

University Budget Committee  
Minutes  
February 29, 2024  
Connecticut Room  
8:30 a.m.

**Attendance:**

Thomas Balcerski, John Bazin, Karyl Bulmer, Julia DeLapp, Ed Figiela, James Howarth, Christine Hutchison, Drew Hyatt, Amani Jones, Lyndsey Lanagan-Leitzel, William Lugo, Bob Martin, David Mariasi, Christine Nietupski, Elsa Núñez, Heidi Paradis, William Salka, Janice Wilson

**Absent:**

Mathew Biadun, Taylor Bischoff, Benjamin Pauley, Andrew White

Meeting commenced at 8:30 a.m.

1. Previous Meeting Minutes

The minutes from the December 5 meeting were approved.

2. Welcome and General Update – E. Núñez

E. Núñez thanked the committee for all their work.

E. Núñez provided an update on the president's search and stated that the Chancellor wants to name the new president on April 15.

3. Budget Update – J. Howarth

J. Howarth reviewed Attachment A, Mid-Year Spending Plan Review, which is the narrative provided to the System Office along with the mid-year budget.

J. Howarth reviewed Attachment B, the mid-year budget, which shows a shows a \$2.2 million surplus for this year.

E. Núñez said right now our finances look good and everything is stable.

4. Barnes & Noble Update – J. Howarth

J. Howarth reviewed Attachment C, Barnes & Noble First Day Complete Program. This program being proposed by the System Office would allow students to purchase book at a charge of \$18.75 per credit hour. Students would have the ability to opt out of this program.

The committee discussed the importance of providing information to faculty and students in regard to this proposed program and how it will work. The committee also discussed the pros and cons of the program.

5. Academic Update – W. Salka

W. Salka reviewed Attachment D which shows Slate data. W. Salka reviewed that data which shows the breakdown of enrollment by major, student type, state, and school. This data helps us target potential students and also shows us where to focus our advertising.

W. Salka said our applications have significantly increased as a result of the Application Fee Free Day, November 1, which allows students to apply for any state institution without paying an application fee. Application Fee Free Day, however, attracts many students who do not really want to attend Eastern.

The meeting adjourned at 9:30 a.m.

Submitted by,

Rebecca Davis

**Eastern Connecticut State University****Mid-Year Spending Plan Review****FY 2024 Current Projection vs. FY 2024 Budget**

Despite the negotiated 4.5% wages increases and associated fringe, the continued inflationary costs, a shrinking pool of college-age students, and the reduction of the one-time federal and state dollars, we have submitted a projection with a \$2.2 million surplus. The ability to do so is largely due in part to the \$17.0 million in Operation Support provided through Short-Term Recovery Funds.

Our overall Total Revenue is projected to increase by \$1.1 million. This increase is mainly due to a projected \$1.1 million increase in interest income with STIF rates averaging 5.4% so far, this fiscal year. Our overall enrollment is projected to decline 2.9% from the prior year, in line with our forecasted budget. As a result, our projected tuition, fee and auxiliary revenues, along with offsetting Contra Revenue are less than \$0.1 million below budget.

Total Personnel Services are \$2.6 million lower than budgeted, which reflects the difficulty we've had in refilling positions and a reduction in the use of adjunct faculty. We project our All Other Personnel Services will increase by \$0.4 million to account for those who may take advantage of the CSCU Retirement Incentive Program. Lastly, the projected savings on vacant full-time positions and the reduction in adjunct faculty, is contributing to a \$0.5 million reduction in Fringe Benefits expense.

Savings of \$0.3 million in institutional financial aid/waivers are the result of a new financial aid model. Our Utilities projection decreased by \$0.1 million, an early estimate given the unpredictability of New England weather. While we expected inflation to have an impact on almost every expense line in the Other Expenses category, we still managed to find savings. The projected \$0.5 million increase in All Other Expenses reflects the net of projected savings and the cost of judiciously replacing aging equipment, failing UPS units around campus, increasing targeted advertising, and covering the cost of the presidential search.

The \$0.5 million increase in Designated Transfers is for the board mandated Auxiliary Renewal and Replacement funds. The Other Designated Fund Requests is projected to decrease by \$0.9 million. The projected surplus has negated the need to use reserves for the Cisco telecom project.

Our strategies for improving enrollment and fiscal sustainability, include:

- The hiring of a new Admissions Director and the move to a new admissions software that allows us to communicate more effectively with prospective students and to improve data analytics.
- The launch of four new online grad programs through a partnership with Bisk. This spring, graduate level enrollment is up 19%.
- The launch of our nursing major is expected to bring in a cohort of 60 new students each fall.
- The refilling of positions continues to be done strategically and in a manner that best supports the students.
- Savings will be realized in financial aid as cohorts phase out and a new financial aid awarding strategy is implemented.

Overall, we project a surplus of \$2.2 million, but it is important to understand that this would not have been possible without the \$17.0 million in additional federal funds included in our projection.

We are requesting a variance of \$1.2 million from our spending cap reflecting the additional retirement payouts from the incentive program, the replacement of aging equipment, increased targeted advertising and the president's search.

**EASTERN CONNECTICUT STATE UNIVERSITY**

**FISCAL YEAR 2023-24**

FY 2023-24 Spending Plan			FY 2023-24 Projection		Inc (Dec)	
Pos.	(A) Total Funds	Account Name	Pos.	(E) Total Funds	Pos.	(I) Total Funds
<b>Revenue:</b>						
	21,120,877	Tuition (Gross)		21,102,648		(18,229)
	1,280,724	Part Time Tuition (Gross)		1,280,724		-
	1,397,900	General University Fee (PT Students)		1,397,900		-
	17,137,543	University General Fee		17,103,660		(33,883)
	3,247,380	University Fee (DS)		3,240,960		(6,420)
	2,395,029	Extension Fee (Gross)		2,095,029		(300,000)
	443,618	All Other Student Fees		525,350		81,732
	143,560	Accident Insurance		143,560		-
	31,526,935	State Appropriations		31,526,935		-
	436,612	State Appropriation (Dev Edu)		436,612		-
	-	Fringe Benefits Paid By State		-		-
	379,547	Additional OF Fringe Paid by State		379,547		(0)
	-	Deficiency Funding for Wages		-		-
	-	Provide Funding for Temporary Operating Support		-		-
	16,977,029	Provide Operations Support Through Short-term Rec	16,977,029	16,977,029		-
	-	Facilities Capital Improvements		-		-
	20,334,511	Housing		20,735,690		401,179
	6,572,014	Food Service		6,366,001		(206,013)
	3,027,692	All Other Revenue		4,137,544		1,109,852
	(721,390)	Less: ContraRevenue		(656,287)		65,103
	<u>125,699,581</u>	<b>Total Revenue</b>		<u>126,792,901</u>		<u>1,093,321</u>
<b>Expenditures:</b>						
<b>Personnel Services:</b>						
544	48,754,195	Total Full Time	547	48,155,902	3	(598,293)
Part Time:						
237	5,510,541	Lecturers (PTLs)	209	4,293,444	(28)	(1,217,097)
10	394,227	Lecturers (NCLs)	15	363,602	5	(30,625)
9	284,000	Perm/Intermit PT	8	242,625	(1)	(41,375)
48	1,205,841	University Assistants	49	886,386	1	(319,455)
14	280,000	Graduate Assistants	10	200,501	(4)	(79,499)
445	2,609,426	Student Labor	462	2,320,806	17	(288,620)
33	413,052	Other Part Time	31	508,852	(2)	95,800
796	10,697,087	Total Part Time	784	8,816,216	(12)	(1,880,871)
	1,074,000	Overtime		1,045,000		(29,000)
	1,660,852	All Other Personnel Services ( Sick, Vac, Accr Abs)		2,062,745		401,893
	62,186,134	Subtotal Personnel Services		60,079,863		(2,106,271)
	15,533,676	Fringe Benefits		15,036,694		(496,982)
	178,126	Worker's Comp. Recovery		171,227		(6,899)
	<u>77,897,936</u>	<b>Total P.S. &amp; Fringe Benefits</b>		<u>75,287,784</u>		<u>(2,610,152)</u>
<b>Other Expenses:</b>						
	14,439,000	Inst. Fin Aid/Match		14,154,000		(285,000)
	1,515,049	Waivers		1,528,647		13,598
	4,560,047	Utilities		4,482,852		(77,195)
	19,896,128	All Other Expenses (Lib, Equip, Telecom)		20,369,701		473,573
	<u>40,410,224</u>	<b>Total Other Expenses</b>		<u>40,535,200</u>		<u>124,976</u>
	-	<b>Indirect Cost</b>		-		-
	<u>118,308,160</u>	<b>Total Expenditures</b>		<u>115,822,984</u>		<u>(2,485,176)</u>
	<u>7,391,421</u>	<b>Addition to (Use of) Funds Before Designated Items</b>		<u>10,969,917</u>		<u>3,578,497</u>
<b>Designated Transfers per BOT Policies</b>						
	(3,247,380)	Debt Service (University Fee)		(3,206,142)		41,238
	(2,573,280)	Debt Service Residence Halls		(2,573,280)		-
	-	Debt Service Parking Garage		-		-
	(875,331)	Auxiliary Renewal and Replacement (To limit of BOR		(1,355,085)		(479,754)
	-	Housing Reserve Transfer (To limit of BOR guideline)		-		-
	(1,596,900)	Transfer to SO - GF/OF swap		(1,596,900)		-
	<u>(8,292,891)</u>	<b>Total Designated Transfers</b>		<u>(8,731,407)</u>		<u>(438,516)</u>
<b>Other Designated Fund Requests</b>						
	-	ARPA Allocation		-		-
	901,471	Other Transfer- Reserved for IT Equipment		-		(901,471)
	-	Other Transfer		-		-
	-	Other Transfer		-		-
	-	Other Transfer		-		-
	<u>901,471</u>	<b>Total Transfers</b>		<u>-</u>		<u>(901,471)</u>
	<u>(0)</u>	<b>Addition to (Use of) Funds</b>		<u>2,238,510</u>		<u>2,238,510</u>

## Barnes & Noble First Day Complete Program

The new CSCU contract with Barnes and Noble will include Central, Eastern, Southern, Western and Charter Oak.

The program is for full and part time undergraduate students.

The faculty continue to select course materials which may be print, digital, and Open Educational Resources (OER) selections.

Faculty continue to be responsible for reporting their selection of course material each semester through the existing Adoptions and Insights Portal ("AIP")

Course materials will be provided in either rental (new or used) or digital format as selected by the faculty.

Course materials will be bundled and delivered to students at the start of classes via store pick-up or shipped (at the option of each student), ensuring that all Eligible Students are prepared with required Course Materials when each class begins.

Each student shall have the option to opt out of the First Day Complete Program. Exact date to be determined, most likely at the end of the third week freeze period.

We will be working hard with the assistance of our marketing and communications department, our Deans, Faculty and SGA to get the message out on the program. There will be notifications to students who have not picked

up their materials, so they are aware of the opt out process if that is the direction they choose to go.

I want to stress the new program does not change the faculty requirement to provide their selection of course material and does allow the student to have all materials for the first day of class.

The fee per credit hour for all Eligible Students participating in the Complete Program shall be \$18.75. The Per Credit Hour fee is a fixed fee and shall apply regardless of how many courses are taken by an Eligible Student or whether course materials are being used in a particular course. (\$281.25 for 15 credit hours)

Each student should determine if this program is the best value for them, and if not, they should opt out of the program for that semester.

The projected window to opt out will be 30 days before the start of classes until 3<sup>rd</sup> week freeze. The opt out will not require any reason by the student, simply choosing to opt out on the website.

Student information is limited, all information is protected under FERPA Family Educational Rights and Privacy act as well as HIPAA Health Insurance Portability and Accountability Act, GLBA Gramm-Leach Bliley Act, and ECPA Electronic Commission Privacy Act. Your information is protected and will not be used by others.

Barnes and Noble will not have direct access to our system, they will pass flat files that will be uploaded by our IT staff.

## Fall 2024 by Major

Metric	Submitted	Completed	% Completed	Pending Admitted	Admitted	% Admitted	Admitted/Visited	Deposited	Yield Rate	Enrolled
Accounting	170	160	94%		142	89%	15	1	1%	1
Anthropology	15	14	93%		14	100%	4	1	7%	1
Art	127	121	95%		108	89%	38	3	3%	3
Biochemistry	107	98	92%		87	89%	7		%	
Biology	355	340	96%	3	302	89%	45	1	%	1
Business Adm	758	717	95%	5	589	82%	101	12	2%	12
Business Infr	60	57	95%		45	79%	7		%	
Communicat	130	127	98%	2	102	80%	22	3	3%	3
Computer Sc	414	354	86%	3	294	83%	44	2	1%	2
Criminology	318	300	94%		228	76%	32	4	2%	4
Data Science	42	38	90%		35	92%	6		%	
Economics	49	45	92%		38	84%	5		%	
English	91	90	99%	1	73	81%	21	1	1%	1
Environment	91	88	97%		79	90%	16	1	1%	1
Exploratory	906	877	97%	4	729	83%	128	14	2%	14
Finance	191	183	96%		153	84%	15		%	
Health Scien	372	359	97%		313	87%	64	13	4%	13
History	46	43	93%		35	81%	9	1	3%	1
History and	12	10	83%		10	100%	2		%	
Labor and H	7	5	71%		3	60%	1		%	
Liberal Studi	11	11	100%		11	100%	2		%	
Mathematics	37	34	92%	1	31	91%	4	1	3%	1
Music	55	53	96%		44	83%	9		%	
Nursing	463	438	95%	1	366	84%	85	5	1%	5
Philosophy	11	10	91%		7	70%			%	
Physical Edu	92	88	96%		67	76%	20	8	12%	8
Political Scie	123	117	95%	2	104	89%	15	1	1%	1
Pre-Early Cht	85	83	98%		65	78%	16	4	6%	4
Pre-Elementa	242	235	97%		204	87%	58	9	4%	9
Pre-Seconda	101	96	95%		88	92%	28	4	5%	4
Pre-Social W	113	107	95%		73	68%	17	4	5%	4

Psychology	538	506	94%	1	420	83%	63	8	2%	8
Sociology	26	25	96%		20	80%	7		%	
Spanish	7	7	100%		6	86%			%	
Theatre and	68	64	94%		53	83%	16		%	
Women's an	5	5	100%		3	60%			%	
Total	6,238	5,905	95%	23	4,941	84%	922	101	2%	101



**Fall 2024 by Student Type**

Metric	Submitted	Completed	% Completed	Pending Admitted	Admitted	% Admitted	Admitted/Visited	Deposited	Yield Rate	Enrolled
First Year	6,029	5,788	96%	23	4,940	85%	922	101	2%	101
Readmit	6	6	100%			%				
Transfer	226	117	52%	1		1%			%	
Total	6,261	5,911	94%	23	4,941	84%	922	101	2%	101

**Fall 2024 by State**

Metric	Submitted	Completed	% Completed	Pending Admitted	Admitted	% Admitted	Admitted/Visited	Deposited	Yield Rate	Enrolled
AE	1	1	100%		1	100%			%	
AK	1	1	100%		1	100%			%	
AL	3	3	100%		3	100%			%	
AR	2	2	100%		2	100%			%	
CA	9	6	67%		6	100%		1	17%	1
CO	2	2	100%		2	100%	1		%	
CT	5,426	5,234	96%	21	4,346	83%	785	75	2%	75
DC	13	13	100%		13	100%	13		%	
DE	2	1	50%			%				
FL	10	4	40%		4	100%			%	
GA	12	7	58%		7	100%			%	
GU	1	1	100%		1	100%			%	
IA	1		%							
ID	2	1	50%		1	100%			%	
IL	6	6	100%		5	83%			%	
IN	5	5	100%		5	100%			%	
KS	1		%							
KY	1		%							
LA	2	1	50%		1	100%			%	
MA	147	143	97%	1	120	84%	34	7	6%	7
MD	10	10	100%		9	90%	1		%	
ME	10	10	100%		9	90%	2		%	
MI	2	1	50%		1	100%	1		%	



### Fall 2024 by School (Top 50)

Metric	Submitted	Completed	% Completed	Pending Admitted	Admitted	% Admitted	Admitted/Visited	Deposited	Yield Rate	Enrolled
Total	5,802	5,667	98%	22	4,831	85%	900	95	2%	95
Norwich Free	94	92	98%		82	89%	21	2	2%	2
Trumbull Hig	93	93	100%		82	88%	16	1	1%	1
Amistad Acad	89	88	99%		63	72%	4		%	
South Winds	85	84	99%		77	92%	12		%	
Southington	84	83	99%	1	76	92%	18		%	
Manchester	74	74	100%		58	78%	9	1	2%	1
Newington H	73	72	99%		63	88%	14		%	
Rham High	71	71	100%		64	90%	11	1	2%	1
Danbury Hig	68	67	99%	1	55	82%	12	1	2%	1
Bristol Easte	65	63	97%		54	86%	8	1	2%	1
Rockville Hig	61	60	98%		54	90%	14	2	4%	2
Edwin O Smi	60	60	100%		56	93%	13	3	5%	3
Brien McMaha	59	58	98%		46	79%	5	1	2%	1
Glastonbury	58	58	100%	1	49	84%	10	1	2%	1
Bacon Acade	57	57	100%		49	86%	10		%	
Bristol Centra	57	56	98%		48	86%	5		%	
Wethersfield	52	52	100%		47	90%	8	2	4%	2
Conard High	49	49	100%		42	86%	7	1	2%	1
East Hartford	49	47	96%		36	77%	3		%	
East Lyme H	49	49	100%	1	47	96%	10	5	11%	5
Achievement	47	46	98%		28	61%	8		%	
MIDDLETOW	47	47	100%		38	81%	10	2	5%	2
Naugatuck H	47	46	98%		32	70%	3		%	
New Milford	45	45	100%	1	38	84%	9		%	
Ellington Hig	43	42	98%		39	93%	8	3	8%	3
Greenwich H	43	42	98%		32	76%	4		%	
Enfield High	40	40	100%		32	80%	5	2	6%	2
Stamford Hig	40	40	100%		28	70%	4		%	
Central High	39	36	92%	1	29	81%	5		%	
Cromwell Hig	39	39	100%		34	87%	3		%	

Academy of 38	37	97%		22	59%	1		%
New London 37	37	100%	2	30	81%	5		%
North Haven 37	37	100%		34	92%	10		%
Woodstock A 37	37	100%		33	89%	8	2	6%
Cheshire Hig 36	36	100%		30	83%	7		%
Waterford H 36	35	97%		31	89%	5	1	3%
Stratford Hig 35	35	100%		26	74%	4		%
Tolland High 35	35	100%		30	86%	9	3	10%
Hamden Hig 34	34	100%		31	91%	2	1	3%
New Fairfield 34	33	97%		28	85%	3	1	4%
West Haven 34	33	97%	1	31	94%	6	1	3%
Westhill High 34	34	100%		25	74%	3	1	4%
COVENTRY H 33	33	100%		28	85%	12	3	11%
Hall High Sch 33	33	100%	1	27	82%	5		%
New Britain 33	33	100%		23	70%	1		%
Newtown Hig 33	33	100%		26	79%	2	1	4%
East Hampto 32	32	100%		31	97%	11	1	3%
East Haven H 32	32	100%		26	81%	2		%
Pomperaug H 32	32	100%	1	28	88%	6	1	4%

## Fall 2024 Enrollment

	Fall 2023	Fall 2024*
<b>First-Year Students</b>		
Admitted	4,249	5,172
Enrolled	613	392
<b>Transfers</b>		
Admitted	447	323
Enrolled	234	113

\*As of May 1, 2024. "Enrolled" is measured by deposits.

### Programs with the Most Deposits on May 1

Undecided	59
Psychological Science	51
Business Administration	51
Nursing	38
Elementary Education	37
Health Science	35

### Some Hopeful Information

-Due to the FAFSA debacle, we have moved the deposit deadline from May 1 to June 1, so students have more time to decide this year.

-As of May 1, 2024, we have admitted 923 more first-year students than we did in all of the fall 2023 cycle. The average GPA has remained 3.54.

-If we stopped admitting first-year students today and kept our 14% yield rate, we would bring in 724 students.

-Financial Aid awards finally started going out to in-state students on April 26 and to out-of-state students on April 30.