

## **Integrated Planning Council**

October 27, 2023 – 2:00 PM

Teams

### **AGENDA**

1. State of the University
  - Enrollment and Retention Figures
  - Financial Situation Including Mitigation Plan
2. Academic Program Planning (APP) Process Recommendations
3. As May Arise

## Integrated Planning Council

October 27, 2023

### Meeting Notes

**Present:** Z. Toro, S. Cintorino, G. Claffey, F. Latour, L. Bucher, K. Kostelis, C. Robinson, K. Byrd Danso, J. Whittemore, E. Moore, C. Wright, A. Bray

#### **State of the University – Enrollment and Retention Figures**

Z. Toro and K. Kostelis shared a PowerPoint presentation with the Council that highlights information that will be presented to the Board on November 15<sup>th</sup>. This presentation will help illustrate to the Board where Central is currently at and to explain the nature of our recommendations.

Z. Toro shared the following information regarding Central's enrollment and retention figures:

- We saw a 2.6% increase in total enrollment with the main contributor being Undergraduate enrollment. We still have work to do at the Graduate level.
- Within our system, we are the institution with the 2<sup>nd</sup> highest retention rate. Eastern is the only sister University with higher retention rates than Central.
- We have made progress from last year to this year in terms of retention and continue to work towards our retention goal of 81.5%.

#### **State of the University – Financial Situation Including Mitigation Plan**

Z. Toro shared the following information with the Council relating to Central's financial sustainability:

- The foundations of Central's strategy for financial sustainability was based on the following:
  - Approximately 60 reviews and assessments of areas of operations and student support services and programs.
  - Reduce costs by \$13.1 million.
  - Hiring freeze process.
  - Ongoing implementation of cost containment and revenue enhancement initiatives.
  - Focus on enrollment, retention, and housing occupancy.
- Regarding Central's total revenue, Z. Toro stated that UCONN is higher due to their higher tuition rate and the larger amount of money they receive from the state by FTE student. Looking at the average of our peer institutions, they are getting significantly less than CCSU by FTE student and less funding from the state.
- Western and Eastern have been receiving more money from state and local appropriations than Central.
- According to the expenditures invested in direct instruction for full time students, Central is making a larger investment than our sister and peer institutions.

- Central's salaries are lower than our peer institutions and our employee fringe benefits are also lower than our sister institutions.

## **Academic Program Planning (APP) Process Recommendations**

K. Kostelis shared the following with the Council:

Recommendations from the Academic Program Planning (APP) process have been categorized as follows:

- Revenue Generating
  - Develop new programs aligned with workforce needs.
  - Develop Undergraduate and Graduate Interdisciplinary Climate Change Studies programs.
  - Establish a Forensics Lab in partnership with the Connecticut Law Enforcement and Department of Emergency Services and Public Protection.
- Increasing Student Success
  - Examine course modality and course scheduling creating flexibility to accommodate student needs.
  - Engage in conversations with Math and explore the development of a Math Lab.
  - Optimize tutoring services through a coordinated approach.
- Cost Containment Strategies
  - Optimize interdisciplinary collaborations.
- Recruitment and Enrollment
  - Expand K-12 partnerships, including expanding dual and concurrent enrollment.
  - Expand partnerships with community colleges and company partners.
- Overall Recommendation
  - Examine results from CCSU Financial Model.

The Council unanimously endorsed the recommendations proposed.

In order to go through the UPBC process, L. Bucher's group will need to find funding to support these initiatives.

**Central Connecticut State University  
State of the University  
Report to the Integrated Planning Council**

October 27, 2023

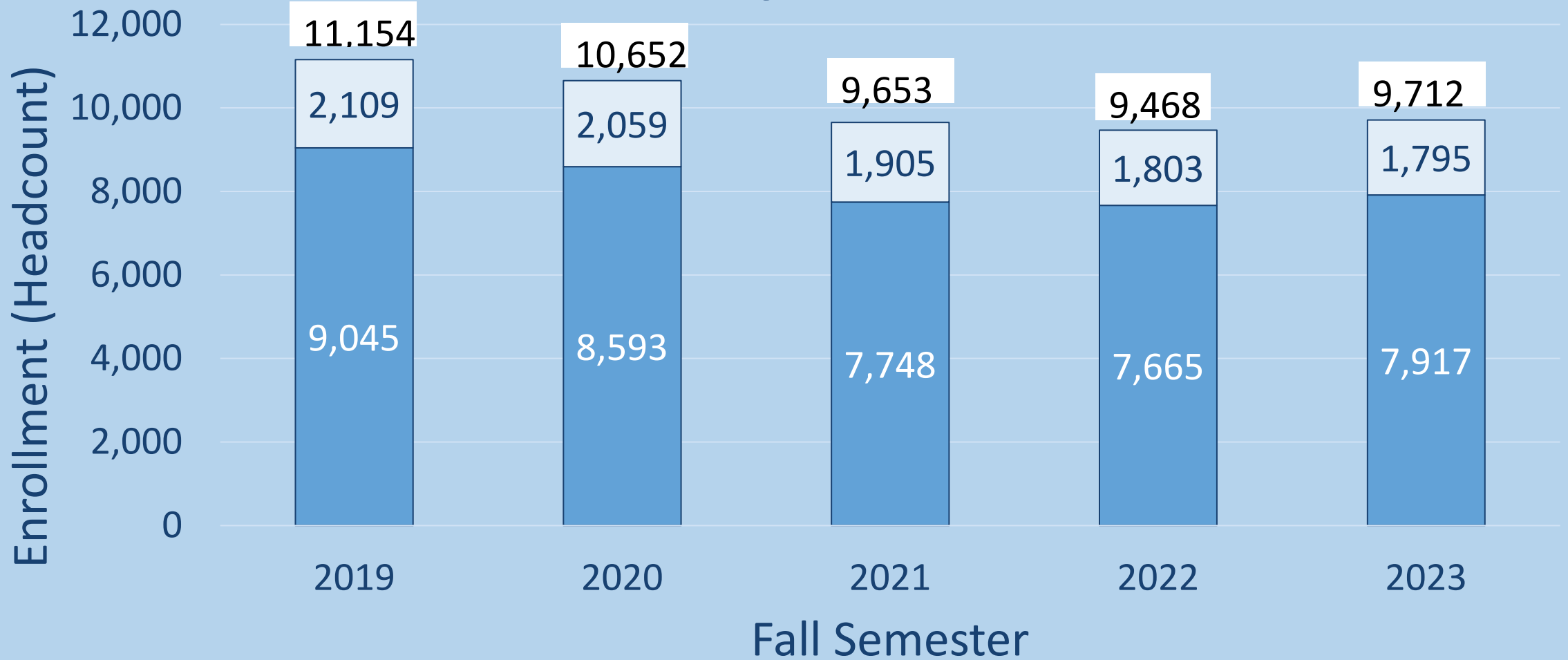


# Central CT State University

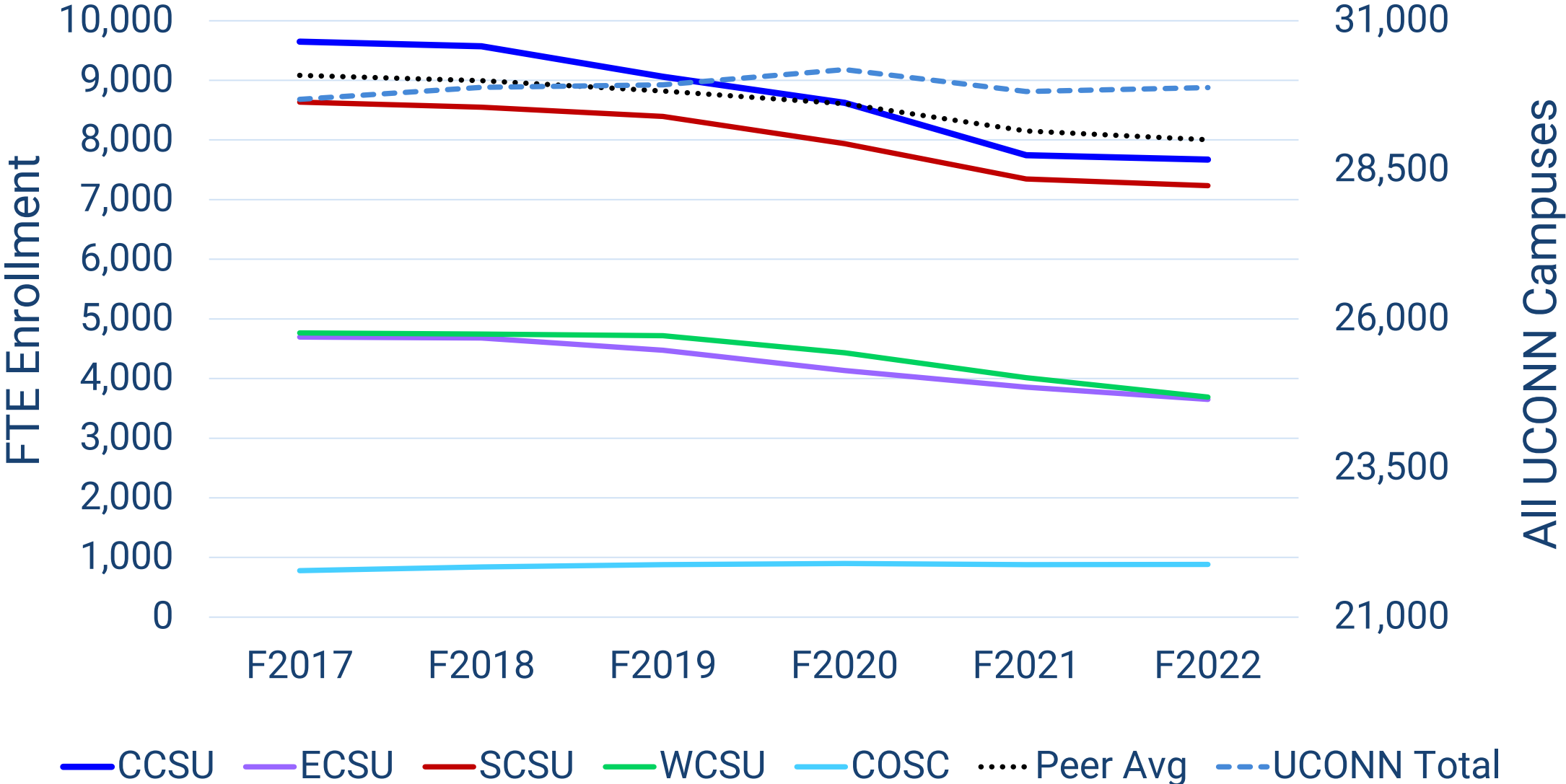
Financially sustainable student success  
centered institution: a model for  
Connecticut and beyond



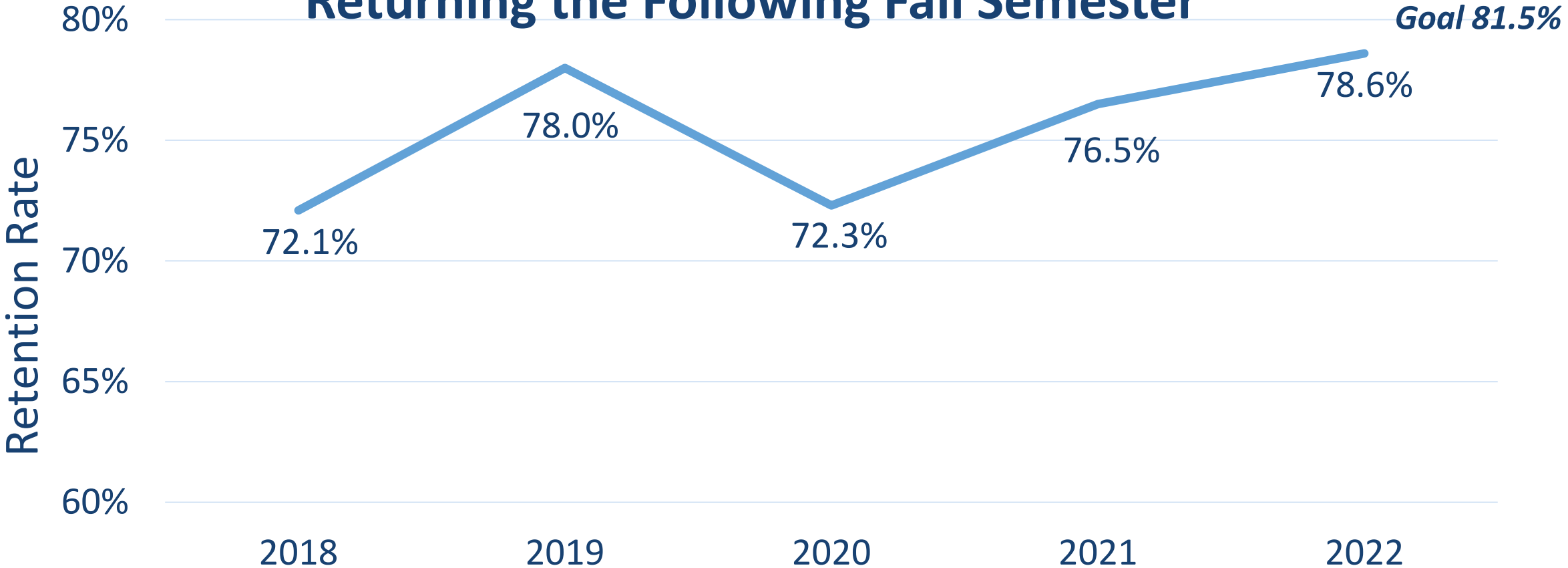
# Enrollment by Student Level



# FTE Fall Enrollment

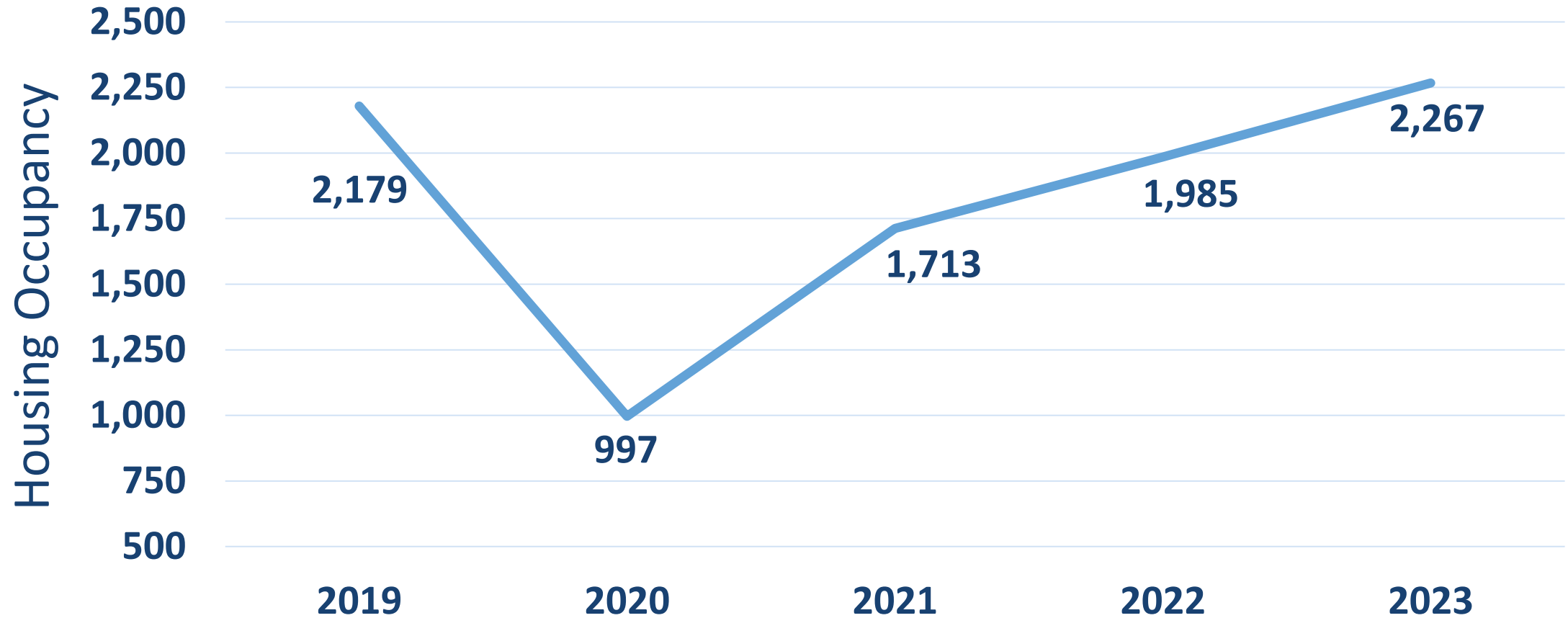


# Retention Rate of First-time Full-time Students Returning the Following Fall Semester





# Number of Students Living On Campus



# Enrollment – Undergraduate

- We more than surpassed our FTFT goal of 1,350, enrolling 1,416 students.
- This diverse class is poised to contribute significantly to Central's goal of becoming a Hispanic Serving Institution.



# Enrollment – Graduate

- ✓ **Counseling and Data Science pipelines and a strong interest in the MBA.**
- ✓ **20% more acceptances and 27.4% more confirmations.**
- ✓ **Our first-time, full-time enrollment of 272 showed significant growth toward our goal of 303 students.**
- ✓ **Graduates 1,795**



# Financial Position

## Foundations of Central's Strategy for Financial Sustainability

Approximately 60 reviews & assessments of areas of operation & student support services & programs; 42 unduplicated

Reduce costs by \$13.1 Million

Hiring freeze process

Ongoing implementation of cost containment and revenue enhancement initiatives

Focus on enrollment, retention and housing occupancy



# Financial Position

## End of Year Operational Balances

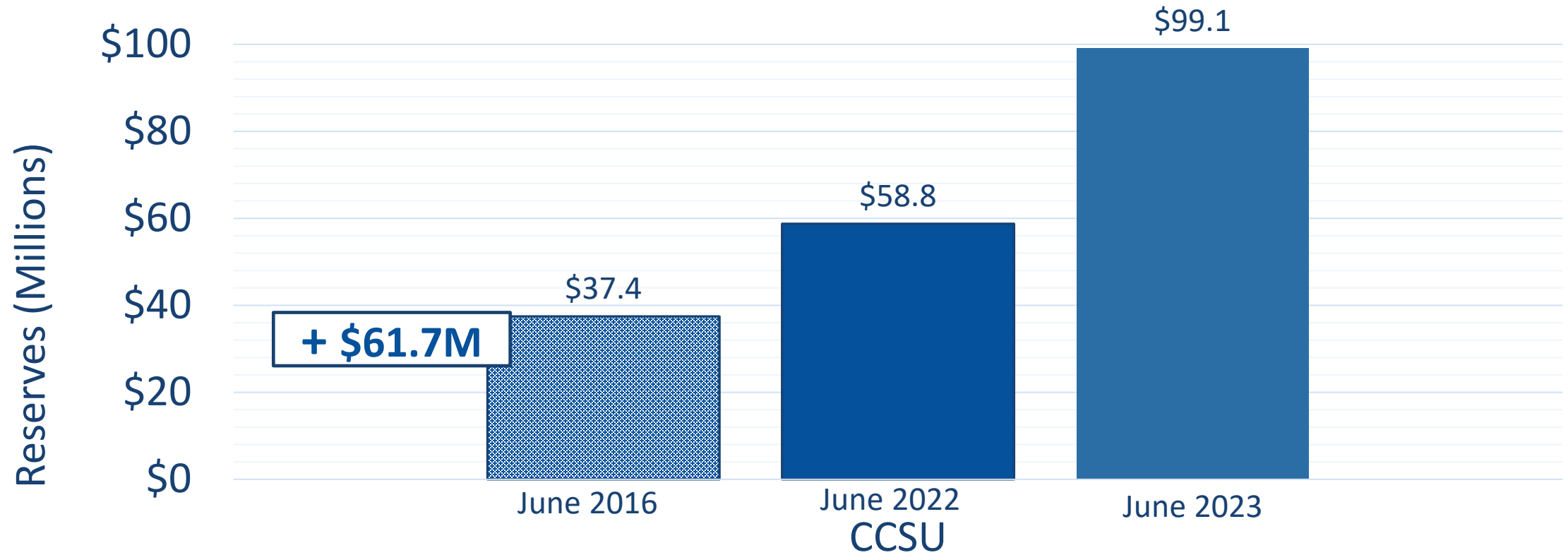
FY 2019	FY 2020	FY 2021	FY 2022	Estimated FY 2023	Estimated FY 2024 *	Estimated FY 2025**	Estimated FY 2026***
\$2,614,063	\$238,624	-	\$4,947,005	\$13,304,204	\$21,108,771	\$5,120,758	\$284,499

- \*Assumptions: Flat enrollment and 2,000 students in dorms; actual 2.6% increase in enrollment and 2,267 in dorms.
- \*\*Assumptions: Additional 2% increase in enrollment for Fall 2024 and 2,200 students in dorms.
- \*\*\*Assumptions: Additional 1% increase in enrollment for Fall 2025 and 2,300 students in dorms.



# Financial Position

## Change in Central's Reserves: June 2016 to June 2023

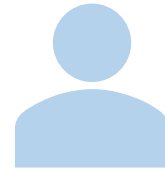


# Central's Financial Position



## Reserves

2022 -2023  
\$99.1 Million



## Enrollment

Total  
+2.6%

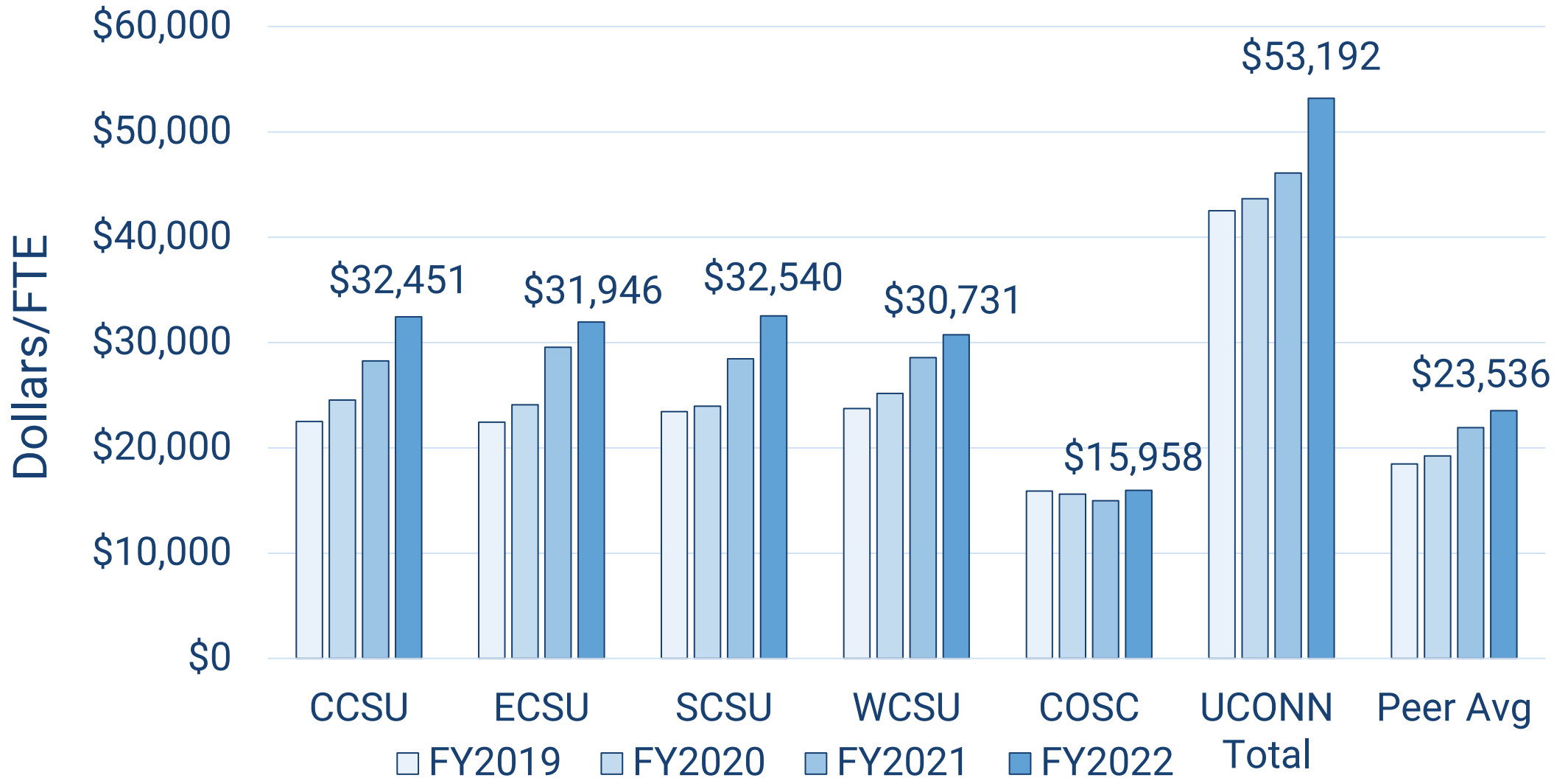


## Housing

Surpassed goal  
Nearly 200+

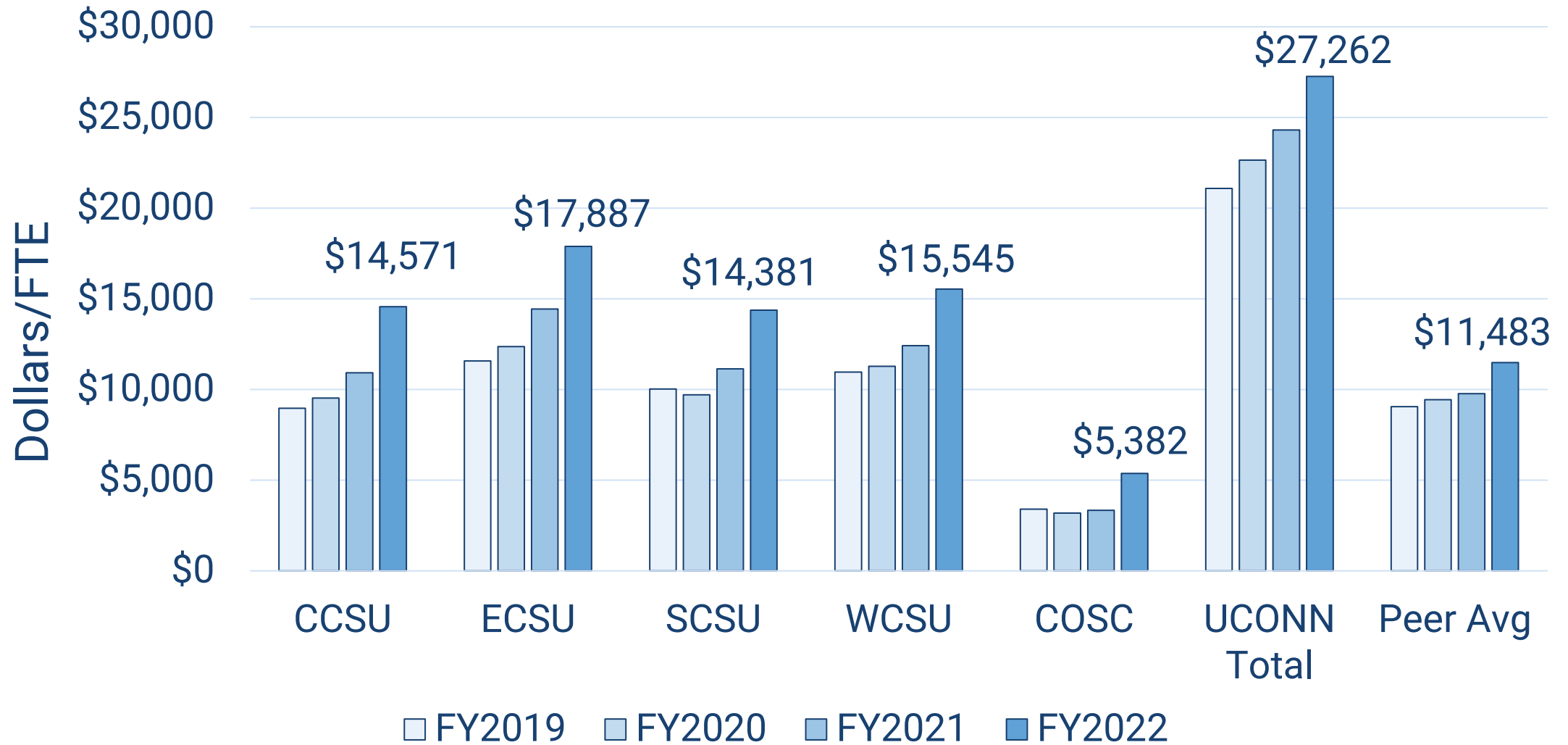


# Total Revenue/Student FTE

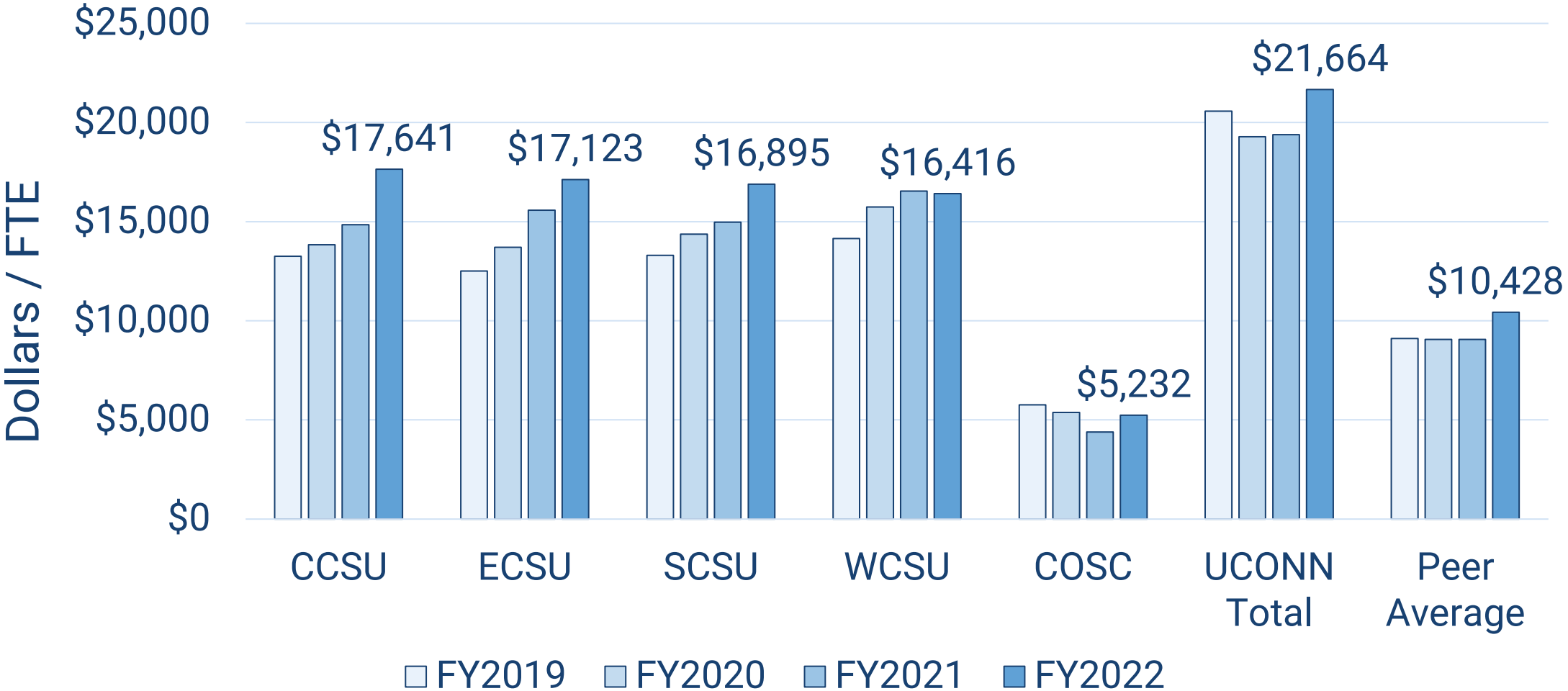




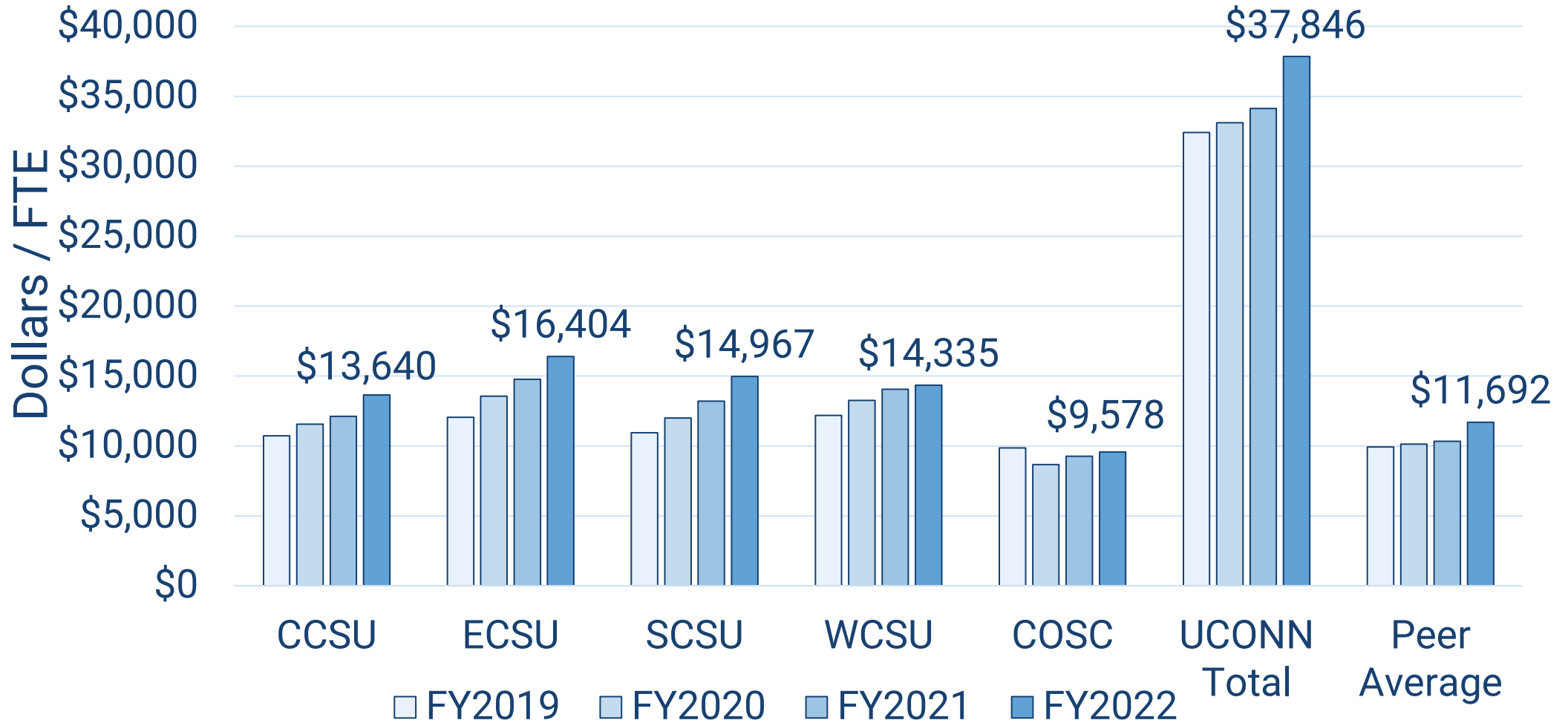
# State & Local Appropriations/Student FTE



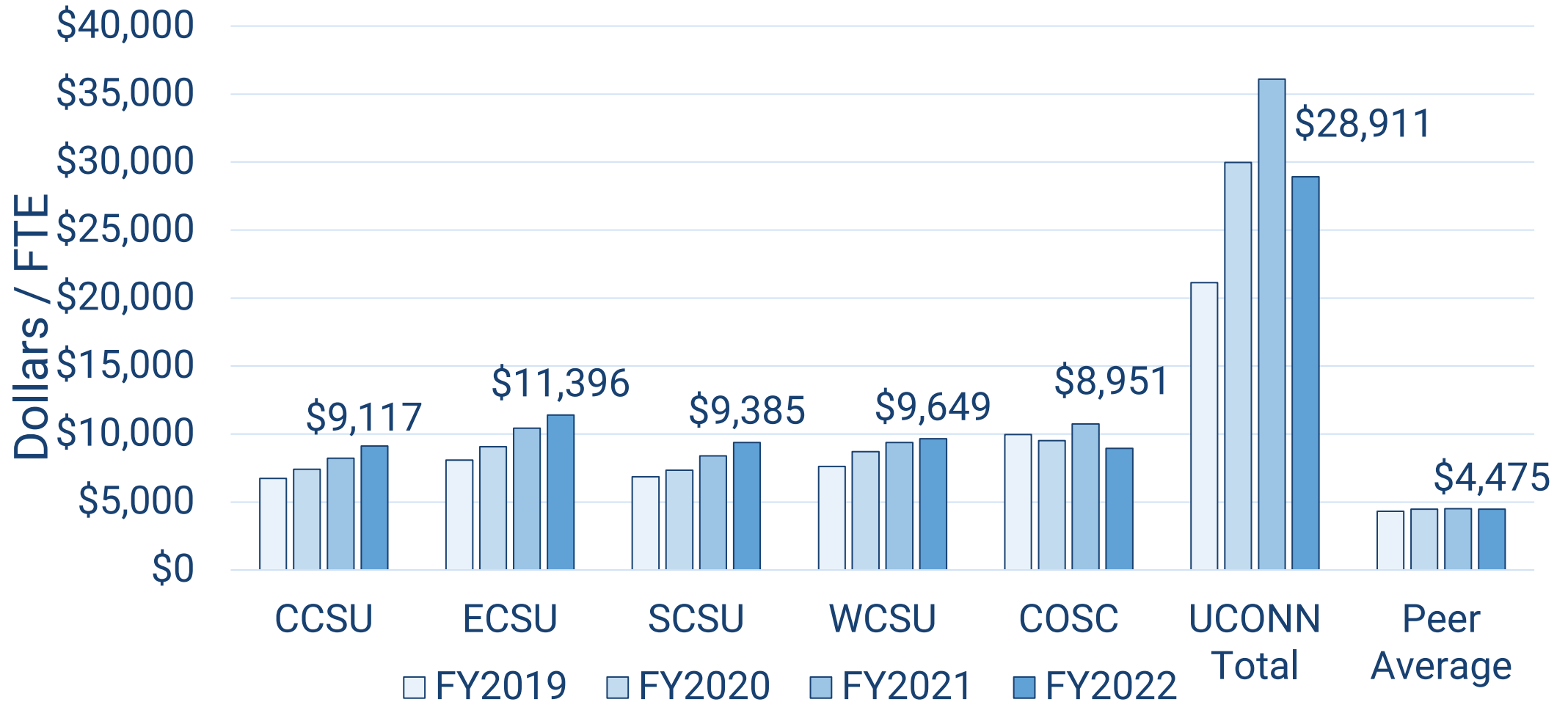
# Expenditures: Instruction/Student FTE



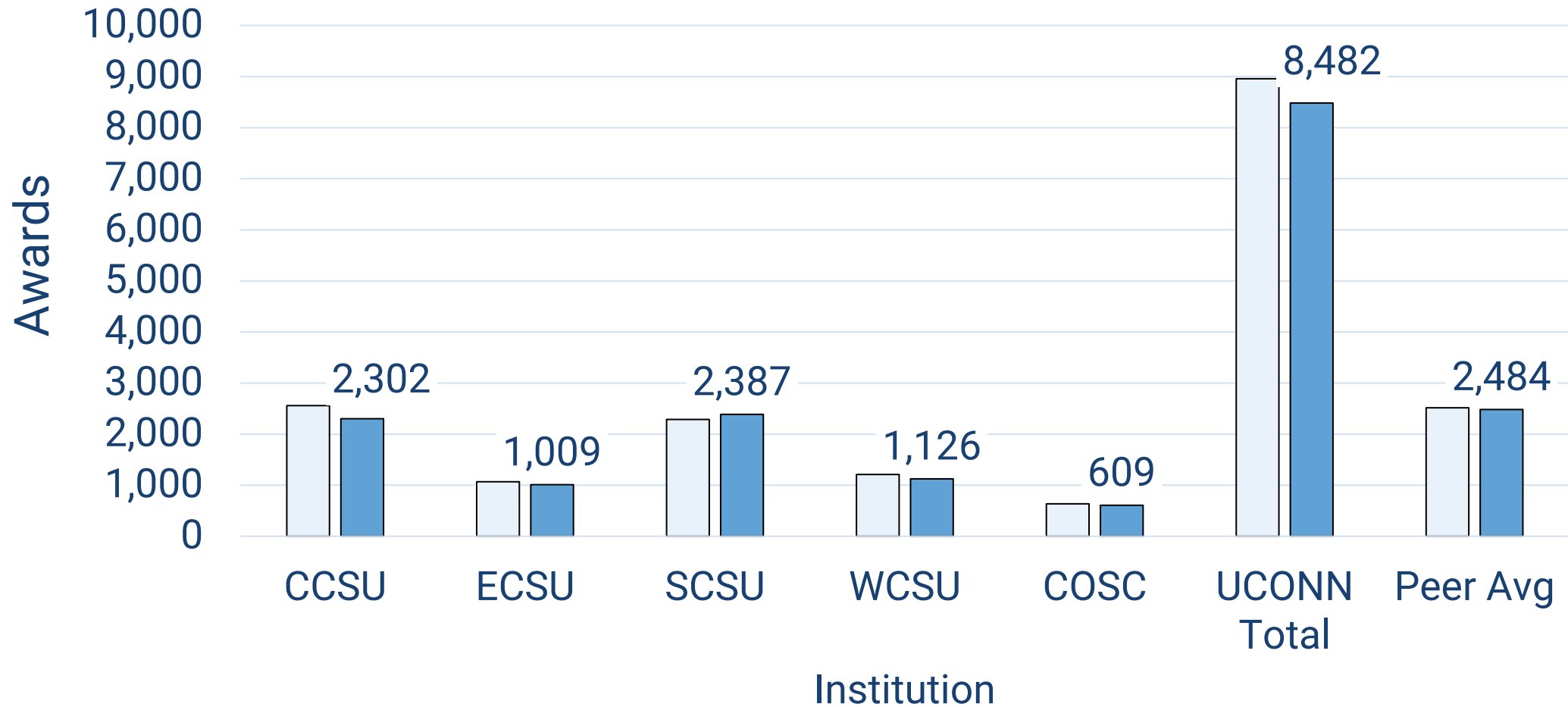
# Expenditures: Total Salaries & Wages/Student FTE



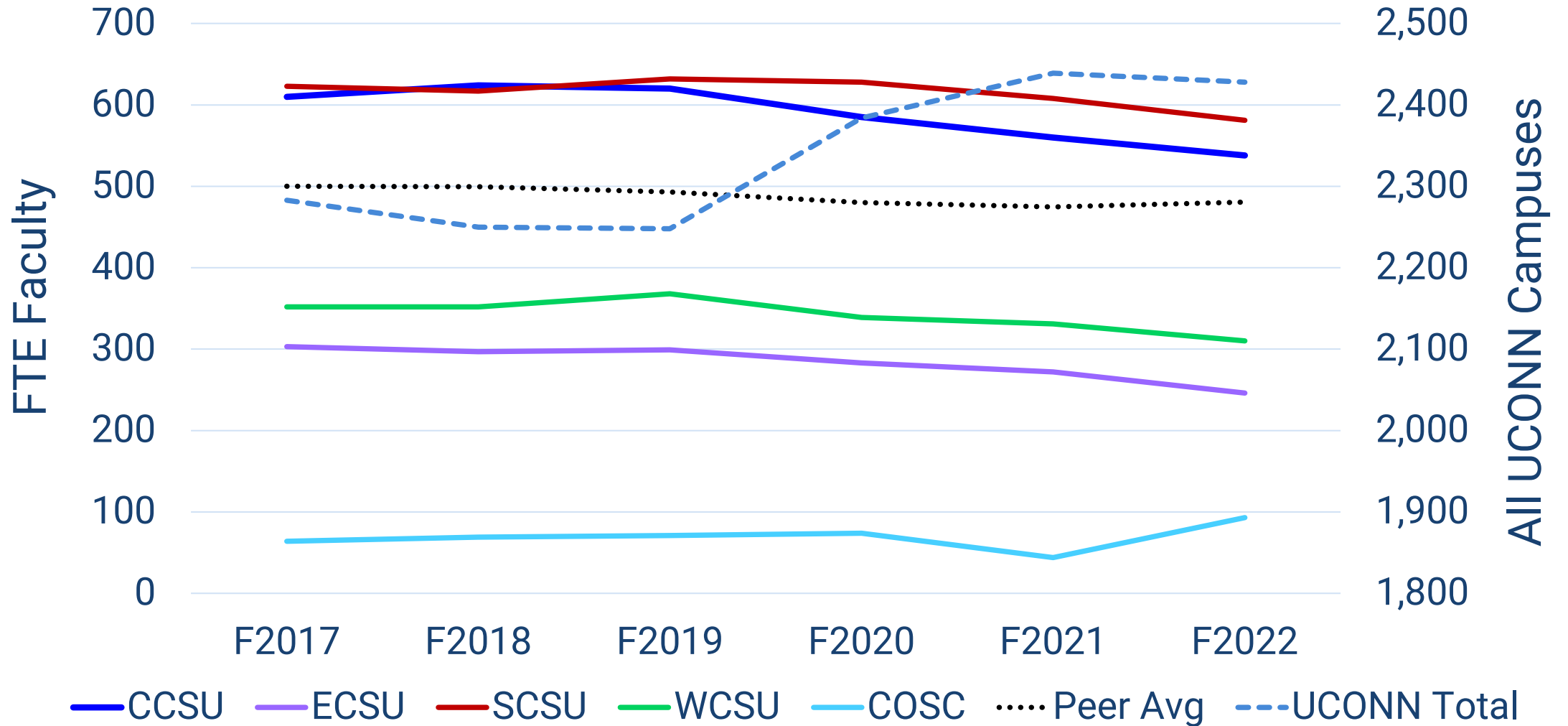
# Expenditures: Total Employee Fringe Benefits/Student FTE



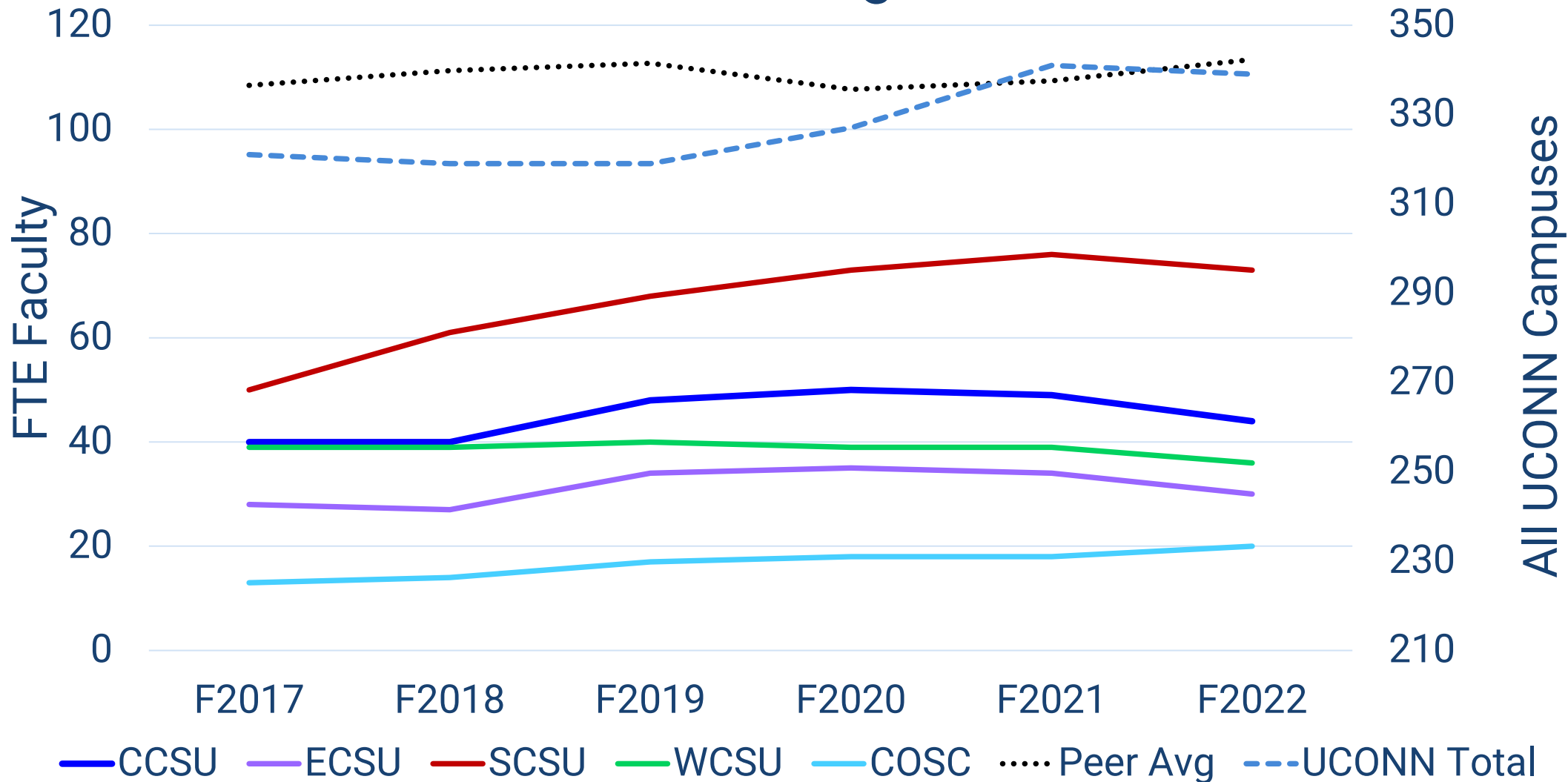
# Number of Degrees/Certificates Completed 2020-21 and 2021-22



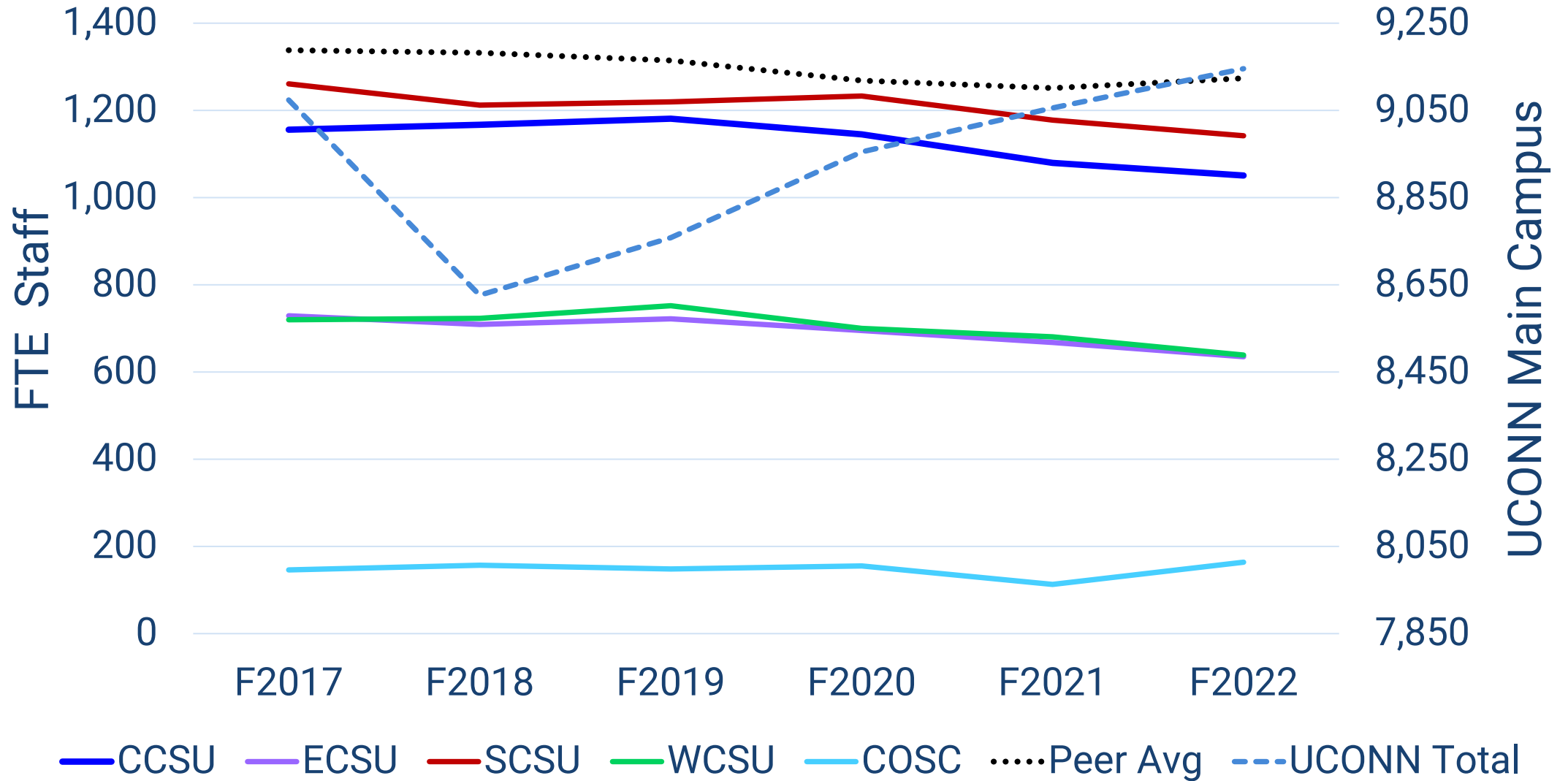
# Fall FTE Faculty



# Fall FTE Management



# Fall FTE Staff





# Academic Program Planning (APP) Recommendations

## REVENUE GENERATING

1. **Develop New Programs** aligned with workforce needs.
2. **Develop an Undergraduate & Graduate Interdisciplinary Climate Change Studies.**
3. **Establish a Forensic lab** in partnership with the Connecticut Law Enforcement and Department of Emergency Services and Public Protection (DESPP).

## INCREASING STUDENT SUCCESS

4. **Examine Course Modality and Course Scheduling** creating Flexibility to accommodate Student Needs.
5. **Engage in conversations with Math** and explore the development of a Math Lab.
6. **Optimize Tutoring Services** through a coordinated approach.

## COST CONTAINMENT STRATEGIES

7. **Optimize Interdisciplinary Collaborations.**

## RECRUITMENT AND ENROLLMENT

8. **Expand K-12 partnerships**, including expanding dual and concurrent enrollment.
9. **Expand partnerships with community colleges and company partners.**

## OVERALL RECOMMENDATION

10. **Examine results from CCSU Financial Model**



# We Are Central



WE ARE CENTRAL TO:

Innovation

Your Future

Academic Excellence

You

Our Community

What's Next

Everything

