**University Planning and Budget Committee**

Minutes of the Meeting of February 7, 2017

Members Present: R. Benfield, L. Bigelow, A. Bray, C. Casamento, J. Hodgson, T. Jarmoszko, Y. Kirby, M. Leake, C. Lovitt, L. Marchese, F. Malhas, K. Martin, J. Nazario, J. Nicoll-Senft, L. Tordenti, R. Wolff, C. Valk

Absent:

Guests: President Zulma Toro; Dr. Stephen Cohen, President, Faculty Senate

1. Meeting was called to order at 2:00 p.m. by the Chair.

1. R. Wolff introduced President Toro, who provided remarks concerning her vision for a collaborative relationship with faculty and committees, enabling the University community to work together to build on the foundation we have already established. Dr. Toro addressed the following areas:
   1. **The Governor’s Budget being released February 8, 2017:** Dr. Toro indicated that the Governor’s budget will give an indication of what to expect in terms of the ongoing contract negotiations and the Work Groups that the BOR has convened. She stated that the presidents will be meeting with President Ojakian on the morning of 2/8/17 and from that meeting will go hear the Governor present his budget address. Dr. Toro’s realistic projection is that we are facing another budget cut, but added that it is our responsibility to do what we can to develop a University budget that will allow us to reach our strategic planning goals. She noted that the current strategic plan has expired, and that she will be sharing some thoughts that will help guide the development of a new strategic plan.
   2. **The University’s Budget and Planning Process:**  Dr. Toro prefaced her remarks in this area by saying that he wants to partner with the UPBC to develop a new, integrated budgeting and planning system at CCSU that will allow us to evaluate and assess progress toward strategic planning goals and allocate resources accordingly. She then asked the UPBC to consider the following when evaluating the FY18 budget proposals before them:
      1. *Start analyzing everything we have – all funding and resources.* The University has to look at the base budgets and analyze the expenditures of every unit. Dr. Toro envisions a completely transparent process, through which the University community can understand where resources are and how they are being used. Moving forward, the goal is to allocate resources to priorities that will enable attainment of goals. Dr. Toro stressed that it was important for her and the UPBC to build transparency across campus.
      2. *Make CCSU a destination of choice for students*. Dr. Toro stated that it was her goal to first raise awareness of CCSU among a broader group of prospective students and then to build on that to generate regional recognition for CCSU. This can be achieved, in part, by reexamining resource allocation, putting funding behind marketing efforts that will increase CCSU’s name recognition in the extended community.
      3. *Increase enrollment*. Dr. Toro encouraged the UPBC to support proposals that will generate the greatest impact on recruitment and retention, giving a set of questions as guidance:

* She asked that consideration be given to return on investment: if a proposal is funded, what will the University get in return? For example, will it increase community engagement, quality of programs and students’ experiences?
* Will a proposal generate additional resources or generate savings through achieving efficiencies somewhere else?
* If a proposal is funded, will it have an impact on other departments? How many programs or other departments will be impacted? Dr. Toro encouraged funding proposals that fostered collaboration and inter-disciplinary programming.
* Dr. Toro asked the UPBC to also consider the risk proposition associated with FY18 proposals. What is the likelihood that a proposed activity will succeed? While she is not opposed to trying something that might fail, perhaps priority should be given to proposals that have a good chance of succeeding.
* Dr. Toro asked the UPBC to consider whether the University has the human and/or physical infrastructure necessary to support the proposed initiative, suggesting that if the University is not fully equipped to implement something, perhaps it should be assigned a lower priority, providing an opportunity to focus efforts and funding on other initiatives which are adequately supported by existing infrastructure.
* Dr. Toro noted that, perhaps while everyone might not agree, an assessment plan should be associated with each proposal. She underscored that it is important that we be able to measure the success of a proposed initiative and this, in general, is an area in need of a lot of work. She also underscored that she strongly supports data-driven decision-making.

Dr. Toro closed this part of the conversation by indicating that she places value on the recommendations of University committees, such as the UPBC and that she will be relying on the UPBC – which has a huge responsibility – for those recommendations.

* 1. The New Building in Downtown New Britain: Dr. Toro recapped that she had asked the UPBC to convene focus groups to generate ideas for how the new building could be utilized to achieve State (economic development) and University goals. She indicated that she had received a few proposals directly and would be referring them to the UPBC. Dr. Toro shared that the State still has to complete the acquisition process by moving this through one more Board and that while there is no specific timeline for when that will happen, she envisions having the facility in operation for Fall 2018. R. Benfield suggested that the UPBC enlist the service of a seasoned focus group facilitator to ensure that input is recorded, analyzed and summarized properly. R.Wolff summarized the general plan to have two campus-wide open forums and four smaller focus groups representing certain populations. The timeline for the UPBC’s recommendation to the President was reconfirmed: May 1 is the target date. The State will do the initial retro-fit and the System will cover the expense of task-specific renovations. The timing of the renovations would depend on when preliminary structural tests were completed.

The acquisition requires that some of what occurs in the building must generate economic development, which can include revenue generation for the University. Examples given included classes being held there, continuing education activities, and partnership with downtown entities which could generate external funding. The new building will also make it possible to ease pressure on the physical infrastructure on the main campus; if some operations are relocated downtown, space will be made available on campus. COSC will occupy part of the current building and pay rent to CCSU. Dr. Toro reiterated that with this new building comes many opportunities to grow and serve our students better.

* 1. The discussion was then opened up to Q&A.
     1. Dr. Cohen addressed evaluating current FY17 proposals according to the parameters noted above given that these expectations were not stated at the outset of the FY18 budget process. Through discussion, the group found consensus: if a new proposal was submitted it could be reviewed alongside the current FY18 proposals. Provost Lovitt noted that he had already taken these priorities into consideration when submitting his division’s budget proposal.
     2. R. Wolff discussed his concern that ongoing initiatives (e.g., part-time funding) seemed to be study in one-time-only funding and questioned whether some one-time-only funding could be added to base budgets. Dr. Toro indicated this may be possible.
     3. R. Wolff asked about across-the-board cuts and whether consideration could be given to other approaches. Dr. Toro agreed that other approaches are being considered but she is yielding to CFO Casamento’s recommendation that a move to zero-based budgeting, for example, be approached incrementally. C. Casamento noted that the increased transparency – the recent release of historical data – would make it considerably easier for anyone on campus to see how funds are being spent. Dr. Toro noted that it will take some time to see how every dime is being spent, but we will get there.
     4. Dr. Toro noted that she’s asked the CFO to generate several financial models that incorporated varying enrollment and State funding levels and directed C. Casamento to share the document with the UPBC.
     5. T. Jarmoszko asked Dr. Toro to elaborate on her enrollment goal (15,000 students) and she indicated that that would be achieved by development of a real enrollment management plan (which she noted CCSU does not presently have), that will include goals for specific populations including:
        1. *High school students* – we are not enrolling enough students from nearby high schools and we are coming into contact with prospective students from these schools very late (senior year) when other higher education institutions are contacting them much earlier.
        2. *K-12 students* – we can do a better job raising awareness of CCSU in the K-12 system.
        3. *Graduate students* – a number of new programs are in development and/or in the approval stage. These are programs in critical areas where there is unmet need.
        4. *Different delivery models* – we may consider offering cohort-based programs for local employers.
        5. *Connecticut residents with some college coursework, but no degree* – these students (some 500,000 of them) are not interested in COSC and may be attracted to CCSU.
        6. *Using Financial Aid differently* – how can we maximize use of federal, state, institutional, and private aid?
        7. *Marketing* – how we market ourselves is key. A new marketing plan is being developed and could be implemented starting as early as next week.

1. Minutes of the meeting of December 6, 2016 were unanimously approved. (Benfield/Martin)

1. Division Updates
   1. Fiscal Affairs – C. Casamento
      1. The CFO noted that tuition and fee proposals were scheduled to be addressed at a February 22 meeting of the BOR Finance Committee, but the meeting has been cancelled. She indicated that the University has requested approval of some University-specific Tier 2 fees and agreed to circulate information about that to the UPBC via R. Wolff.
      2. The CFO said that she will send around a briefing document after she has analyzed the Governor’s proposed budget.
      3. The CFO indicated that she is projecting we are in the red approximately $500,000 for next year, without a State cut, assuming flat enrollment, FY17 appropriation, and a 4% fringe benefit rate increase.
2. Meeting adjourned at 2:57 p.m.

Respectfully submitted,

Lisa Marie Bigelow, UPBC Secretary