**University Planning and Budget Committee**

Minutes of the Meeting of September 5, 2017

Members Present: R. Benfield, L. Bigelow, C. Casamento, C. Galligan, S. Gross, J. Hodgson, M. Jones, Y. Kirby, K. Martin, J. Nicoll-Senft, C. Soler, P. Troiano, C. Valk, R. Wolff

Guest: B. Sommers representing S. Pease

1. Meeting was called to order at 2:02 pm by R. Wolff.
2. Introduction of new members.
3. Election of Officers  
   1. For the office of Chair: R. Wolff self-nominated to serve as chair. K. Martin moved that nominations be closed and the secretary cast the ballot. R. Wolff was elected chair for the 2017-2018 academic year.
   2. For the office of Vice Chair: C. Valk self-nominated to serve as vice chair. K. Martin moved that nominations be closed and the secretary cast the ballot. C. Valk was elected vice chair for the 2017-2018 academic year.
   3. For the office of Secretary: R. Wolf nominated L. Bigelow, who accepted the nomination. K. Martin moved that nominations be closed and the secretary cast the ballot. L. Bigelow was elected secretary for the 2017-2018 academic year.
4. The minutes of the meeting of May 2, 2017 were approved without change.
5. Announcements  
   1. R. Wolff welcomed all members and noted that it was a busy summer.
6. Old Business  
   1. R. Wolff announced that historically, the role of the UPBC was to review annual budget proposals and provide feedback and commentary to the President. Now, however, he noted that President Toro has a different view of the role and scope of the committee. Since her arrival, there has been an increase in transparency, with more data being made available to the campus community online, and the UPBC has seen more data than ever before. R. Wolff expects the trend toward greater transparency to continue and cited the release of large quantities of data on the CCSU Athletics program as a further example.
   2. R. Wolff recapped two major undertakings of the UPBC toward the end of the Spring semester:  
      1. The UPBC convened focus groups comprised of University faculty and staff, primarily those who live in New Britain, to discuss opportunities for CCSU to have a greater presence in downtown New Britain. The report on those focus group activities has been submitted to President Toro.
      2. The UPBC reviewed the existing Strategic Plan, which did not tie budget activities to planning activities to the extent which is required by NEASC. The committee produced a recommended Interim Strategic Plan which includes elements of the expiring Strategic Plan which relate to President Toro’s three stated goals of (1) increasing enrollment; (2) increasing sources of revenue; and (3) engaging in “real” community engagement. The UPBC recommended a fourth goal be added: maintaining academic excellence. President Toro accepted the recommendation and the Interim Strategic Plan is now in place. In Fall 2017, the UPBC will develop the planning process that will be used to develop a new Strategic Plan. The actual process of developing the new plan will likely take place in Spring 2018.
      3. R. Wolff updated the committee on the result of the discussions it had in the Spring semester concerning President Toro’s interest in creating an executive level planning and budgeting body. He noted that the President convened a meeting with the UPBC Chair, Senate President and Provost and, as a result, moved to create the Integrated Planning Committee (IPC), which consists of select members of the President’s Executive Committee, the Senate President, the UPBC Chair, and a SUOAF representative from the UPBC. The IPC will serve as the end-point of all planning and budgeting discussions and make recommendations to President Toro that integrate planning decisions with budgeting decisions, as a result, the University will meet NEASC standards relating to the integration of budget and planning.

K. Martin reiterated the concern she had raised in the Spring and questioned how creation of this new body would affect the work of the UPBC and further questioned the UPBC’s   
“reporting line.” R. Wolff noted that it will, in fact, greatly expand the role of the UPBC, which will now be present and able to have influence at the table where executive-level decisions are being made.

1. New Business  
   1. Zero-Based Budgeting: R. Wolff noted that the zero-based budgeting recommendation made by the UPBC last year is being pursued, following the newly created IPC being in favor of pursuing it. C. Casamento has been tasked with identifying a consultant who could guide the University through the process of creating an approach to implementing zero-based budgeting (ZBB.) C. Casamento noted that a consultant has been identified through a competitive bidding process and the consultant, CliftonLarsonAllen (CLAconnect.com) attended the President’s Retreat for the Executive Committee. The consultant has 19 years’ experience in implementing ZBB at similar institutions of higher education and has the ability to understand the uniqueness of an institution of higher education (and our type of institution in particular). A nine-member Zero-Based Budget Work Group has been formed. Members are as follows:  
      * 1. SUOAF representative: Scott Hazan
        2. AAUP representative: Steven Adair
        3. UPBC Chair: Robert Wolff
        4. Budget Director designee – Lisa Bucher
        5. CFO – C. Casamento
        6. Presidential nominees: Lisa Marie Bigelow and one TBD
        7. Student Representative: to be nominated by Scott Hazan
        8. Provost Susan Pease

The ZBB Work Group will be developing a pilot program in which they develop the mechanics of a zero-based budgeting system; run selected departments through a pilot program; and assessed whether the pilot achieved the desired outcomes and how the ZBB process articulates with the larger budgeting process. The pilot will involve four yet-to-be-named academic departments, Information Technology, and Athletics.

The CFO indicates she would circulate to UPBC members the PowerPoint presentation that CliftonLarsonAllen delivered at the ExComm retreat. R. Wolff noted that he has spent about 1.5 hours with the consultant and underscored that he seems to know how to work within an academic and unionized environment and is aware that we go through the shared governance processes. He also noted that the UPBC will evaluate what comes out of the ZBB committee.

* 1. UPBC’s role becoming greater. As a result of the creation of the Integrated Planning Committee (IPC), the UPBC will engage in activities on a different level than they have in the past. As a case in point, the UPBC is being asked to evaluate a proposal for a dual enrollment program with the New Britain School District. The proposal has been sent to the IPB by President Toro, who is referring it to the UPBC for evaluation while a subcommittee of the IPC develops a framework for the process to be used by university constituents to submit a proposal for a new program or initiative for University consideration. R. Wolff sought volunteers to serve on the subcommittee. Members are: R. Wolff, J. Nicoll-Senft, and J. Hodgson.

1. 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.
2. Institutional Research and Assessment Report
   1. Enrollment: Y. Kirby provided an enrollment update: The official census date is September 18, 2017, but as of September 1, 2017:

* full-time graduate enrollment is up 9.6%
* full-time undergraduate enrollment is up 0.9%
* Continuing undergraduate student enrollment is down 1%
* Transfer student enrollment is down 5.6%
* Full-time, first-year student enrollment is up 13.5%
* Total enrollment is 11,877, which is down from the target enrollment of 12,303 (the interim goal to reach the President’s goal of 15,000 students)
* Total headcount is down 209 compared to Fall 2015 and up 93 from the last census.
* System-wide, we are the only CSU showing an increase in FTE:
  + CCSU is up 1.6%
  + ECSU is down 2.1%
  + SCSU is down .9%
  + WCSU is down 1%

C. Casamento noted that the Spending Plan was not based on 12,303, but on closing half of the gap of what we lost last year. The Spending Plan is on target for that portion of the budget model that is based on enrollment.

* 1. NEASC

Y. Kirby noted that NEASC is going forward as planned and will not be delayed. We will be submitting a draft of our self-study to NEASC in February 2018.

1. Chief Financial Officer Report

After the three week freeze there will be a thorough evaluation as to where CCSU is compared to our spending plan. C. Casamento noted that the largest variables in our budget modeling are personal services, enrollment, and occupancy of the residence halls. There have been some changes in these areas which have had a favorable impact on our budget, such as the SEBAC agreement which resulted in a reduction of the SERS fringe rate from 63.41%to 56.22% and there will be savings associated with the furlough days. Given these adjustments and the favorable enrollment and housing trends, the CFO is cautiously optimistic about the current finances. Given that there is no FY 2018 budget, the University has been asked to model scenarios in anticipation of an additional reduction to our appropriation. The University is prepared to come up with a plan to address any resultant shortfall.

C. Casamento highlighted some of the additional materials which have been made available on the Fiscal Division website in an effort to continue to enhance transparency. A 10-year IPED history by program will be posted by 9/6/17. She noted that many of these documents are being referenced as part of the NEASC report and will reduce the number of exhibits that will need to be attached to report.

C. Valk asked for information on how the technology fee revenue was being spent. The CFO provided the following explanation:

The Technology Fee Funds were used to fund 4 Full time positions including Fringe benefits, along with DPS & OE.  After an analysis of the recurring expenses in each TFEE Index, all of these funds were included in the Operating Budgets for FY18 for each budget manager that previously had TFEE Indexes.  The unallocated funds are intended to fund capital/non-recurring items that have historically been paid for from the TFEE Index. Each impacted cabinet member was afforded the opportunity in August to evaluate information that the previous CIO had submitted as part of the 5 year plan and make changes as needed. Once the budget passes, it would be anticipated that additional capital equipment approvals would occur for information technology and capital equipment.

1. Creation of a subcommittee of the UPBC to revise the Bylaws was tabled to the next meeting.
2. Adjournment: Meeting adjourned at 2:55 p.m.

Respectfully Submitted,

Lisa Marie Bigelow, Secretary