

**To:** Dr. Zulma Toro, President, Central Connecticut State University  
**From:** University Planning and Budget Committee  
**Copy to:** Dr. Mark Jackson, President, Faculty Senate  
**Date:** April 27, 2019  
**Subj:** UPBC FY20 Budget Recommendations

Dear President Toro,

Overall, the committee members were pleased by the degree to which FY20 requests were connected to the four elements of the Interim Strategic Plan and supported the “Areas for Strategic Investment for CCSU” as identified by the IPC in January 2018. Multiple FY20 budget requests could be connected to the other eight areas for strategic investment. This signaled fidelity to the Interim Strategic Plan and affirmed that the areas identified for strategic investment in 2018 continue to be high priorities.

The recommendations that follow are the result of careful, lengthy, and sometimes spirited deliberations, that spanned across three regular and six special meetings of the UPBC, in addition to countless hours spent individually by each member of the committee evaluating the information put before them.

### **General Recommendations**

#### *Budget Calendar, Tools and Submissions*

The UPBC will be working in collaboration with the CFO and the budget office on a revision of the budget templates to streamline the budgeting process and will make a recommendation no later than September 2019. The UPBC recommend development of a narrative to accompany the budget templates that provides clearer direction for the UPBC in making recommendations.

According to last year’s calendar, “Discussions at the department, school and division level of needs in relation to strategic goals with prioritization of needs within the division.” these discussions were to have taken place university-wide from November to mid-January. There appears, however, to have been no consistent process through which faculty and staff were involved in budget discussions at the school/unit level. Given that the proposed budget calendar under development by the UPBC is designed to give more time for this kind of discussions and feedback, the UPBC hope that this important part of the budgeting process can be better incorporated in future years.

#### *Integrated Budget Model*

Phase 2 of the Integrated Budget Model occurred this budget cycle with participation by the School of Business, Information Technology, and Intercollegiate Athletics. The committee sought the feedback of participating department and division heads. Across the board, the budget managers reported that participating in the IBM pilot was beneficial to them and increased their understanding of how their existing base budget is used. The UPBC weighted the pros and cons of the IBM pilot and concluded that although the IBM may be of great value to unit and division heads, it did not contribute significantly enough to the work of the UPBC to justify the time commitment it required.

## **FY20 Base Budget Recommendations by Division**

### **Academic Affairs**

The Academic Affairs budget assigned very high or high priority to 27-line items/initiatives, while assigning low priority to an additional 33 base budget requests. Among the high priority items were eight full-time, tenure track positions (three in Business and five in Engineering, Science, and Technology). After reviewing the 33 low-priority items, the committee concurred with this classification given the current budgetary environment. Unless noted otherwise, the recommended items are independent of one another.

In no particular order, the committee supports:

- Eight full-time tenure, track positions. The Committee strongly agrees that more full-time teaching lines are needed. But given that the funds may not be available to fund all these lines, which departments receive the lines should be based on a full, data-driven analysis of where lines are needed the most.
- SUOAF Admin 3 for health & safety position assigned to the Theatre department to monitor and address health and safety issues in Maloney Hall.
- A Science Technical Specialist in Biomolecular Sciences
- Administrative support for the DNAP Program.
- An increase in the Library's base budget to provide for inflation costs related to periodical subscriptions and inflation for ongoing subscriptions for electronic databases.
- Increasing the OE/DPS budgets within the School of Business in order to gain equity with other academic units.
- A base budget increase to support Degree Works.
- Scholarship assistance for low income students participating in study abroad

The committee does not support the following items at this time:

- edTPA fees – The UPBC understand that there is no Systemwide expectation that these fees be covered by the institution beginning in FY20.
- The Library's request to subscribe to Kanopy
- The request to enhance tutoring in the School of Business and increase graduate assistants in the School of Education and Professional Studies. However, the Committee strongly recommends that the University assess the resources devoted to tutoring to determine whether the structures and current allocation of resources meet student needs and are sufficient to have a significant, positive impact on retention.
- Resourcing a U.S. Study Away program and Socio-cultural programming within the CIE.
- Summer Teaching/Research Fund for Accounting faculty.
- Increasing the SEPS base budget to provide for warranties on lab equipment in the Blue Devil Performance Lab.

The committee does not feel it has sufficient information to support the following items at this time:

- Expanding the Community Engagement Office.
- Separating Career Services from Explore Central.
- Expanding Success Central.
- Combining the Instructional Design and Technology Resources Center (IDTRC) and Center for Teaching and Faculty.

### **Administrative Affairs**

The health and safety of our students and all member of our extended campus community is of paramount concern. The UPBC supports Administrative Affairs' efforts to ensure that the university is not only responsive, but proactive when it comes to health and safety.

In no particular order, the committee supports:

- Campus-wide safety training program.
- Annual inspection/repair of performing arts facilities.
- A University Assistant to support the handling of chemicals on campus.
- Student labor in the Office of Environmental Health and Safety.
- Camera maintenance.
- Lock maintenance.
- Annual Structural Inspection of Copernicus Garage.
- EQUIP Asset Inventory System.
- An annual maintenance program on for campus signage.

### **Enrollment Management**

The UPBC supported the creation of a Chief Enrollment Management Officer in FY18, the new Associate Vice President for Enrollment Management joined CCSU in late January. The Enrollment Management base budget increase included 25 requests. In her presentation before the UPBC, Ms. Peckham identified nine requests as high priority.

The committee supports the following, which are independent of one another:

- Purchasing name buys from College Board, ACT, NRCCUA, and CBSSin order to expand our recruitment and outreach locally, regionally, and nationally.
- Enhancing our Hobson subscription by adding access to Naviance, raising the visibility and awareness of CCSU to prospective students.
- A new Senior Enrollment Services Analyst.
- Adding a new Assistant Director of Undergraduate Admissions to broaden in-state and out-of-state recruitment efforts and recruit special populations (e.g., Care Scholars)
- Increase in out-of-state travel for undergraduate admissions to provide for in-person follow-up on applications resulting from name-buys in order to increase the yield.
- Additional funding to improve Admitted Student's Day.
- Financial Literacy Office Marketing Materials.
- Travel budget for the Financial Literacy Office to conduct community outreach.
- Promotional and Informational Events related to Financial Literacy.
- Bus Services for a Campus Visitation Program.
- New Graduate Recruitment Folders.
- Student Mentor Program for Transfer Students.
- Scholarship breakfast/luncheon for high-achieving students.
- Professional Development – However, this expense may be funded by SUOAF Professional Development and/or Minority Recruitment and Mentoring Funds
- Student Information Session presenters.
- Color MFP/Copier Rental.

The committee does not support the following items at this time:

- Hiring an Associate Director of International Admissions and related international travel in FY20. However, the UPBC strongly recommends that the University work toward building an environment that supports growth in international student enrollment.
- Secretary 1 hire.
- Assistant Director of Graduate Admissions.
- Alumni Recruiters.
- Salesforce contract.
- Out of state receptions.

### **Fiscal Affairs**

The division of Fiscal Affairs did not submit a base budget request.

### **Human Resources**

The UPBC concurs with the approach to utilize contingency funds to address any potential FY20 impact that results from the restructuring of Human Resources, the Office of Diversity and Equity and the Office of the University Ombudsperson.

### **Information Technology**

The UPBC is cognizant of the ever-changing nature of technology, the need for planned maintenance, and the cost implications when software and equipment “roll off” of bond funding. The IT base budget request represent around 20% of all base-budget requests and included strategic and stop-gap initiatives, many of which have the UPBC’s full support, however in some instances, several things were bundled together making it difficult to discern the cost of individual components of a single line item.

The committee supports:

- The requested baseline increases for software recommended by the Information Technology Committee.
- Increased costs associated with DocuSign for financial aid documents.
- Software and consulting to support the recommendations of the Task Force on Sexual Misconduct, Bullying and Campus Climate.
- Hiring an Information Security Officer to address cybersecurity and related security issues
- Hiring a Web/CRM/Imaging Specialist and the dedicated CRM Web Services Architect position that was also supported by Institutional Advancement.
- Cyber insurance, data loss prevention software, and cybersecurity audit.
- WebFocus Hyperion conversion/consulting/support and Document Imaging costs related to OnBase with the caveat that these items appear to be one-time, not recurring, expenses.
- Equipment related to the telephone system coming off CSU bond funding.
- License costs for MS Office and VMware.
- A security audit and remediation that may be necessary.

The committee does not support the following items at this time:

- Support services to align to a new IT strategic plan. The committee feels this should be reconsidered in future years, once the University’s new Strategic Plan has been developed.
- Academic Technology Support for specialty computer labs.
- Training and development for Project Management Office. The committee recommends seeking

SUOAF Professional Development funding for these expenses.

- Raises for student workers.
- Extension of computer lab hours. The committee recommends further study of whether the existing computer lab mirrors the computing needs of our students or whether there is a more cost-efficient way of meeting students' computing needs.

### **Institutional Advancement**

The web-related position requests in the IA budget could not be considered independent of the web-related position and technological requests in the IT budget.

The committee supports:

- The requested Front-End Web Designer and the Web Content Manager.
- The requested Assistant Director of Institutional Advancement; on the condition that \$30,000 in annual funding be provided by the Foundation.
- The proposed reallocation of funds to hire two University Assistants to assist with graphic design and the Annual Appeal.
- Support for the capital campaign.
- Purchase of Quality Assurance Software. Support for the new University-wide Marketing and Communication Lab.

The committee does not support the following items at this time:

- Assistant Director of Marketing and Communications for social media. The committee recommends this position request be deferred until next year, giving the soon-to-be-hired Director of Marketing time to take office, assess need, etc.
- The division withdrew the request for an Assistant Director of Continuing Education during the budget process.

### **Intercollegiate Athletics**

The UPBC reviewed the Intercollegiate Athletics budget submission within the context of the work and recommendations of the Task Force for the Sustainability of the CCSU Athletics Program.

The committee supports:

- Hiring a full-time strength and conditioning coach.
- Based on the published fiscal impact of the Athletics Task Force's work, the committee does not support the request for a \$255,648 base budget increase. The committee does, however, support the Task Force outcome to have the University "match dollar for dollar any Athletics Program donations and sponsorship deposited into the Foundation in excess of the 5-year average of \$580,000 up to a maximum of \$150,000 beginning with State Fiscal Year 2020." If it is determined that the Athletics program meets this benchmark, the committee supports one-time funding of up to \$150,000.

### **Police Department**

As part of our review of the Police Department's request, The UPBC reviewed the supplemental request for funding that was submitted through the IPC portal in August 2018. The UPBC supports bringing the total number of sworn officers to 23.

The committee supports:

- Hiring one officer to bring the total number of sworn officers to 23.
- The base budget request to outfit and equip new officers.
- The base budget request to the software index for recurring software maintenance/upgrades.
- The requested base budget increase for increased/expanded officer training.
- The purchase and ongoing use of Kronos TeleStaff to better track and hire for overtime. The UPBC note this is 50% of the cost and the remaining 50% will be covered by Information Technology.

The committee does not support the following items at this time:

- A second new officer position. Given the significant investment in the Police Department in FY19 and taking the pressing need for additional investment in health and safety in other areas of the University into consideration.
- A base budget increase to the firearms/ammunition index.

#### **President's Office**

The committee supports the request to fill the Chief Information Officer.

#### **Student Affairs**

The committee does not feel it has sufficient information to support the following items at this time:

- Associate Vice President/Dean of Students. As the committee understands it, part of the justification that led to the creation of the Director of New Student Programs position was that a body of work would be taken away from the Associate Dean of Student Affairs, freeing up more of his time for serious student issues.
- Associate Director, Student Conduct.
- Assistant Director, Student Activities and Leadership Development (Multicultural).
- Collegiate Link Software. The committee feels that this cost may be covered by the Student Government Association.

#### **Capital and One-Time Requests**

The Committee combined all capital and one-time requests and selected from among the combined list those items The UPBC feels should be given priority. The accompanying spreadsheet indicates which line items are supported.