**Integrated Planning Council**

**June 16, 2021**

**Meeting Notes**

**Present:** Z. Toro, S. Cintorino, S. Hazan, C. Magnan, A. Suski-Lenczewski, Y. Kirby, K. Peckham, F. Latour, J. Melnyk, J. Tully, J. Jarrett, S. Miller, K. Kollar

**Absent:** G. Claffey, C. Casamento

**Enrollment Report and Its Financial Implications**

Z. Toro and L. Butcher summarized the enrollment report:

* Full-time enrollment has declined approximately 11-13%
* Full-time headcount decline is approximately 9-11%, resulting in a headcount of under 10,000 students
* The Board has approved a resolution for mandatory student vaccinations
* Due to enrollment, we are down approximately $4.4 million for fall and $8.1 million by the spring semester
* The $8.1 million deficit includes the $2 million for extraordinary budget recommendations
* Housing numbers look promising, and if the trend continues and we gain another 135 students, we will be over our 1,550 goal

**UPBC FY 22 Extraordinary Budget Recommendations**

J. Melnyk summarized the UPBC’s budget recommendations. The UPBC recommended all extraordinary budget requests and prioritized the new position requests (See **Appendix I**). New positions were ranked by the UPBC as follows:

1. **Enrollment Management**: Graduate Admissions Services Assistant: SUOAF II
2. **Enrollment Management**: Assistant Director of Career Development: SUOAF III [Strategic Goal #1.1.D1, 1.1.D3; Goal #2.2.A1, 2.3.B2, 2.3.C. 2.3.D2, 2.3.E1, 2.3.E2, 2.4.C2; Goal 4.1.A1, 4.1.B1, 4.1.B3; Goals 5.1.C5, 5.1.C6, 5.1.D4, 5.1.D7.]
3. **OIRA**: Data Scientist/Analyst SUOAF IV [Strategic Goal #1.3.3B, Goal #2.2.2C]
4. **Information Technology**: SUOAF A2 – Desktop Technician [Strategic Goal #4]
5. **Information Technology**: SUOAF A4 – Unity Forms Developer

After a brief discussion IPC members approved the five new positions listed above.

The following is a summary of comments and suggestions regarding budget requests:

* It was recommended that the OIRA position hire at the lowest possible salary
* It was recommended to delay the hiring of the SUOAF A2 in IT and/or hire at the lowest salary
* It was suggested that a multifunctional team look at the position description for the IT SUOAF A4 to determine the appropriate level and location of this position
* IT requested approximately $550,000 for equipment. This request would qualify for capital equipment funds and would save money in operating expenses.
* $34,000 request for Maloney Hall monitors – these computer monitors qualify as capital equipment expenses
* L. Butcher will work to move any equipment requests into capital equipment funds
* University Assistant for Marketing and Communications for $20,000 – S. Cintorino agreed to fund this request internally

All IPC approvals can be found in **Appendix II**.

# Appendix I – UPBC Memorandum

**June 11, 2021**

**M E M O R A N D U M**

**To:**  Dr. Zulma Toro, President, Central Connecticut State University   
**From:** University Planning and Budget Committee   
**Copy to:** Dr. Fred Latour, President, Faculty Senate

**Subj:** UPBC FY 22 Extraordinary Budget Recommendations

The University Planning and Budget Committee (UPBC) extends its sincere appreciation to all Executive Committee members and their respective teams for their submissions and justifications in this year’s extraordinary budget submission process.

For FY 22, the University’s spending plan estimated a projected shortfall of 14.2 million dollars assuming flat Undergraduate Enrollment. This shortfall will be offset by HEERF II funding. While we are projecting to have a balanced budget in FY 22, future years that cannot rely on federal support are of concern, particularly when considering FY 22 budget requests that involve additions to OE that will impact future budgets. Nonetheless, UPBC acknowledges that, some level of spending based on our current needs is necessary, as witnessed by the many critical or extraordinary requests brought forward by Information Technology (IT), Facilities, Enrollment Management, Academic Affairs, and the Office of Institutional Research and Assessment (OIRA).

Per an e-mail dated Thursday, November 19th, 2020, the following policy was delivered regarding submissions of extraordinary requests:

“Should a critical or extraordinary budgetary request arise, the standard IPC review process should be used and the request submitted through the [IPC portal](https://nam10.safelinks.protection.outlook.com/?url=https%3A%2F%2Fform.jotform.com%2F91322177228152https%3A%2Fform.jotform.com%2F91322177228152&data=04%7C01%7Cjmelnyk%40ccsu.edu%7C8c8260fb10cf4ef10b2a08d88cbad67f%7C2329c570b5804223803b427d800e81b6%7C0%7C0%7C637414081412949131%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=uHVr8d46giWq2%2BHvggwHsqzvCsak1vgzyUsKuqdNZIA%3D&reserved=0). As is customary, the request will be reviewed by the UPBC, which will then submit its recommendations to the IPC. Examples of critical and/or extraordinary requests include new academic programs, academic program modifications, establishment of full-time dedicated ombudsperson, and augmentation of police resources. Please keep in mind that any requests for funding must include reallocation options.”

This year’s process for reviewing budget requests followed similar procedures as in FY 21 with the following exception no formal budgetary meeting took place. Instead, Executive Committee members were presented with a list of questions from the UPBC. They submitted answers in writing, and if necessary, follow-up occurred to solicit information to help the UPBC formulate its recommendations.

The UPBC acknowledges that requests for funding were asked to include reallocation if applicable. Many requests did not have any reallocation options likely due to one or more of the following:

* One-time request (Maloney Hall and Replacement sinks, Alertus Beacon, Enterprise Storage).
* Transition from pilot to permanent (Ivy.AI Chatbot).
* Bond roll-off and need to fund due to previous contract commitments (Salesforce, WebFocus, Enterprise Storage).
* Expected costs due to completion of new or renovated buildings.

Consequently, as there is no new money in the budget to pay for requests, the UPBC feels its funding recommendations have been hampered by our inability to know how the total reallocation strategy will be used to fund recommended requests, when several of the requests do not provide reallocation options. Thus, this makes us less confident in our recommendations. If money is to be reallocated, we feel strongly that those reallocations not come from academic or student facing divisions given our current financial reality. In addition, if new funds or intra-division re-allocations are not available for these requests, the UPBC is requesting *a detailed report outlining how these requests would be paid for.*

In total, there were 19 requests from five divisions (Academic Affairs, Facilities, IT, Enrollment Management, and OIRA), of which $2 million are related to increases in base budget and positions with an additional $639,642 in one-time funding. Many of the requests appear to be mandatory and therefore the UPBC recommends that to facilitate our deliberations in the future a check box and space for explanation be added to the 3-page summary sheet to identify that a request is essential or mandatory.

Of the requests for new positions, a portion are for servicing the Engineering Building and the Barnard addition for custodial, and facility and IT related maintenance, as well as increased operating costs for the new Willard DiLoreto Garage. There were in total, five other positions requested in Enrollment Management, Information Technology, and OIRA.

The UPBC considered the following in developing its FY 22 budget recommendations:

* requests that most closely aligned with the Strategic Plan 2030
* requests that address critical enrollment and retention needs, and
* requests that provided the most support to our students.

The committee also considered the rationale given for each request as well as the current fiscal climate. With the above in mind, requests by division are presented below along with rationale for their support.

**Academic Affairs**

**OE/DPS**

MediaSpace [Strategic Plan Goal 1. NECHE 6.17, 7.21, 9.14]

Kaltura Media Space is the University’s enterprise solution for an online video repository providing unification of video content across the University. In addition, Kaltura provides the instructor and student the opportunity to consume content in an alternative format (visual media) and offers machine closed captioning services. These accessibility features are needed to comply with the CSCU Accessibility Policy.

DNAP (Doctor of Nurse Anesthesia Program) Journal

While we support the need for this subscription, as it assists in meeting identified accreditation weaknesses for the DNAP program and supports students, we also note that the budget for the library continues to endure enormous challenges from inflation costs coupled with the fact that the periodical subscription budget has faced multiple cuts over the years. It is difficult to approve this one request without acknowledging that there may be other critical library-based academic requests not included here.

**One-Time [Strategic Goal #1, 1.1G]**

Monitors Maloney Hall & Replacement sinks in FA224

Based on the external review that took place in *2019*, the need for renovations in Maloney Hall and updates to equipment that is over 30 years old is supported by UPBC.

**COO – Facilities Management**

**OE/DPS**

Barnard Hall [Strategic Goal #1, 1G, 3, 3D; #2, 1D; #3, 1A]

New Engineering Building [Strategic Goal #3]

Willard DiLoreto Garage [Strategic Plan Goal 3, 4, 4B]

Of the above three requests, these increases for the renovated and new building are necessary for the needs of maintaining cleanliness and servicing infrastructure and IT needs, as well as operating costs of the new parking garage.

University Assistant – Marketing and Communications [Strategic Goal 1A, 1F, 2A]

With the recent hiring of a Director of Marketing, we support this request to facilitate the marketing needs of the University, however no reallocation of funds exists for this request.

**CIO - Information Technology**

**OE/DPS**

IVY.ai Chatbot [Strategic Goal #1.5, 2.1, 2.4]

The Ask Kizer chatbot continues to provide a vital service to students. Since the Spring of 2021 it has answered over 13,000 questions. This service is especially important as it provides a service to students when staff are not available.

SalesForce [Strategic Goal #1.5, 2.1, 2.4]

This represents the ability to submit messages (SMS) to prospective students, students attending orientation, and general student messages (it has sent more than ten million messages over the past two years), it is no longer supported by the System Office (“bond roll off”).

WebFocus [Strategic Plan #1.5]

This is a reporting tool that is utilized by the entire University and has transitioned to “off-bond” and enables users to gain access to numerous databases and file systems on campus such as Banner.

SEST Focused Student Workers [Strategic Goal #3] This request assumes that the funds, to support these students, are shifted from the existing SEST budget to IT.

**One-Time**

Alertus Beacon 50x [Strategic Goal #2]

This technology is designed to provide the annunciation of the emergency alert and visual/audible indicator. Previous pilot testing has taken place and the next step is installation. These will be installed in the main doors of 50 academic and residential buildings.

Enterprise Storage Serves/Backup/DR

IT has renewed support as this backup service rolls off-bond for the next FY until there is a transition to the new storage solution Nutanix.

Cisco 2960 Switch (40) & Cisco 2602 AP (500) / Inc install / wiring corrections

This is a necessary cost related to upgrading wired and wireless network connections across campus and is responsible for connections to police, 911, classroom technology, HVAC, and security camera systems. It is a critical upgrade that needs to occur as the current network infrastructure equipment is set to expire for hardware support on December 31, 2021.

**PS/Position Requests**

The committee felt best in the current fiscal climate to provide a rank order with justification of the five positions requested across divisions. We acknowledge each position has merit and provide our recommendations for context and the ability to provide the most benefit to improving enrollment, retention, identifying that which provides benefits to not only our students, but impacts the entire campus.

1. **Enrollment Management**: Graduate Admissions Services Assistant: SUOAF II

Based on the rate of incoming applications to the graduate school, and the need for greater staffing to have appropriate timeliness in respond to graduate applications, we see this as a high priority position. The Graduate Studies Committee also has stated this is a high priority from the faculty and the UPBC are in full support of this request. It has also been identified that the reallocation of funds from a UA position will partially fund this request.

1. **Enrollment Management**: Assistant Director of Career Development: SUOAF III [Strategic Goal #1.1.D1, 1.1.D3; Goal #2.2.A1, 2.3.B2, 2.3.C. 2.3.D2, 2.3.E1, 2.3.E2, 2.4.C2; Goal 4.1.A1, 4.1.B1, 4.1.B3; Goals 5.1.C5, 5.1.C6, 5.1.D4, 5.1.D7.]

Currently Career Services has one full-time employee and one University Assistant. This does not meet existing guidelines based on our current enrollment. Current National Association of Colleges and Employers (NACE) standards recommend 4-7 full-time career support staff members for a university our size. Additional support would improve our student's ability to secure internships and employment post-graduation and would also support student development and retention.

1. **OIRA**: Data Scientist/Analyst SUOAF IV [Strategic Goal #1.3.3B, Goal #2.2.2C]

It has been noted that current enrollment issues stem from the inability to maintain current students (retention) especially in areas of low academic achievement and students with low socio-economic status. This position would aid in OIRA’s ability to analyze data and facilitate strategies to improve retaining the students we have. As identified in the request, CCSU typically brings in 1,300 first-time full-time students each fall and half of those students (630+) do not graduate from CCSU within six years.

The UPBC supports the request for a Data Scientist as this will be important for generating analysis of student data related to academic performance, student success, and failure, with hope that this position will allow for the ability to generate strategies to improve both retention and student success as well as respond to new and additional requests and requirements from the System Office. In addition, legislation is expected to be passed (HB 6374) which will place greater needs on OIRA staff to comply with additional mandated surveys and reports.

1. **Information Technology**: SUOAF A2 – Desktop Technician [Strategic Goal #4]

The investment of support for the new engineering building and remodeled Barnard Hall will require appropriate support from IT. This position will assist in facilitating that support and keep compliance with IT004 and ABET accreditation. From the perspective of the number of IT employees that service Copernicus, consideration is needed to address the appropriate number of IT employees to service the new Engineering Building which has considerably more complex IT infrastructure and technology. Based on existing position lines, the funding for this position exists and can be reallocated, but it likely does not cover the full cost of what is necessary.

1. **Information Technology**: SUOAF A4 – Unity Forms Developer

With the growth of on-line form utilization across campus, this position will facilitate compliance with data security (EIT 2021 and IT004) and benefit any type of data/form generation and collection that is currently utilized (SelectSurvey, JotForm, etc.). This also encompasses data collection from students regarding the use of ImageNow for admissions and health services as these will need to transition to the new system that will be handled by this position. It is noted that compliance is required by 2023 so there is some room for this position to be delayed but it does serve a necessary need for the entire campus.

# Appendix II – IPC Budget Approvals

The following is a summary of the approvals made at the June 16, 2021 IPC meeting:





