University Planning and Budget Committee
Minutes of the Meeting of November 1, 2016


Absent: R. Benfield, L. Bigelow, P. Foster, C. Galligan, 2 student representatives

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

2. Minutes of the meeting of October 18, 2016 were unanimously approved.

3. Announcements

   a. Brendon Kruh, attended the meeting and will serve as the committee’s Student Government Association representative.
   b. Faculty Senate’s resolution pertaining to the UPBC was approved. As a result Robert Wolff will prepare an interim committee report.

4. Budget update

Casamento provided a spreadsheet which compared estimated budget reductions (9/7/16; prior to President Miller’s retirement) with actual budget reductions (10/06/16; after 3 week mark). (Possible Favorable/Unfavorable Adjustments for FY 17). A total of 30 minutes of the meeting were devoted to this agenda item: 15 minute presentation followed by 15 minutes allotted for committee discussion and questions. Highlighted during her presentation were several favorable adjustments including a savings of $883,244 due to a gross reduction in expenses related to slightly lower fringe rates than expected and a savings of $130,573 due to the interest reductions related to the BOR’s refinancing of Welte Parking Garage. Estimates of unfavorable non-enrollment (S2,000,114) slightly exceeded the actual unfavorable non-enrollment ($1,974,551). Enrollment/Housing Counts were negatively impacted by shortfalls of enrollment of both full and part time students in Fall 2016. Casamento also highlighted the 7 actions that were taken by the university to mitigate anticipated budget reductions, including reductions to candidate reimbursement funds (which were calculated based on the highest expenses incurred over the past few years). Casamento admitted that many of these actions were considered “short term solutions”. Discussion included a question by SGA Rep, Kruh, regarding the Admissions Scholarship Pool, which provided scholarship funding to reduce housing costs for incoming high performing students. Responses to this question clarified that this funding was allocated for recruitment of new students. The benefit of a similar model targeting existing student retention was discussed favorably by the committee. The general consensus of the committee was that this chart was helpful.
5. New Business
   a. Review of September budget reductions

   C. Valk stated that he had reviewed the spreadsheet circulated prior to the
   meeting, and discovered that divisions generally made reductions this fall
   according to the plans they outlined in the spring. The one exception to this was
   Institutional Advancement, which used salary savings from a vacated position.

6. Old Business - none

7. Division updates
   a. Academic Affairs

   C. Lovitt explained that Interim President Pease had sponsored an enrollment
   summit that included members of the Executive Committee, Deans, and Director
   of Institutional Research. One item discussed was the lack of funding for
   marketing efforts to increase enrollment. The University has retained the services
   of the Pita Group to perform an audit of campus communication with the wider
   community. He also noted that committees have begun to produce materials for
   the New England Association of Schools and Colleges (NEASC) accreditation
   report. Finally, he added that the President had approved hiring several positions,
   although six positions in Academic Affairs were left unfilled.

   b. Student Affairs

   L. Tordenti reported that her office is putting together proposals for Learning
   Communities, visiting residence halls, and sponsoring conversations with
   students about campus life.

   c. Institutional Advancement

   L. Marchese reported that Giving Tuesday will be held on November 29. She also
   noted that incoming President Toro, Governor Malloy and others will be attending
   the dedication for the Williard/DiLoreto renovation on November 9 at 12:30 pm.

8. Meeting adjourned at 2:58 pm.

Respectfully submitted,

Joan Nicoll-Senft and Robert Wolff
### For Management Discussion for FY17
#### Possible Favorable/Unfavorable Adjustments

<table>
<thead>
<tr>
<th>Favorable Adjustments</th>
<th>estimate 9/7/16 (prior to 3 week mark)</th>
<th>Explanation</th>
<th>As of 10/8/16 (after 3 week mark)</th>
<th>9/7 vs. 10/8/16</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fringe benefits</td>
<td>$883,244</td>
<td>gross reduction in expense related to slightly lower fringe rates</td>
<td>$883,244</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Carry Forward - open encumbrances</td>
<td>$644,386</td>
<td>eliminated carry forward of open encumbrances</td>
<td>$644,386</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Eliminate contribution to auxiliary reserve accounts</td>
<td>$672,051</td>
<td></td>
<td>$672,051</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Wolfe Parking Garages - Interest Reduction/REFI</td>
<td>$130,573</td>
<td></td>
<td>$130,573</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Admissions Scholarship Pool</td>
<td>$99,000</td>
<td>Budgeted $300K, however, as of 8/16/16 only $200K had been awarded</td>
<td>$99,000</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unfavorable adjustments</th>
<th></th>
<th></th>
<th>As of 10/8/16 (after 3 week mark)</th>
<th>9/7 vs. 10/8/16</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holdback - General Fund Appropriation</td>
<td>$2,733,736</td>
<td>Latest estimate assumes occupancy of Fall 2365, Spring 2283 - shortfall of 99 - includes impact Fall/Spring</td>
<td>$2,733,736</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Food Contract - Expense</td>
<td>$1,650.272</td>
<td>Rate change</td>
<td>$1,650.272</td>
<td>45,563</td>
<td></td>
</tr>
<tr>
<td>Increase to Facilities Budget for cleaning</td>
<td>$160,000</td>
<td></td>
<td>$160,000</td>
<td>20,000</td>
<td></td>
</tr>
<tr>
<td>One-time carry forward</td>
<td>$21,989</td>
<td>$23K budgeted, however, $45,061 brought forward</td>
<td>$21,989</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Bridges Program</td>
<td>$15,399</td>
<td>Revenue generated from the Bridges $240 Fee will be transferred to Acad All budget to defray costs associated w/ Bridges</td>
<td>$15,399</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Athletic Softball - Recruiting only</td>
<td>$(7,500)</td>
<td>One-Time increase in funding for only FY17 &amp; FY18</td>
<td>$(7,500)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Estimated Shortfall - Known amounts</td>
<td>$(2,000,414)</td>
<td></td>
<td>$(1,974,551)</td>
<td>25,563</td>
<td></td>
</tr>
</tbody>
</table>

#### Enrollment/ Occupancy Potential Impact

- **Revenue reduction due to reduced Housing occupancy** | $(620,546) | Latest estimate assumes 2,261 Spending Plan assumes occupancy of Fall 2365, Spring 2283 - shortfall of 99 - includes impact Fall/Spring | $(670,816)       | 5 (wk. actual 2,345 for Fall, and now est 2,144 for Spring |
- **Revenue Reduction - fewer meal plans sold** | $(470,774) | Spending Plan assumes meal plans of Fall 2385, Spring 2266 - shortfall of 99 - includes impact Fall/Spring | $(540,099)       | 3 wk. actual 2,281 for Fall, and now est 2,169 for Spring |
- **Enrollment - PT** | $(891,970) | Spending Plan assumed FY Headcount Fall 8,288, Spring 7,577 - shortfall of 100 (10% for Fall/Spring | $(1,405,946)     | 3 wk. actual 8,118 for Fall, and now est 7,420 for Spring - Tuition $(931,346) + Univ Gen Fee $(474,584) |
- **Enrollment - PT** | $(291,000) | Spending plan assumed 22,304 for Fall & Spring 21,961 | $(759,561)       | 3 wk. actual 21,442 for Fall; PT Tuition $(355,439) + GUF $(404,122) |
- **Extension** | $(273,000) | Spending plan assumed 15,771 summer credit hours | $(247,208)       | 25,792       | actual 15,996 shortfall 1,177 |
- **Contra revenue** | $230,956 | $265K in savings due to reduction in waivers for IELP Graduate Conditional Admission, offset by an additional $100,000 in support of 8 additional OOS athlete waivers on a one-time basis | $230,956         | -             |             |
- **Waver** | $40,651 | $40,651 Other waivers are trending lower than historical patterns | $40,651          | -             |             |
- **Other Revenue** | $55,000 | Higher interest of $165K, offset by est. $20K reduction in bookstore revenue and $90K reduction in facility rentals | $55,000          | -             |             |
- **Student Fees** | $20,000 | $20,000 increase in housing deposit forfeitures | $20,000          | -             |             |

**Total** | $(2,556,284) | $2,231,874 | $(790,39) | - | - |

### Actions taken to Mitigate Shortfall

- **Increase portion of residence hall debt service payment paid from reserves (RSRV20)** | $1,400,000 | Budgeted $1.5M from reserves, this will increase payment from reserves to $2.5M. Balance at 6/30/16 is estimated at $1.5M and is projected now to be $3.3M | $1,400,000 | - | - |
- **Reduce Candidate Reimbursement Fund - ACAF06** | $40,000 | Budgeted $90K - actual expense in FY15 $34K and $44K in FY16 | $40,000 | - | - |
- **Reduce Candidate Reimbursement Fund - BSRV07** | $10,000 | Budgeted $24K - actual expense in FY15 $12K and $9K in FY16 | $10,000 | - | - |
- **Suspend FY 2017 contribution from CFO040 for Scholarships** | $65,000 | GCHS10 which accepts transfer has balance of $44K as of 6/30/16. | $65,000 | - | - |
- **Reduce University Contingency** | $100,000 | Budget for FY 2016 is $500K | $100,000 | - | - |
- **University Down Telecom Fee (TELE31); Reduce budget under BSRV04 “Telecommunications”** | $175,000 | Per discussion with System Office. Due to bonding of certain budgeted expenditures, the FY 2017 expense will be less than budgeted | $175,000 | - | - |

The remaining shortfall is expected to be primarily covered by turnover savings in personal services and fringe benefits.