

**University Planning and Budget Committee**  
Minutes of the Meeting of April 4, 2017

Members Present: L. Bigelow, C. Casamento, J. Hodgson, T. Jarmoszko, Y. Kirby, F. Malhas, K. Martin, L. Tordenti, C. Valk, R. Wolff

Absent: R. Benfield, A. Bray, C. Galligan, B. Kruh, M. Leake, L. Marchese, J. Nicoll-Senft, S. Pease

1. Meeting was called to order at 2:02 pm by the Chair. Minutes of the meeting of March 21, 2017 were amended to note that Y. Kirby provided an update on the NEASC Self-Study as part of the OIRA update. Minutes were subsequently approved. R. Wolff noted that his minutes of the meeting of February 21 are still a work in progress; approval was deferred to next meeting.
2. Announcements: None.
3. Old Business: Following a discussion with President Toro, R. Wolff confirmed that the UPBC's scheduled Open Forum on CCSU's Downtown Presence will take place as scheduled: April 18, 2017 from 3:05 p.m. to 4 p.m. in Vance Academic Center, Room 105.
4. New Business
  - a. Strategic Plan Review
    - i. R. Wolff reiterated President Toro's request that the UPBC review the current Strategic Plan and identify which components of the plan should remain in-tact in the short- to intermediate-term (2-3 years), after which a full strategic planning process will occur. The committee should identify those elements of the current plan that most closely align with President Toro's stated goals: (1) increasing enrollment; (2) increasing real community engagement; and (3) diversifying sources of revenue. A sub-committee to work on this was formed; members are: L. Bigelow, Y. Kirby, K. Martin, C. Valk, and R. Wolff.
    - ii. Y. Kirby was asked to provide commentary on the current strategic plan. She noted the following:
      1. The current plan lacks adequate benchmarking and a timeframe for goal attainment. She recommends setting a timeframe for achieving the overall goal as well as a timeframes for meeting stated interim goals.
      2. On a mostly positive note, the current plan does include enabling activities, but perhaps too many of them. Moving forward, she recommended fewer, more targeted enabling activities, which clearly assign the personnel responsible for each activity.
      3. She recommended that all goals be set in context, that buy-in be sought at all levels (e.g., faculty, students, staff, and the BOR), that resources be attached to enabling activities, and that we review and seek approval of, if necessary, a set of peer institutions (which may be different from the current set of peer institutions.)
      4. She summarized the current plan as a "list of check boxes" and said that a new plan should be more holistic, with interrelated components.
    - iii. R. Wolff noted, for the record, that Dr. Toro informed him that budgetary cuts made in the coming year will not be "across the board." This may enable resources to be allocated to those elements of the plan that will be maintained.

## 5. Reports and Updates

- a. Academic Affairs –S. Pease was not present to provide an update.
  - i. OIRA – No update.
- b. Chief Financial Officer
  - i. As part of the SFY 2018 Annual Budget Process, the UPBC received/reviewed the Capital Equipment and One-Time requests. Since the annual budget process was already underway when President Toro became aware of broader issues related to academic technology on campus, Academic Affairs was asked to prepare a 5 year plan related to lab equipment and that the CIO was also prepare a 5 year refresh plan.

The CFO provided the following handouts to provide the UPBC the opportunity to comment on each of the 5 year plans, as they represent a supplement to the requests which had been previously submitted to the UPBC. The following was distributed and are available at XX

Master Summary – Summarizes by Academic School and Division the Capital Equipment Requests received as part of the budget process and each of the 5 year plans

Attachment A to the summary is Academic Affairs' 5-year Lab Request, which was not part of the annual budget process and is coming to the UPBC for the first time now. The items highlighted in green do not meet the threshold to be considered capital equipment; if the items are purchased, the money will need to come from OE, not capital equipment.

Attachment B is a summary of the IT 5-year plan, which does include capital items submitted as art of the annual budget process, as well as a summary of capital equipment items requested as part of the Annual UPBC Budget Process.

Attachment C is a detailed list of the IT equipment which comprise the 5 year IT Plan. There are several items which were requested as part of the UPBC Annual Capital Equipment Request. These items are asterisked and have been removed from the UPBC request to avoid duplication.

The CFO noted that all numbers in the handouts were still being verified given the complexity of the process. Finally, the CFO asked that any comments or feedback on the handouts be provided to R. Wolff within two weeks.

- ii. Tuition and Fees are on the agenda for the April 6 meeting of the Board of Regents, and once approved will be circulated.
- c. Student Affairs
  - i. Dr. Tordenti announced that students are in the process of making their room selections for next year.
- d. Institutional Advancement
  - i. L. Bigelow announced three initiatives underway in Institutional Advancement:
    1. The Annual Devil Double Dare campaign (May)
    2. The Ana Grace "Finish the Race" event on April 17, 2017.
    3. The Academic Works scholarship portal closed this past Sunday.
- e. Facilities Planning Committee
  - i. C. Valk indicated that the FPC is scheduled to meet on April 5 and that the following are on the agenda: (1) Sustainability; (2) Campus survey for accessibility; (3) Building usage fees.

6. Adjournment: Meeting adjourned at 3:02 p.m.

Respectfully Submitted,

Lisa Marie Bigelow, Secretary