

## University Planning and Budget Committee Meeting of March 8th, 2022

1:45 pm – 3:00 pm, Microsoft Teams Online

### AGENDA

S. Petras, A Bray, E Pana, L Bucher, A Kullgren, S Cintorino, Z Toro, C Liard-Muriente, L. Walter, Y Patterson, J Hegenauer, Z Toro, Y Kirby, R Simmons, S Watson, K Kostelis, J Snyder, K Poirier, J Tully, F Pearson

Guests: Z. Toro, S. Cintorino – What is the plan for CCSU?

#### 1. Budget

- a. University *was* on track to balance the budget this year with better-than-expected housing and enrollment numbers (anticipated \$2 million surplus)
- b. Projected deficit of \$2-\$5 million
  - i. New employee union contracts are more generous than budgeted for, esp. with retroactive nature
  - ii. For next year, anticipation of a budget deficit due to loss of HERFF funding of \$70 million at CSCU system (colleges and universities), generous union contracts
- c. For next year's budget, the University is assuming housing of 2,000 students, flat enrollment Fall 21-Fall '22

#### 2. Enrollment

- a. Focused on retention and targeted enrollment goals (ethnicity, gender)
- b. Goal is to become a Hispanic-serving institution based on demographics of our region and will open the university to additional funding sources
- c. A Comprehensive Enrollment Plan will be established with Enrollment Management, Academic Affairs and Student Affairs, but ultimately is the decision of Enrollment Management
- d. Enrollment Initiatives
  - i. Collaboration with community colleges, CCSU presence on their campuses – ex. Middlesex will have an office and monitor advertising CCSU
  - ii. New England tuition rates extended to New York and New Jersey residents for Fall 2022 – admissions plans will focus on attracting these populations
  - iii. Marketing Campaigns 11/21
    - Out of State tuition was a hindrance so we have focused on rectifying that
    - The university is buying names and focused on ages 16-55
    - Focused on CT, New York, New Jersey, as well as New England program – we will market and have an in-person presence
    - Marketing – Bilingual billboards, Facebooks Ads, Instagram, Google, Print, TV etc.
    - Billboards cost 2500-4000 per month in CT, 20K per month New York, New Jersey
  - iv. Revised financial aid model to provide more support for

- students in greater financial need
  - Students are now receiving 4-year scholarships, rather than just first year details
- v. Changes to the transfer/articulations process, transfer students all go through admissions
- vi. Enhanced collaboration between Student Affairs and Academic Affairs
- vii. Graduate Admissions application review and recruitment changes have been made
- viii. SLATE has been utilized by admissions and it will also be used by advising
- ix. MEMO will be shared with UPBS detailing the findings of the admissions review task force
- e. Marketing-> Admissions ->Confirmation
- f. Questions:
  - i. Is there a recording method to determine how students heard about CCSU? Social media, open house, etc.
  - ii. What is being cut to allow for a larger marketing budget?
    - President Toro – nothing will be eliminated, savings will come from roughly 90 retirements, university reserves are close to \$45 million, hiring freeze remains in place in anticipation of revenue losses (freeze means that an open position must be reviewed to determine necessity of that position and its value to the university and student service moving forward, position must be justified)
    - New hires are being approved only at the minimum salary
    - As evidence of the university’s fiscal responsibility, Spring ‘22, university held back \$1.4 million and returned the money in February based on enrollment and housing trends
    - At this time, no new money is being earmarked for additional marketing
  - iii. Do “out of state students” present unique retention needs?
    - Isolation, encouragement to make enter new friend groups
  - iv. Can we establish relationships with high school guidance counselors?/What is the in-person plan?
    - Admissions will visit every target state, regional area, high school with specific goals established
    - University will be meeting with school counselors across the state to establish relationships
    - Will also meet with school superintendents across Connecticut
  - v. When is the tuition hike expected to be enacted?
    - Any increase’s impact will be minimal on our budgeting
    - The increase % will be the same across universities, most likely 5%

- vi. With out of state tuition rates, how does that impact their financial aid package?
  - vii. What is our current out-of-state percentage? What is their retention number compared to in-state students? What is the anticipated pricing model for residence?
    - Dr. Toro is willing to pull from reserves if necessary
    - 2% housing increase, 3% food increase per Sodexo contract demands
    - 3.5-3.7% of our student population is from outside of Connecticut
    - BOR lowered university fee for out of state students by \$1,100
  - viii. Is there a target out of state goal?
    - 7%
  - ix. What is the target number to become a Hispanic-Serving Institution?
    - 25% Full-time equivalent (15 credits is considered FTE)
    - Currently at 17%
    - 64% of the surrounding community is Hispanic/Latino and we will be targeting similar demographic areas in New York/New Jersey
3. Announcements
- a. General
    - i. Welcome SEPS representative – Y Patterson
  - b. IPC
  - c. FPC
4. Brief Reports / Division updates
- a. CBCO
  - b. Provost
  - c. OIRA
5. Old Business
- a. Update from CCSU executive members on Enrollment management and planning ideas for future.
  - b. Budget requests update
6. New Business
7. Adjournment 3:09PM

No meeting on March 15<sup>th</sup>, 2022

March 25<sup>th</sup>, 2022 set aside for Executive committee presentation to UPBC

Next committee Meeting April 5<sup>th</sup>, 2022 via MS Teams