



Terrence Cheng
President

**Connecticut State
Colleges & Universities**

3 October 2022

President Toro:

I am following up on the memo that Ben Barnes sent to you and your CFOs in late August. I want to make sure that we are on the same page, and that you hear directly from me on this and all critical matters.

We know by now that our budget projections for FY24 and FY25—for individual institutions, and as a system—show significant deficits. As the leader of your institution, it is my expectation of you to close these budget gaps and deliver balanced budgets. You know the array of processes and mechanisms we have to address such situations, and I appreciate the work you and your teams have begun to do, to think through and frame options and preferred approaches.

I encourage you to exercise and utilize any and all means at our disposal. In particular I would recommend

- that you engage the appropriate constituencies at your institution to go through an academic program prioritization process that tests enrollment viability and resource allocation balance, that includes the possibility of declaring financial exigency;
- align academic program offerings with the needs of 21st century students and society;
- plan for and recommend the creation of new academic and student support programs that will generate new revenue, and/or gain efficiencies;
- that you make limited use of your reserves;
- that you analyze current business practices and make changes accordingly to realize true savings, both short- and long-term;
- and that you discuss new and unique enrollment strategies, tactics, and opportunities.

A few additional understandings. The process you will go through with your institution is going to take time. I would like to make sure you have that time, and that we truly partner in this process. To that end, I would like to review the status of your progress in these matters together, during our regularly scheduled one-on-one meetings.

- In November, we should discuss the processes you have put in place, the expected outcomes of these processes, and any initial findings.
- In January I'd like to review a rough draft of recommendations that you will be making.
- In February we'll need to review a semi-final draft of recommendations that you will be making, which can be used in discussions with elected officials during legislative session.
- In April, let's go through the final draft of your recommendations and plans.

It is my hope that what you and your institution enact afterward, based on this rigorous analysis and planning, will yield benefits in both the short and long-term.

I also realize that even with such analysis and planning, more investment from the system may be required. My office is working on this now, and will continue to coordinate with you as we go through this process.

That being said, your budgets cannot take additional funding from the state and other sources for granted. Please approach this work with the understanding that additional revenues from the state and other sources are not guaranteed. We must plan for the starkest of scenarios.

Thank you as always for your engagement, partnership, and leadership. I look forward to working with you and your team to achieve our shared goals of fiscally sustainable budgets while evolving our institutions and system for immediate and future success.

Sincerely,

A handwritten signature in black ink, appearing to read "Terrence Cheng". The signature is fluid and cursive, with the first name "Terrence" and last name "Cheng" clearly distinguishable.

Terrence Cheng
President, Connecticut State Colleges and Universities