assignments.

Pool Vehicle: A state-owned motor vehicle assigned to an agency for use by two or more employees.

State Vehicle: Motor vehicle owned or leased by the State of Connecticut.

III. Policy

a. General Provisions

Individuals authorized to utilize a state owned or state-funded vehicle must do so in accordance with the following provisions:

- Drivers are permitted to use state vehicles only to conduct official state business.
- Operators must possess a valid driver’s license. Any individual whose motor vehicle operator’s license is currently suspended or has any restrictions is not authorized to operate a state-owned vehicle.
- Operators must comply with all driving and motor vehicle laws, the Department of Administrative Services’ (DAS) General Letter 115, as well as CSCU policies and procedures.
- State vehicles are subject to electronic monitoring by global positioning system (GPS) to record movements and vehicle data on a computerized map.
- Personal use for social, recreation, religious, educational or any other such purpose whether on or off duty, is not permitted.

- Not including the employees' designated parking location to primary worksite commute, travel to alternative worksites is permissible.
- De minimis personal use is acceptable (e.g., a stop for lunch in between two business appointments or work related deliveries);
- Smoking in the vehicle is prohibited.
- Transportation of passengers, including CSCU employees, is not permitted, unless this transportation is necessary to perform official CSCU business as determined by the driver's supervisor or relevant CSCU or institutional leadership.
- Out of country travel is prohibited. The Chair of the BOR, or designee, is responsible for ensuring that all policies are current, compliant with the law, and consistent with other applicable standards.

b. Purchase or Lease of Motor Vehicles

The Transportation Administrator at each institution has executive oversight for all motor vehicles purchased for use by CSCU. No CSCU department may acquire a motor vehicle from any other source unless approved in writing by the institution's Transportation Administrator. This applies regardless of whether the acquisition is the result of a gift, purchase, lease or transfer.

c. Issuance of State Vehicles

State vehicles can be pooled or assigned to an individual employee. If the vehicle is to be assigned to an employee, a request must be submitted to the Transportation Administrator.

- The request shall include a detailed justification for the need for a state vehicle, including employee's home address, primary destination points and estimated mileage. Designated parking locations in a state parking lot will be determined by the Department of Administrative Services (DAS).
- State owned vehicles may not be lent, leased or rented to any person, organization or business except when approved by the Transportation Administrator or designee.
- Employees will not be granted a long-term assignment if the vehicle will be driven less than an average of seven hundred miles per month.
- Approval of designated vehicles will also be required from DAS Fleet Operations.
- The more restrictive provisions of the CSCU State Vehicle Policy or DAS's General Letter No. 15, Policy for Motor Vehicles for State Business will be adhered to.

d. Treatment of State Vehicle Use for Compensation and Tax Purposes

If a state vehicle is given solely to one employee and it is determined it is part of their compensation that employee must pay a benefit tax as per the applicable tax laws.

If a CSCU employee commutes in or uses a CSCU owned vehicle for personal purposes, there are tax consequences. The IRS views personal use as a taxable benefit to the employee and has established guidelines on how to determine the dollar value of that benefit.

i. Sworn Police Officer Incidental Use and Tax Exemption

Sworn Police Officers' personal use of the take home vehicles shall be limited to a de minimus amount and subject to mileage inspections. The IRS considers the personal use of vehicles owned by an employer to be a noncash taxable fringe benefit and the value of the benefit is subject to taxation. An employee's use of a "qualified non-personal use vehicle" is exempted and not subject to taxation. The Code exempts unmarked vehicles used by law enforcement officers, if the use is officially authorized by the department and personal use is limited to a de minimus amount. The unmarked vehicle must contain law enforcement equipment (radio, emergency lights, siren, etc.), and the officer must be authorized to carry a firearm, execute search warrants, and make arrests.

e. Care of State Vehicles

The following provisions apply for the care of state vehicles:

- For DAS leased vehicles, maintenance (including oil changes) and roadside assistance are included in the lease provided by DAS.
- For CSCU owned or leased vehicles, the relevant institution is responsible for all related maintenance.
- Staff must treat vehicles with care so they remain in excellent condition.
- Observed issues must be reported immediately to the Transportation Administrator.
- For pool vehicles, staff shall remove all waste items and personal belongings after each use.
- For pool vehicles, staff shall make their best effort to not return a vehicle with less than 1/4 tank of gas.

f. Fuel

Individuals authorized to use state-owned vehicles are required to obtain fuel at [fuel stations](#) authorized by the Connecticut State Department Administrative Services. Approved individuals will be provided a key fob allowing them to obtain fuel at state fueling locations. Individuals may only purchase gasoline/oil from a commercial station when they are operating the state-owned vehicle when fueling stations are not accessible, such as after hours, out of state, or in case of emergencies.

g. Parking

In most cases, state vehicles must be parked overnight at a state-owned or leased facility. To request at home garaging on a continual basis, departments must obtain approval from the Director of DAS Fleet Operations. The Director of DAS Fleet Operations will consider the merits of each request

on a case-by-case basis. However, in general, permission is likely to be limited to the following situations:

- Employees who are subject to 24-hour calls; and
- Field personnel who carry CSCU-owned equipment in a vehicle that cannot be garaged in a secure area.
- Parking of DAS leased vehicles will be determined by DAS Fleet Services.

h. Insurance and Liability Coverage

CSCU will maintain up-to-date insurance with minimum liability coverage of:

- Minimum Third-Party Liability: \$25,000/\$50,000
- Minimum Property Liability: \$25,000.

Drivers are not required to maintain additional insurance. However, state auto liability insurance and workers compensation coverage does not cover when a vehicle is misused or operated outside of official business and/or any other case of unauthorized use.

i. Accident Reporting

Drivers must report any accident or incident involving a state vehicle within 48 hours. In addition to notifying their supervisor and the Transportation Administrator, drivers must submit a completed DAS Vehicle Incident/Accident Report to fleet.accidents@ct.gov. This provision applies to all state-owned vehicles.

j. Usage Reports and Record Keeping

Whether the state vehicle is a pool vehicle or assigned to a specific employee on a long-term basis, reporting requirements must be documented according to applicable state policies and procedures. This includes maintaining daily mileage logs for each state-owned vehicle assigned to them and daily operator assignments for pool vehicles. The operators must certify these logs as true and complete to the assigned Transportation Administrator monthly. Records must be maintained in accordance with State Records Retention guidelines.

k. Training and Education

The Transportation Administrator will issue employees who are assigned a state-owned or state-funded vehicle a copy of this policy as well as the State of Connecticut Department of Administrative Services' General Letter 115, which serves as the state's Policy for Motor Vehicles Used for State Business prior to first use of a state-owned or state-funded vehicle and annually thereafter.

IV. Enforcement

- a. To ensure compliance with this Policy, institutions must designate a Transportation Administrator responsible for the oversight of the following enforcement measures:
- i. Monitoring and Auditing:** Regular monitoring and auditing of state vehicle documents and records to ensure adherence to the policy. Transportation Administrators shall request DAS usage reports to identify misuse and violations of the policy. The Transportation Administrator may also review a vehicle's telematics data to ensure vehicle utilization is compliant with operational guidelines and relevant policies. Any discrepancies or violations will be flagged for further review.
 - ii. Reporting Violations:** Employees, students, and members of the public are encouraged to report any suspected violations of the policy to the Transportation Administrator. The Transportation Administrator, or designee, will investigate any allegations of improper State Vehicle use. The Transportation Administrator must, absent extenuating circumstances, notify the Director of DAS Fleet Operations of the outcome of any investigation within 30 days of receiving the complaint.
 - iii. Consequences for Non-Compliance:** Non-compliance of this vehicle policy and any related policies and procedures may result in appropriate disciplinary measures administered by the Department of Human Resources in accordance with state and federal laws, as well as other CSCU policies such as the Employee and Student Code of Conduct, State Ethics provisions and applicable collective bargaining agreements. Vehicles will not be assigned on a long-term basis to individuals who have been the subject of two or more valid complaints over a six-month period; OR have been convicted of or has made payment for two or more motor vehicle violations while driving a state-owned vehicle in a six-month period. Violations of this policy may also result in disciplinary actions, including but not limited to:
 - 1. Reimbursement denial for unauthorized expenses.
 - 2. Requirement to repay any funds improperly claimed.
 - 3. Formal warnings or reprimands.
 - 4. Removal of vehicle privileges.
 - 5. Recall of the state issued vehicle.
 - 6. Termination of employment or other contractual relationships.

Related Resources:

[CT Department of Administrative Services General Letter 115](#)

[Code of Conduct for Regents, Employees and Volunteers](#)

[Student Code of Conduct](#)

DRAFT



Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

CSCU Purchasing Card Policy Amendment

December 18, 2025

WHEREAS, The Board of Regents under the provisions of Section 10a-6(a)(1) of the Connecticut General Statutes shall “[e]stablish policies and guidelines” for the Connecticut State Colleges and Universities System [CSCU]; and

WHEREAS, On June 23, 2025, the Governor signed Public Act 25-71 *An Act Concerning Higher Education Management and Fiscal Accountability* into law; and

WHEREAS, Public Act 25-71 requires the Board of Regents to adopt a policy on purchasing cards that includes a provision requiring cardholders to sign an acknowledgement confirming receipt and completion of training; and

WHEREAS, The Board of Regents previously adopted a Purchasing Card Policy (BOR Policy 3.10) on February 27, 2025 that is consistent with all other obligations under Public Act 25-71; and

WHEREAS, The amended policy shown in the addendum to this resolution fulfills this additional obligation; therefore, be it

RESOLVED, That the amended *CSCU Purchasing Card Policy*, shown in the addendum to this resolution is approved with an effective date of January 1, 2026.

A True Copy:

Karen K. Buffkin, Esq.
Secretary to the Board
& General Counsel

Policy #	Policy Name	BOR Resolution	Adoption Date
3-10	CSCU Purchasing Card Policy		2025-02-27

Policy Owner(s):

CSCU System Chief Financial Officer; Institutional Chief Financial Officers; System and Institutional Procurement Leads; CSCU System Chief Compliance Officer

Applicability:

This policy applies to all employees including administrators, staff, and faculty at all institutions within the CSCU system. Additionally, the policy applies to any other individuals assigned, or in possession of, a CSCU-issued purchasing card.

Effective Date: April 1, 2025

I. Purpose

This policy sets clear guidelines on how purchasing cards (P-Cards) can and cannot be used to make sure resources are used wisely and efficiently to support quality education at the lowest possible cost. It outlines spending limits, responsibilities, and rules to ensure transparency and accountability. CSCU, in collaboration with member institutions, may also set stricter rules or add extra safeguards as needed to manage their budgets effectively.

II. Definitions

Business Meals: Meals provided to CSCU guests such as job candidates, visiting scholars, or donors or as an essential or important part of a conference or workshop conducted by CSCU institutions furthering the business or mission. Business meals involving faculty, staff or students, including group meals, should have a business purpose such as multiple departments for a substantial meeting or when stopping the meeting to allow time for a meal would be disruptive or inconvenient.

Cardholder: The individual named on the issued P-Card, or the individual assigned to assume responsibility for any purchases on a department card.

Department Card: A P-Card issued under a department's name for use by the department. Department Cards must have a Cardholder assigned to assume all responsibilities in this policy and associated policies, e.g. travel.

Entertainment: Tickets for events for the entertainment of institutional donors, alumni, guests, and visitors. In all cases, the expenses must be shown to benefit the mission of the institution or directly support its programs.

Individual User: Cardholder with routine responsibility to make purchases in accordance with their position/role within the institution or for a single department.

P-Card Administrator: Individual(s) responsible for administering CSCU P-Card programs.

Purchase: Buying business meals, commodities, or services strictly related to CSCU business, including travel.

Purchasing Card (“P-Card”): A commercial credit card intended as a CSCU procurement tool for approved business meals, commodities, and services directly from vendors at a cost below a specified dollar amount and within all other limits of this policy.

Purchasing Card Log Transactional P-card data set which includes cardholder name, department, billing cycle date, date of purchase, vendor name, description of purchase (including business justification), amount of purchase, account code, returned/credited/disputed item status, cardholder acknowledgement and date, reviewer acknowledgement and date, total dollar amount, and any other data required by the Procurement Lead.

Purchasing Staff: Cardholders with routine responsibility to make purchases for the system or a constituent unit.

Procurement Lead: Individual(s) with ultimate authority over an institution or system procurement department or program.

Split Purchase: A purchase transaction that is staged or divided into multiple transactions that would otherwise exceed either the dollar limit or item limit applicable to an authorized cardholder.

Sum of Items: The expenditure limit of items purchased in a single transaction based on the limits established by tier or level and whether the cardholder is Purchasing Staff or Individual User.

III. Policy

P-Cards may be used solely for official CSCU business and within approved amounts (limits) and for items or services consistent with the following general provisions, prohibited, and acceptable uses and purchases:

a. General Provisions

- i. P-Cards must be approved by the appropriate appointing authority, including the Chair of the Board of Regents, the system Chancellor, CSCU Presidents, or their designees.
- ii. P-Cards may only be used by the named cardholder or authorized department card user.

- iii. P-Card purchases must adhere to cost and item limits based on daily and monthly transactions established for the Department or Individual User, unless an exception is granted with sufficient approval and documented justification as outlined below.
- iv. As a state agency CSCU Institutions are tax exempt in Connecticut. Every effort should be made to remove sales tax prior to processing on the card. If sales tax is processed a documented effort should be made to reclaim if the tax amount exceeds \$1.
- v. Business meals are allowed under the circumstances outlined in this policy. When using the P-Card for business meals, the cardholder must obtain an itemized bill from the vendor and record the names of the attendees. Tips are allowed but must be limited to 20% of the total bill.
- vi. P-Card use is prohibited during sabbatical leave.

b. Prohibited Use

The following P-Card purchases are prohibited:

- Alcoholic beverages
- Entertainment related expenses unless explicitly listed in section *C Acceptable Use*
- Cash advances of any type
- Cellular phones and related monthly charges
- Clothing except as educational supplies, as permitted in section *C Acceptable Use*
- Construction and renovation services
- Debit cards and Gift cards used like cash (e.g. Visa money card, vendor cards) unless explicitly listed in section *C Acceptable Use*
- Equipment and furnishings costing over \$5,000 and/or that qualify as a controllable purchase as defined in the Capital & Controllable Asset Manual.
- Fine arts
- Firearms
- Food, beverages consumed at vendor's location (e.g. restaurants and bars) unless explicitly listed in section *C Acceptable Use*
- Food, catering or restaurant take-out for CSCU employees unless explicitly listed in section *C Acceptable Use*
- Gasoline except in the case of pre-authorized out-of-state travel using a state vehicle
- Gasoline for in-state rental vehicles
- Gifts/donations unless explicitly listed in section *C Acceptable Use*
- Internet service providers
- Monthly recurring expenses
- Moving services
- Personal use items (attaches, folios, pen/pencil sets etc.)
- Precious metals

- Prescription drugs and controlled substances
- Radioactive materials except as educational supplies, as permitted in section C *Acceptable Use*
- Reimbursements of any type
- Tobacco or cannabis products
- Travel Meals where a “per diem” is provided
- Split purchases for the purpose of circumventing transaction limits

c. Acceptable Use

The following purchases are generally acceptable in conformity with all other provisions of this policy:

- Advertising, promotional, or public relations items with appropriate review and approval consistent with college/system mission
- Awards, gift cards, and prizes properly authorized and pre-approved by the appropriate P-Card Administrator
- Books and periodicals
- Dues and professional memberships (business, technical, professional, and institutional memberships only)
- Educational experiences (events, museums, field trips)
- Emergency student needs
- Equipment and furnishings under \$5,000 and/or that do not qualify as a controllable purchase as defined in the Capital & Controllable Asset Manual.
- Event related expenses, including but not limited to
 - o Food or catering for official CSCU-sponsored meetings, events and functions (business meals)
 - o Participation by CSCU officials in their official capacity in externally sponsored public, community, or business events
- Gasoline for State vehicles for pre-authorized out-of-state travel (as included in an approved Travel Authorization)
- Graduation event expenses, including food, catering, and entertainment
- Hardware supplies
- Library books
- Maintenance supplies
- Postage and shipping
- Rentals of any type
- Repair parts and materials
- Social and cultural activities (including related food/catering and entertainment expenses) sponsored by CSCU as part of its mission

- Software only when it does not house confidential data and will be installed on CSCU owned equipment and was approved by IT Protocol process, if applicable.
- Computer supplies and non-controllable computer equipment
- Subscriptions (departmental use only)
- Office, laboratory, and educational supplies
- Tools, fixtures, and miscellaneous apparatus

d. Limits

i. Maximum Individual and Authorized User Limits

Category	Limit
Business Meal (per person excluding any associated tips)	\$50
Single Purchase Item	\$2,500
Single Purchase Sum of Items	\$5,000
Multiple Travelers transaction	\$5,000
Monthly	\$10,000
Number of Daily Transactions	10
Number of Monthly Transactions	100

ii. Maximum Purchasing Staff Limits

Category	Limit
Business Meal (per person excluding any associated tips)	\$50
Single Purchase Item	\$10,000
Single Purchase Sum of Items	\$50,000
Multiple Travelers transaction	\$50,000
Monthly	\$100,000
Number of Daily Transactions	20
Number of Monthly Transactions	200

In consultation with each CSCU institution the P-Card administrator shall within the above maximum limits establish not less than three (3) tiers with purchasing limits below the maximum and in accordance purchase history, roles and responsibilities, and other business necessity considerations.

iii. Emergency and Superuser Cards

Institutions may issue up to five (5) emergency cards with established limits not exceeding \$250,000 unless approved by the State Comptroller. Emergency cards are to be used for emergency purchases when the Governor declares a state of emergency

and may be used for any purchases typically executed via a purchase order or direct pay.

Institutions may also issue up to five (5) superuser cards to senior leadership for the purpose of executing transactions under emergent circumstances. Any purchase made with a superuser card must be reviewed and reconciled by someone other than the cardholder. The emergent circumstances and the justification for use of the purchasing authority must be documented to the CFO concurrent with the purchase or other transaction. Nothing in this policy exempts a superuser Cardholder from personal liability for misuse described below.

iv. Exceptions

Under extraordinary or emergent circumstances or where there are legitimate documented business needs and justifications, exceptions may be approved by the designated P-Card Administrator in consultation with appropriate leadership/reporting relationship (Chair Board of Regents, CSCU Chancellor, CSCU Presidents, Campus CEOs, Chief Financial Officers, or Procurement Leads). In general, exceptions should be approved prior to the purchase and must be approved by an authorized individual other than the cardholder. Exceptions must be documented with appropriate justification.

e. Standard Responsibilities

All institution P-Card procedures must be consistent with the following responsibilities:

Cardholder or Authorized User Responsibilities

The Cardholder or Authorized User is responsible for:

1. Adhering to the provisions in this policy and any related procedures.
2. Completing a Purchasing Card Application Form.
3. Obtaining required pre-approvals from the P-Card administrator or appropriate campus leadership for the following categories of purchases:
 - a. Purchases requiring a contract or agreement
 - b. Gift Cards
 - c. Streaming services
 - d. Business Meals as part of an on-campus event
4. Assuming responsibility for all purchases made with the card and for making such purchases in accordance with applicable policies and procedures and in agreement with the limits imposed on the application/cardholder agreement.
5. Using the P-Card for CSCU business and approved items only.
6. Maintaining and reviewing all purchases on the Purchasing Card Log and retaining all supporting documentation (proper receipts, vendor order form, cash receipts, etc.).

7. ~~Attending the mandatory training session(s).~~ Completing the mandatory training sessions and signing an acknowledgement confirming receipt and completion of the training.
8. Verifying receipt of goods and following up with the vendor to resolve disputes and delivery problems, and arranging for returns, credits, etc.
9. Reporting lost or stolen card immediately.
10. Safeguarding card security at all times.
11. Payment of any prohibited purchases or charges and any improper charges that exceed established limits without an approved exception.
12. Reconciliation of the Purchasing Card Log to the bank statement on a monthly basis. The reconciliation process shall be completed within ten (10) business days from receipt of the bank statement.
13. Ensuring vendors remove Connecticut state sales tax prior to processing payment on the card.
14. Filing a Missing Receipt Affidavit with appropriate justification if a receipt is lost or otherwise unavailable.

Verifier Responsibilities

Any person with authority to verify reconciled purchases is responsible for:

1. Adhering to the provisions in this policy and any related procedures.
2. Consulting with Procurement Lead regarding appropriate usage and limits of P-Card for an individual cardholder. Recommending card limits and approved commodities for a cardholder.
3. Ensuring that the cardholder application is consistent with the employee's purchasing authority and departmental budget.
4. Ensuring an individual cardholder has completed mandatory training and has signed an acknowledgement confirming receipt and completion of training before a card is distributed.
5. Reviewing reconciled Purchasing Card Logs and ensuring purchases were made for departmental use and approving or obtaining appropriate departmental approver's signature.
6. Identifying misuse and reporting misuse consistent with section IV of this policy.
7. ~~Contacting P-Card Administrator to cancel card if a cardholder's employment is terminated or to enact changes to the P-Card terms and limits.~~
- 7.8. Attend training to monitor the use of the assigned cardholder's use of the purchasing card.

Institution Responsibilities

Institutions and the system office are responsible for:

1. Establishing, and making widely available, P-Card application approval (including eligibility criteria), reconciliation, violation response, and audit procedures.
 - a. The audit procedures must, at a minimum, establish frequency of audit; how the sample is selected; and the scope of the audit.

- b. Audit findings will be compiled by the system office to identify trends and prevent waste and abuse.
 - c. Institutions may rely on system office support regarding any related procedures and administration.
 - d. Institutions must submit their procedures to the CSCU Chief Compliance Officer by the effective date of this policy to ensure they are compliant with the provisions of this policy.
2. Limiting the number of active P-Cards. In establishing eligibility criteria, institutions must review existing P-Cards and determine whether there continues to be a need. Each issued P-Card should have justification filed with the System P-Card Administrator.
- ~~2.3.~~ Issuing Administering training to cardholders and verifiers.
- ~~3.4.~~ Enforcing P-Card misuse consistent with section IV of these procedures.

IV. Enforcement

Individuals who are responsible for auditing or reconciliation of P-Card transactions must report transactions that are prohibited by the policy or inconsistent with Cardholder Responsibilities to the Cardholder, their manager, and the P-Card Administrator. In the case of the college and university presidents, the Chancellor is the approval authority and for the Chancellor it is the Chair of the Board of Regents. Repeated reckless or intentional failure to adhere to this policy or related procedures may result in the following:

- Retraining on the permitted uses of the P-Card and cardholder responsibilities; and
- Suspension of a Cardholder’s usage of the P-Card for a defined period or permanently; and
- Personal liability for any misuse of the card, including misuse resulting from the failure to properly safeguard the P-Card.

Violations of this policy may also constitute violations of additional personnel policies, such as the *Code of Conduct For Regents, Employees and Volunteers*. Individuals may be subject to written reprimands, and other disciplinary action up to and including termination of employment under those policies.