

ATTACHMENT #4

University Senate

Operating Budget Presentation



Prepared By
Office of the Chief Financial Officer

October 11, 2004

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*The following documents were used at the Board of Trustees meeting on June 22, 2004 and are available on the Budget Office website: Budget Presentation, University Operating Budget Highlights.

University of Connecticut (Storrs & Regional Campuses)
Revised Current Funds - Actual, Forecast and Proposed
Fiscal Years Ended June 30, 2003-2007

	<i>Actual</i> <u>FY 2003</u>	<i>Actual</i> <u>FY 2004</u>	<u>Change</u>	%	<i>Forecast</i> <u>FY 2005</u>	<u>Change</u>	%	<i>Proposed</i> <u>FY 2006</u>	<u>Change</u>	%	<i>Proposed</i> <u>FY 2007</u>	<u>Change</u>	%
Revenues:		Unaudited											
Operating Fund													
State Support	\$260.9	\$256.5	(\$4.4)	-1.7%	\$269.7	\$13.2	5.1%	\$286.8	\$17.1	6.3%	\$300.9	\$14.1	4.9%
Tuition (Net of Discounts)	116.4	136.8	20.4	17.5%	151.4	\$14.6	10.7%	160.6	\$9.2	6.1%	169.6	\$9.0	5.6%
Fees	53.6	59.8	6.2	11.6%	64.2	\$4.4	7.4%	68.5	\$4.3	6.7%	71.5	\$3.0	4.4%
Auxiliary Enterprise Revenue	95.2	106.2	11.0	11.6%	112.8	\$6.6	6.2%	119.2	\$6.4	5.7%	128.1	\$8.9	7.5%
All Other Revenues	<u>74.4</u>	<u>71.8</u>	<u>(2.6)</u>	-3.5%	<u>77.2</u>	<u>\$5.4</u>	7.5%	<u>79.1</u>	<u>\$1.9</u>	2.5%	<u>82.4</u>	<u>\$3.3</u>	4.2%
Total Operating Fund	\$600.5	\$631.1	\$30.6	5.1%	\$675.3	\$44.2	7.0%	\$714.2	\$38.9	5.8%	\$752.5	\$38.3	5.4%
Research Fund	<u>68.6</u>	<u>71.0</u>	<u>2.4</u>	3.5%	<u>81.9</u>	<u>\$10.9</u>	15.4%	<u>89.0</u>	<u>\$7.1</u>	8.7%	<u>96.7</u>	<u>\$7.7</u>	8.7%
Total Revenues	<u>\$669.1</u>	<u>\$702.1</u>	<u>\$33.0</u>	4.9%	<u>\$757.2</u>	<u>\$55.1</u>	7.8%	<u>\$803.2</u>	<u>\$46.0</u>	6.1%	<u>\$849.2</u>	<u>\$46.0</u>	5.7%
Expenditures / Transfers:													
Operating Fund													
Personal Services	\$298.8	\$288.9	-\$9.9	-3.3%	\$321.1	\$32.2	11.1%	\$337.1	\$16.0	5.0%	\$354.0	\$16.9	5.0%
Fringe Benefits	85.5	88.1	2.6	3.0%	105.5	\$17.4	19.8%	111.7	\$6.2	5.9%	118.4	\$6.7	6.0%
Other Expenses	123.4	137.0	13.6	11.0%	156.3	\$19.3	14.1%	166.8	\$10.5	6.7%	175.8	\$9.0	5.4%
Equipment	4.9	5.5	0.6	12.2%	5.6	\$0.1	1.8%	5.7	\$0.1	1.8%	6.0	\$0.3	5.3%
Student Financial Aid	53.4	58.2	4.8	9.0%	64.7	\$6.5	11.2%	67.4	\$2.7	4.2%	70.3	\$2.9	4.3%
Transfers	<u>33.2</u>	<u>49.9</u>	<u>16.7</u>	50.3%	<u>21.1</u>	<u>(\$28.8)</u>	-57.7%	<u>24.5</u>	<u>\$3.4</u>	16.1%	<u>27.0</u>	<u>\$2.5</u>	10.2%
Total Operating Fund	\$599.2	\$627.6	\$28.4	4.7%	\$674.3	\$46.7	7.4%	\$713.2	\$38.9	5.8%	\$751.5	\$38.3	5.4%
Research Fund Expenditures	68.2	72.6	4.4	6.5%	81.9	\$9.3	12.8%	89.0	\$7.1	8.7%	96.7	\$7.7	8.7%
Total Expenditures / Transfers	<u>\$667.4</u>	<u>\$700.2</u>	<u>\$32.8</u>	4.9%	<u>\$756.2</u>	<u>\$56.0</u>	8.0%	<u>\$802.2</u>	<u>\$46.0</u>	6.1%	<u>\$848.2</u>	<u>\$46.0</u>	5.7%
Net Gain (Loss)	\$1.7	\$1.9			\$1.0			\$1.0			\$1.0		

University of Connecticut (Storrs & Regional Campuses)
Operating and Research Funds Overview
Analysis of the Twelve Months Ended June 30, 2004

Results of Annual Operations

The enclosed report comparing the Operating and Research Funds actual results to budget for the twelve month period ended June 30, 2004 reflects unaudited figures and is subject to additional accounting year-end and audit adjustments. The University ended the year with an Operating Budget gain of \$1.9 million compared to a budgeted gain of \$0.9 million. A summary analysis of the results of operations for various categories of accounts is presented below.

	<u>Budget</u>		<u>Actual</u>		
	Unrestricted	Restricted	Unrestricted	Restricted	Total
Operating Fund	\$ 0.9	\$ 0	\$ 2.4	\$ 1.1	\$ 3.5
Research Fund	<u>0</u>	<u>0</u>	<u>1.7</u>	<u>(3.3)</u>	<u>(1.6)</u>
Total	<u>\$ 0.9</u>	<u>\$ 0</u>	<u>\$ 4.1</u>	<u>(\$ 2.2)</u>	<u>\$ 1.9</u>

A more detailed review of FY 2004 operations is presented below:

Revenues

Total Operating Fund revenue for the year of \$631.1 million was 1.9% more than budgeted. The largest source of revenue was State Support including fringe benefits which amounted to \$256.5 million or \$0.7 million less than budgeted. The second largest source of revenue was tuition, which amounted to \$136.8 million and was 1.9% greater than budgeted. Fall 2003 enrollment for total undergraduate students (degree and non-degree) was up 3.3% compared to Fall 2002. Tuition revenue collections reflect an 11.2% rate increase coupled with a 4.2% increase in undergraduate degree seeking students whom accounted for approximately 85.7% of actual tuition revenues.

Fee revenue is comprised of course fees from summer school, part-time, and non-degree students as well as self-supporting programs (off campus MBA, EMBA, etc.). Also, included in this category is the General University Fee, which primarily supports four Auxiliary Enterprise programs. Finally, there are various other fees included in this category such as the Infrastructure Maintenance Fee, Application Fees and Late Payment Fees. Fee collections for Fiscal Year 2004 were \$59.8 million or 5.5% more than budget primarily due to greater than anticipated course fee revenue including summer session revenue and more General University Fee and Infrastructure Maintenance Fee revenue.

Auxiliary Enterprise Sales and Services revenue of \$106.2 million primarily consists of Room and Board fees (\$77.7 million) and Athletic Department receipts (\$25.8 million). The revenue received exceeded the budget by \$3.4 million or 3.3%. This variance is primarily attributed to greater than budgeted athletic conference and sponsor revenue and greater than budgeted residential life revenue.

The remainder of the revenues totaled \$71.8 million or \$1.9 million greater than budgeted. A more detailed review of this category is presented below.

	<u>BUDGETS</u>	<u>ACTUAL</u>	<u>VARIANCE</u>
Gifts, Grants & Contracts (non-research)	\$48.2M	\$48.9M	\$0.7M
Investment Income	2.6	2.0	(0.6)
Sales & Service -Education	11.4	12.0	0.6
Other Revenue	<u>7.7</u>	<u>8.9</u>	<u>1.2</u>
	<u>\$69.9</u>	<u>\$71.8</u>	<u>\$1.9</u>

The Gifts, Grants and Contracts (non-research) variance reflects a slightly higher level of awards and activity. Due to continued low interest rates, Investment Income is slightly less than budgeted. The greater than budgeted Sales & Service-Education is due to increased sales in academic departments. The variance in Other Revenue is primarily due to increased rental property income and parking and transportation fees.

Finally, Research Fund revenues, most of which are restricted, had a positive variance of \$1.6 million or 2.3% greater than budgeted. Similar to the non-research Grants and Contracts, this reflects a greater than estimated level of awards and research activity.

Expenditures/Transfers

Total Operating Fund expenditures and transfers for Fiscal Year 2004 were \$627.6 million or 1.5% more than the amount budgeted. Individual categories of expenditures/transfers and the percentage variance from the annual budget were as follows:

Personal Services	(5.2%)
Fringe Benefits	(3.1%)
Other Expenses	0.3%
Equipment	5.1%
Student Aid	(1.9%)
Transfers	129.7%

Personal Services and Fringe Benefit expenditures are under budget due to a slower than anticipated timeframe to refill ERIP positions. The variance of \$28.1 million in the transfers line item is due to the following: funds were set aside for the Network Master Plan, renovations, window replacement, athletic facility improvements and anticipated new building costs.

Cash Balance

The June 30, 2004 cash balance of \$74.6 million was \$15.4 million more than the balance at June 30, 2003.

Fund Balance

The Current Funds Unrestricted Fund Balance was \$38.1 million at June 30, 2004. This represents a \$4.1 million increase (Operating Fund - \$2.4 million; Research Fund - \$1.7 million) from the June 30, 2003 amount. Also, in accordance with standard University procedures, centrally funded unrestricted fund balances are carried forward in departmental accounts and are available for expenditure in the current and future fiscal years. The FY 2005 budget assumes a consistent level of departmental fund balances at June 30, 2005. Any variance from this assumption will affect the projected level of the fund balance at year-end.

UNIVERSITY OF CONNECTICUT
Statement of Operating Budget Revenues and Expenses (a)
For The Twelve Months Ending June 30, 2004
(Unaudited)

Operating Budget						Twelve Months Actual							
GRAND TOTAL	RESEARCH FUND	OPERATING FUND			GRAND TOTAL	RESEARCH FUND	% of Budget	OPERATING FUND			% of Budget	% of Actl	
		E&G	Aux Ent	Subtotal				E&G	Aux Ent	Subtotal			
REVENUE													
State Appropriations	\$189,965,107	\$0	\$189,965,107	\$0	\$189,965,107	\$192,467,347	\$0		\$192,467,347	\$0	\$192,467,347	101.3%	30.5%
State Allotment Fringe Benefits	65,790,454	0	65,790,454	0	65,790,454	64,000,000	0		64,000,000	0	64,000,000	97.3%	10.1%
Total State Support	255,755,561	0	255,755,561	0	255,755,561	256,467,347	0		256,467,347	0	256,467,347		
Tuition	134,303,442	0	130,324,790	3,978,652	134,303,442	136,807,429	0		132,828,777	3,978,652	136,807,429	101.9%	21.7%
Fees	56,695,490	0	40,713,603	15,981,887	56,695,490	59,794,811	0		41,794,187	18,000,624	59,794,811	105.5%	9.5%
Grants & Contracts	116,121,067	67,925,438	37,014,774	11,180,855	48,195,629	119,516,502	70,561,111	103.9%	40,920,296	8,035,095	48,955,391	101.6%	7.8%
Investment Income	2,768,000	140,000	2,628,000	0	2,628,000	2,139,306	131,266	93.8%	1,959,512	48,528	2,008,040	76.4%	0.3%
Sales and Services of Ed Activities	12,434,525	1,060,000	11,374,525	0	11,374,525	12,166,017	187,876	17.7%	11,966,852	11,289	11,978,141	105.3%	1.9%
Aux Enterprise Revenue	102,804,740	0	0	102,804,740	102,804,740	106,170,806	0		0	106,170,806	106,170,806	103.3%	16.8%
Other Sources	7,929,907	250,000	7,679,907	0	7,679,907	9,007,326	103,083	41.2%	8,023,903	880,340	8,904,243	115.9%	1.4%
TOTAL REVENUE	\$688,812,732	\$69,375,438	\$485,491,160	\$133,946,134	\$619,437,294	\$702,069,544	\$70,983,336	102.3%	\$493,960,874	\$137,125,334	\$631,086,208	101.9%	100.0%
DISBURSEMENTS/TRANS:													
Personal Services	\$340,990,009	\$36,119,501	\$266,614,484	\$38,256,024	\$304,870,508	\$327,737,975	\$38,800,721	107.4%	\$254,952,461	\$33,984,793	\$288,937,254	94.8%	46.0%
Fringe Benefits	97,560,864	6,647,905	79,485,835	11,427,124	90,912,959	95,136,667	7,011,009	105.5%	77,459,185	10,666,473	88,125,658	96.9%	14.0%
Other Expenses	158,174,913	21,653,020	75,284,212	61,237,681	136,521,893	158,137,691	21,196,815	97.9%	74,681,827	62,259,049	136,940,876	100.3%	21.8%
Equipment	9,351,457	4,155,012	4,529,945	666,500	5,196,445	9,949,849	4,490,238	108.1%	3,957,518	1,502,093	5,459,611	105.1%	0.9%
Fixed Charges/Student Aid (b)	60,049,864	800,000	52,962,774	6,287,090	59,249,864	59,296,467	1,157,711	144.7%	50,835,721	7,303,035	58,138,756	98.1%	9.3%
Total Expenditures	666,127,107	69,375,438	478,877,250	117,874,419	596,751,669	650,258,649	72,656,494		461,886,712	115,715,443	577,602,155		
Mandatory	11,585,625	0	-	11,585,625	11,585,625	17,450,340	378,518		5,333,301	11,738,520	17,071,821	147.4%	2.7%
Non Mandatory	10,161,000	0	5,674,910	4,486,090	10,161,000	32,459,252	(413,593)		21,199,024	11,673,822	32,872,845	323.5%	5.2%
Total Expense/Transfer	687,873,732	69,375,438	484,552,160	133,946,134	618,498,294	700,168,241	72,621,419	104.7%	488,419,037	139,127,784	627,546,822	101.5%	100.0%
NET GAIN(LOSS)	\$939,000	\$0	\$939,000	\$0	\$939,000	\$1,901,303	(\$1,638,083)		\$5,541,837	(\$2,002,450)	\$3,539,386		
NET INC(DEC) CASH BALANCE											\$15,454,610		
CASH BALANCE 6/30/03											\$59,194,101		
CASH BALANCE 6/30/04											\$74,648,711		

(a) Budgeted and actual revenues and expenditures represent modified accrual rather than cash expenditures.

(b) An additional \$1.3 million of Student Labor Financial Aid is included in the Personal Services Line.

Highlights
Fiscal Year 2005
University Spending Plan
Fiscal Years 2006 and 2007
State Appropriation Budget Request

THE PROCEDURAL CONTEXT

For even numbered fiscal years, the University prepares a single fiscal year spending plan; for odd-numbered years, the University also prepares a tentative budget for the upcoming biennium. The biennial budget proposal, far less detailed than the spending plan, is developed for submission to the Office of Policy and Management (the Governor's budget agency), as well as to the State Department of Higher Education. The focus of this effort is to provide these agencies with the University's projection of "current services" needs (that is, the amount of funding necessary to continue services at existing levels) for purposes of creating the Governor's Recommended Biennial Budget, to be submitted to the General Assembly in February 2005. At this point, we have not yet been informed whether OPM will accept any requests for "expansion options" for funding beyond current services levels. As a result, while the primary emphasis of this document is FY '05, the key elements and assumptions underlying FYs '06 and '07 are also addressed.

BUDGET GOALS

The spending plan for FY '05 is a plan to achieve equilibrium. It represents recovery from 1) the effects of limited state operating support during a time of economic downturn 2) the financial reductions and temporary hiring measures attendant to the state's Early Retirement Incentive Program (ERIP) and 3) the impact of the implementation of the state's CORE financial/human resource system, which has had a significant impact—both operationally and financially—on the administration of, among other things, fringe benefits. At Storrs, the FY '05 plan also reflects the full rollout of the surge in enrollment, with its concomitant service demands. Enrollment is projected to stabilize in FY '06, with only incremental growth going forward.

FY '05 also marks the transition from the second to the third phase of UCONN 2000. For the first time in the decade-long program, Health Center projects are incorporated into UCONN 2000. There is, University-wide, a renewed focus on the importance of integrating capital and operating budgets.

With the FY '06 – '07 biennium, the Storrs-based program consolidates the programmatic and reputational gains of the last decade, and begins implementation of an academic plan designed to enhance quality, primarily through planned and deliberate growth of the faculty ranks in specific academic disciplines. The academic growth areas will be those most likely to achieve the twin goals of improved undergraduate instruction and increased research productivity. At the Health Center, FYs '05, '06 and '07 remain focused on curricular superiority, growth of the Signature Programs (those centers of excellence where the educational, clinical and research programs converge), and survival in the relentlessly competitive (and stingy) health care marketplace.

THE STATE BUDGET

By the end of the legislative session, it had become apparent that the state's significant revenue streams were beginning to reflect the improving economy. This financial uptick enabled a \$4.7 million "add-back" to the Storrs FY '05 budget (an increase over the FY '05 year of the original biennial

budget) and created the potential for a state surplus sufficient to fund the full \$25.3 million due the Higher Education Matching Grant Program. \$18.6 million of this amount is owed to UConn. The FY '05 appropriation for the Storrs-based budget is \$196.4 million. This is \$6.4 million more than the FY '04 appropriation (adjusted for the ERIP reduction), but still \$22.3 short of current services. Fringe benefit support from the state has gone from \$65.9 in FY '03 to \$64.0 in FY '04; we are currently in discussion with OPM concerning FY '05. The state share of the Storrs-based budget, which stood at 50% in FY '91 and 40.7% in FY '02, is estimated at 35.1% for FY '05.

The Health Center's share of support from the state fell from 23.2% in FY '99 to 20.5% in FY '02 and is projected at 16.1% in FY '05. At the Health Center, the state appropriation actually drops (even after adjustment for ERIP) more than one-half million dollars from FY '04 to FY '05. The FY '05 appropriation of \$73.1 million is \$8 million below current services. The enclosed Health Center budget materials detail the programmatic priorities as well as the ongoing cost reductions and revenue enhancements necessary to create a balanced plan for FY '05. The good news on the state budget front is that the Correctional Managed Health Care program is appropriately funded for next year at \$81.1 million. This will enable us to continue our important work for the Department of Correction, including the implementation of two major initiatives (medical consolidation and mental health) designed to enhance services and achieve efficiencies on an ongoing basis.

Even if state tax receipts continue to rebound, the state budget's legal cap on expenditures creates an important context as we look to the future. The University's non-state revenue streams continue to play an ever-growing role in our financial health. These sources include private support, research funding (with new constraints on the horizon as the result of shifts in the federal budget), tuition/room/board/fees at Storrs and the regional campuses and clinical revenue at the Health Center.

IN THE AFTERMATH OF ERIP

As we had feared, the reality of the ERIP impact was even worse than its contemplation. At the Storrs-based program, the final number of employees availing themselves of the opportunity was 365, including 82 faculty, 98 professional staff, 104 maintenance staff and 81 other classified personnel. \$8.9 million was removed from the Storrs-based appropriation as a result of the state's "savings" plan. At the Health Center, the ERIP headcount was 121 people, of whom 34 were professional staff, 53 performed support and maintenance duties, 28 were Correctional Managed Health Care staff and 6 were faculty. The attendant cut to the Health Center appropriation was \$2.34 million.

The Health Center, with so few faculty leaving and with the imperative to fill clinical and Correction positions immediately, budgeted to make the necessary human resource adjustments in the course of FY '04. At Storrs, however, the combination of faculty retirements and growing enrollment posed a particularly thorny set of challenges. Without the voluntary return of many retirees (for the statutorily permissible 120 days per calendar year) to cover course offerings, this past year might otherwise have been a nightmare. The '03 - '04 school year also saw a significant increase in the hiring of adjunct faculty, but this is expected to abate considerably in Fall 2004.

However, temporary measures are just that: temporary. In the Fall of 2003, we began an aggressive faculty recruitment campaign. Searches have been undertaken for approximately 100 faculty positions. The results to date will be reported at the June 22, 2004 budget workshop.

Although the state's "savings" plan for ERIP permitted the higher education units to keep 50 cents on every retirement salary dollar, it was clear that this level of support would be utterly insufficient to

address instructional, service and operational needs at a time of record-high enrollment. As a result, the University settled on an aggregate 70% refill level, with positions and funding approved based on programmatic priorities. While the focus was on maximizing the opportunity for the reallocation of resources, it is also true that the impact of ERIP varied significantly by college, school and department. Even so, total academic reallocations (from ERIP and other vacancies) came to \$7.8 million in value (with \$7.0 million in shifts among departments within a school or college, and \$0.8 million in shifts among schools or colleges).

SPENDING REDUCTIONS AND CONTROLS

As a result of ERIP (essentially a state expense reduction program), and savings from the wage concessions agreed to by our faculty, professional staff and managers, Storrs achieved \$23.8 million in reductions. As we approach Fiscal Year 2004 closeout, we find that Personal Services/Fringe Benefits and Other Expense account balances throughout the Storrs-based program are higher than we had originally projected, but this is not surprising. In effect, managing the vicissitudes of FY '04 in a financially conservative and operationally flexible manner made the '04 year something of a "holding pattern" from a budgetary perspective. Managers have set dollars aside for FY '04 to implement the organizational restructuring in earnest, to further the impact of the academic plan, and to ensure start-up funds will be available for the many new faculty and researchers who will be joining us soon.

At the Health Center, \$58 million in operational efficiencies were achieved from FY '00 through FY '04. The FY '05 spending plan reflects an additional \$2.5 million in cost reductions and revenue enhancements necessary to produce a balanced budget.

BUDGET PRIORITIES

This proposal represents a balanced spending plan for FY '05. FY '04 figures are included for comparison.

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>FY 05-06</u>	<u>FY 06-07</u>
Storrs-based	\$ 696.1m	\$ 750.1m (7.8%)	\$795.1m (6%)	\$845.4m (6.3%)
Health Center	\$ 559.3m	\$ 595.0m (6.4%)	\$629.0m(5.7%)	\$661.6m (5.2%)
Total	\$1,255.4m	\$1,345.1m (7.1%)	\$1,424.1m (5.9%)	\$1,507.0m (5.8%)

The following state appropriation assumptions were developed in keeping with standard "current services" criteria and incorporated into the above budgets:

	<u>FY '05</u> <u>Appropriation</u>	<u>FY '06</u> <u>Approp. Request</u>	<u>FY '07</u> <u>Approp. Request</u>
Storrs-based	\$196.4 m	\$206.9 m	\$218.8 m
Health Center	\$ 73.1 m	\$ 75 m	\$ 76.4 m

(Please note: detailed charts for the current funds budgets, and their revenue/expenditure components, are found in Tab F of the budget materials.)

This balanced budget reflects the following:

- Realistic expectations of state support
- Efficiencies, cost-reductions and reallocations rolled out permanently into the base budget
- Revenue enhancement/implementation of charges previously approved by the Board.
- Expenditures for quality: targeted increases for high priority programs 1) to ensure course availability and academic enhancements for undergraduates, 2) to provide support services to a growing student population 3) to increase financial aid, and 4) to enhance initiatives in accordance with the Storrs-based Academic Plan and the Health Center's Signature Programs
- Investments to protect and enhance private fundraising
- Investments to grow research grant activity
- Impact of the initial changes resulting from the organizational restructuring of the past year.

STORRS AND THE REGIONAL CAMPUSES

As a result of UCONN 2000 and accompanying programmatic improvements, increasing numbers of high achieving students from Connecticut and from other states are making the University of Connecticut their school of choice. Growing recognition of the value of a UConn education has caused demand to skyrocket, making the Fall '04 entering class at Storrs the largest, most academically gifted and most diverse freshman class in UConn's history. At the same time, the University has worked to ensure that no qualified student is denied access, irrespective of ability to pay. Student's expectations have also soared: they come to UConn anticipating exceptional teaching and research faculty; access to a wide variety of course offerings and class sections; a meaningful level of academic and career counseling; a vibrant student life experience; and first-class academic, residential and recreational facilities.

The University must respond to these legitimate expectations, and to Connecticut's legitimate expectation that the state's talented students will have an opportunity to join UConn's community of scholars. This remains the University's greatest challenge. It is important to note that for an in-state student, tuition covers only about one-third of the cost of academic services; all charges combined (tuition, room, board and fees) cover only one-half of total costs. In short, the more in-state students, the greater the financial challenge for UConn. At one time, state support was the key to making up the difference. Now the state's operating budget constraints, as well as the continued generous capital investment of UCONN 2000, have led to the expectation of increased fiscal self-reliance on the part of the University. The University spending plan reflects the ongoing rebalancing of our revenue streams.

As we look to the future, our focus will no longer be allocating resources to support increasing size; it will shift to targeting resources to support increasing quality. Our academic plan will drive a budget that invests in high quality programs with high potential to achieve three interrelated objectives: improving undergraduate instruction, growing research productivity and enhancing the University's reputation as a center for scholarly endeavor. Two efforts currently underway will support this overarching undertaking.

- Faculty Growth: Still in early stages of development, the plan is to hire 30 additional faculty per year for five years. The cost of the plan would be nearly \$5 million per year: \$3 million for faculty and \$1.74 million for related support staff and operating expenses. As presently conceived, the plan would be heavily weighted to recruitment of faculty in the life sciences, science and technology. Approximately half of the hires would be in areas that are likely to increase research revenue. The plan would serve another, equally important purpose, which is to bring our

student/faculty ratio to 15:1. To provide some context: this ratio, which has been increasing steadily since our recent enrollment growth began in earnest, hit 17:1 in Fall 2002 and jumped to 18.16:1 with ERIP in Fall 2003. With current hiring activity and the proposed FY '05 budget, we project a Fall 2004 student/faculty ratio of 17.78:1.

- Metrics: Currently underway in the Academic Affairs Committee, this effort will serve to define a set of key metrics that will enable us to compare UConn to peer and aspirant universities, measure progress and identify resources for purposes of aligning the operating and capital budgets with our academic goals.

At the budget workshop, a significant piece of the presentation will focus on the intersect of the proposed program priorities (from both the instructional and research perspectives), the metrics project and the faculty hiring plan. While we would like to work toward hiring plan implementation in FY '06, please be aware that the \$5 million (for each 30 faculty cohort) hiring plan is not presently incorporated in the tentative FY '06 and FY '07 biennial budget. The programmatic and financial impact of a commitment of this magnitude warrant full and thorough discussion.

Revenue

The proposed budget incorporates the implementation of the following increases with regard to tuition, room, board and fees. Detailed breakouts are in Tab G of these materials.

For FY '05 the total in-state undergraduate charge will be \$14,894, an annualized increase of 8.71% over FY '04. This represents a 9.73% increase in tuition (an increase of approximately 1% over the previously approved increase of 8.75%), the previously approved 5.5% increase in room and a 9.76% increase in board (an increase of 4.79% over the previously approved increase of 4.97%) as well as the other fees approved by the Board in 2002. Out-of-state undergraduate charges would rise at approximately the same percentages, for a total charge of \$26,726 in FY '05.

For FY '06 the total in-state undergraduate charge will be \$15,760, an annualized increase of 5.81% over FY '05. This represents a 5.61% increase in tuition, the proposed 5.99% increase in room and a 6.0% increase in board as well as small increases in other fees. Out-of-state undergraduate charges would rise at approximately the same percentages, for a total charge of \$28,264 in FY '06.

For FY '07 the total in-state undergraduate charge will be \$16,782, an annualized increase of 6.49% over FY '06. This represents a 5.91% increase in tuition, the proposed 6.0% increase in room and an 8.71% increase in board as well as small increases in other fees. Out-of-state undergraduate charges would rise at approximately the same percentages, for a total charge of \$29,982 in FY '07.

While we are sensitive to the impact of increases in tuition, room, board and fees, as it turns out the increases approved last year have proven essential to balancing this year's budget, and will be critical to our FY '05 recovery from the effects of the ERIP. As described below, additional financial aid is budgeted to offset the impact of increased charges on financially needy students and families. In a dynamic college marketplace, UConn remains a tremendous value in comparison to our competitors—but it is a value only if it ensures high quality.

Tuition revenue growth—a combination of increasing enrollment and increasing rates—is projected at 10.6% for FY '05 over FY '04. (Please see Tab F Current Funds chart.) Changes in room and board (in Auxiliary Enterprises) and fees drive an increase of 5.7% for FY '05 over FY '04 revenue. Please note that in the future, growth in these revenue streams will be a function only of rate changes—

unlike the past several years, when growth reflected increased charges and increased enrollment. Other sources of revenue for FY '05 are the state appropriation of \$196.4 million (a 3.4% increase over FY '04) and research grant awards, projected at \$100 million (a 5.3% increase over FY '04).

Expenditure Highlights

- Undergraduate Course Offerings: This is the third year of our in-residence faculty program to ensure adequate offerings in high demand courses. This plan includes \$851,000 for 10 faculty (as well as teaching assistants) for FY '05. This commitment brings to 27 the number of faculty brought in under this program, of whom 19 are in the College of Liberal Arts and Science. Last year, CLAS received \$2.5 million in new funding for course coverage and extra sections to meet demand. Enrollment in introductory Biology and Chemistry courses is still on the increase and both Nursing and Family Studies are experiencing pressures. Psychology remains our largest major.
- Undergraduate Program Improvement: \$245,000 in new funding for FY '05 will support innovation in content and/or pedagogy in General Education courses, as well as a pilot program which, in '05, will assist the History and Mathematics departments to restructure their undergraduate programs based on plans developed by faculty in '04.
- Honors Program: An additional \$100,000 will support an effort to ensure our best faculty will be engaged in honors offerings.
- Enrollment Management: \$160,000 will support the addition of two admissions counselors and temporary support to process a tidal wave of applications. Applications for the class entering in Fall 2004 totaled 19,500; we expect more than 20,000 applications for next year.
- School of Business: For FY '05, \$500,000 will be allocated to assist in the implementation of the School's strategic plan, with targeted investments in the areas of finance and management.
- School of Law: \$150,000 will create a new merit-based scholarship program to assist in recruiting talented students.
- Human Rights: \$125,000 will help to support the academic programs of the Human Rights Institute, which also relies on private donations.
- School of Pharmacy: \$241,000 will support a new faculty position and a new department head position.
- Multicultural Affairs: \$261,000 will assist in ongoing Diversity Plan implementation as well as International Studies, Women's Studies and Fort Hare partnership support, and services to students with disabilities.
- Provost's Academic Plan Grant Competition: \$750,000 will fund the startup year for a grant competition for innovative interdisciplinary programs. These dollars will serve as one-time allocations; any program elements that require ongoing support must be supported by reallocations determined by the dean, or (with Provost approval) may be part of the '06 – '07 faculty hiring plan.

- Organizational Restructuring and Operations: The FY '05 proposal includes \$550,000 for security/maintenance enhancement; \$208,000 for Human Resources/Payroll; \$575,000 for Information Technology staffing, planning and support; and \$230,000 for cost and tax accounting staff. \$800,000 will pay for additional energy, operating and maintenance costs associated with new facilities.
- Athletics: The budget for the Division of Athletics remains quite stable even with changes occasioned by our growing football program. In FY '04, University support represented 21.6% of the Division's budget of \$42.6 million; the remaining 78.4% came from other sources such as ticket revenue, licensing agreements and private donations. The FY '05 budget is projected at \$44.8 million.
- Financial Aid: Financial aid represents an expenditure that, while to some extent discretionary, is inextricably intertwined with the mission of the University and is therefore treated as a "must do" in our budgets. For the last several years, each increase in student costs has been matched by increased financial aid to ensure that no student's UConn education would be denied or hampered based on financial need. For FY '05, the University will earmark \$208 million for all forms of financial aid, and \$68.5 million (including tuition waivers) of that amount will be funded with tuition revenue. In other words, a remarkable 37.3% of this University's tuition revenue is dedicated to financial aid. In fact, 75% of UConn's students received some form of assistance last year. This budget represents an increase of \$13.2 million over FY '04 total financial aid expenditures.

CROSS-UNIVERSITY COLLABORATION

- Public Health: \$375,000 each from the Storrs-based budget and from the Health Center will assist in the development of an appropriate structure for a Public Health program which engages all relevant units University-wide.
- Technology Transfer: The budget supports the continued expansion of applied research "technology transfer" capacity University-wide, with \$1.1 million in support split between Storrs and the Health Center.
- Audit and Compliance: \$500,000 each from Storrs and the Health Center will support the new audit/compliance function.

HEALTH CENTER

The Health Center continues to stay the course in moving forward its plan to achieve near term financial stability and long-term fiscal sustainability of its enterprise. The FY '05 appropriation will necessitate further difficult cost reductions and continued efforts at revenue enhancement in order to protect the stability of the FY '05 budget.

Revenue

The reduced state appropriation for FY '05 for the Health Center is \$73.1 million, down \$639,000 from last year. Of the Health Center's \$596.6 million in revenue for FY '05, sources other than the state appropriation account for an increase of \$36.2 million. Clinical revenue is \$261.8 million, an 8.3% increase over FY '04. Research revenue is \$95.8 million, an 11.2% increase over the prior year (and research awards stand at \$105 million, a 5.5% increase over FY '04). Income related to the placement of interns and residents is \$29.9 million, an increase of 8.1%. Tuition and fee revenue is

\$11.1 million, which reflects the 15% rate increase approved by the Board earlier this year, as well as an increase in enrollment. All other sources of revenue (including auxiliary) come to \$19.8 million.

Expenditures

Despite the challenging environment, the Health Center's financial commitment to the development and growth of its "Signature Programs" continues unabated in the FY '05 budget as a key funding priority. The Health Center's "Signature Programs" in cancer, cardiology, musculoskeletal medicine and Connecticut Health are the nexus for the programmatic confluence of distinguished basic science research, clinical services growth and educational excellence. Through translational research, the Health Center's investment in the integration of excellence in research, clinical care and education via the Signature Programs is the linchpin to the Center's plan for long -term fiscal sustainability.

The Health Center's FY '05 budget includes new incremental investments of \$1.5 million in the Signature Programs – bringing total investments in the Signature Programs to over \$9 million since FY '01. These new commitments will move forward the implementation of the cancer and cardiology signature programs and the specific business plans for each. Thus, in two out of the three "clinically based" Signature Programs, the Health Center has been successful in putting into place permanent leadership and concrete business plans inclusive of a defined set of performance-driven accountabilities.

A separate investment of \$2.6 million is being made toward fulfilling prior commitments in connection with the Center's Basic Science Research Strategic Plans (I and II).

Detail for the Health Center spending plan is in Tab E.

THE UCONN FOUNDATION

The fundraising program is one of UConn's great success stories, attracting private investment, enhancing our reputation and providing the margin of excellence for our programs. In FY '03, the Foundation provided \$25.6 million to support programs and students at the University; because many disbursements are made near year's end, we do not yet have a total for FY '04.

Since 1995, the Foundation's operating budget has been supported by two major revenue streams: 1) a fee on endowment and 2) a funding agreement with the University (originally at \$3.5 million in 1996 and declining to \$2.85 million for Storrs and \$250,000 for the Health Center in FY '02). This financial structure was perfectly adequate during strong financial markets, but proved problematic during the last economic downturn. In FY '03, the Foundation restructured and cut operating costs by almost 20% and the University increased its support to protect this growing revenue source. The FY '04 proposal holds the Health Center contribution steady, and increases the contribution from Storrs by \$500,000. The Memorandum of Understanding for FY '05 totals \$6 million, of which \$682,000 will come from the Health Center.

FUND BALANCE

For the Storrs-based program, the FY '04 projected year-end Unrestricted Fund Balance of \$35.0 million represents 5.5% of the FY '04 unrestricted budget (\$638.7 million) or, alternatively stated, 20 days' worth of operations.

The \$35.0 million balance includes the following: \$15.9 in Residential Life/Dining Services set aside for repair/renovation of dormitories and dining halls and periodic major equipment replacement; \$2.1 million in inventory replenishment; \$9.1 million in internally designated research awards; and \$7.9 million in designated departmental funds for encumbrances and future expenditures. The University is required under the provisions of the UCONN 2000 indentures to maintain a renewal and replacement fund to keep projects in sound operating condition; the University's fund balance serves as a reserve for this purpose as well.

At the Health Center, the FY '04 projected year-end Unrestricted Fund Balance of \$38.7 million represents 6.5% of the FY '05 unrestricted budget (\$595 million) or, alternatively stated, 24 days' worth of operations. The \$38.7 million balance includes capital budgets from other funds, \$17.2 million and other current liabilities, including Malpractice claims, of \$21.5 million.

*Please note that budget information contained in the University Senate report has been updated. This includes adjustments in the State Appropriation, State Fringe Benefits and New Buildings O&M Costs.

04/05 - A - 19

University of Connecticut (Storrs & Regional Campuses)

Financial Assumptions Related to Development of Current Funds Budget

	Fiscal Year 2005	Fiscal Year 2006	Fiscal Year 2007
	Annual % Change	Annual % Change	Annual % Change
National Inflation	1.7%	2.0%	2.2%
Budget Inflation			
E & G University Supported Accounts	0.0%	0.0%	0.0%
Energy	10.0%	10.0%	10.0%
Fringe Benefits	3.0%	3.0%	3.0%
Undergraduate In-State Tuition Rate Adjustments			
Tuition	9.73%	5.61%	5.91%
General University Fee	9.89%	6.00%	5.66%
Other Fees	12.61%	5.02%	3.31%
Room Fee	5.50%	5.99%	6.00%
Board Fee	9.76%	6.00%	8.71%
Total Student Cost-% Change	8.71%	5.81%	6.49%

	Fiscal Year 2005	Fiscal Year 2006	Fiscal Year 2007
Financial Aid (In Millions)			
Need Based			
Grants	\$40.5	\$42.5	\$44.4
Student Labor	<u>\$12.9</u>	<u>\$12.9</u>	<u>\$13.0</u>
Total Need Based	\$53.4	\$55.4	\$57.4
Scholarships			
University ^(A)	\$20.9	\$21.7	\$22.6
Non-University Scholarships ^(B)	\$6.2	\$6.2	\$6.2
Loans	\$95.4	\$99.7	\$103.6
Tuition Waivers	<u>\$32.1</u>	<u>\$34.0</u>	<u>\$36.1</u>
Total	\$208.0	\$217.0	\$225.9

Tuition Funded Need Based % / Amount ^(C)	17.8%	\$26.9	17.8%	\$28.6	17.8%	\$30.2
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	Fiscal Year 2005		Fiscal Year 2006		Fiscal Year 2007	
	Amount	% Change	Amount	% Change	Amount	% Change
Enrollment Changes						
Total Enrollment (All Campuses ex UCHC)	26,850	2.7%	27,128	1.0%	27,128	0.0%
Freshmen	4,175	1.4%	4,225	1.2%	4,325	2.4%
Total Undergraduate	19,981	3.6%	20,259	1.4%	20,259	0.0%
Graduate	6,002	0.0%	6,002	0.0%	6,002	0.0%
Professional (Law & PharmD)	867	0.0%	867	0.0%	867	0.0%
Revised State Support (In Millions-excludes fringe)	\$197.0	2.3%	\$210.6	6.9%	\$220.9	4.9%
Revised Total Operating Budget (In Millions)						
Revenues	\$757.2	7.9%	\$803.2	6.1%	\$849.2	5.7%
Expenditures / Transfers	<u>\$756.2</u>	8.0%	<u>\$802.2</u>	6.1%	<u>\$848.2</u>	5.7%
Net Gain (Loss)	\$1.0		\$1.0		\$1.0	

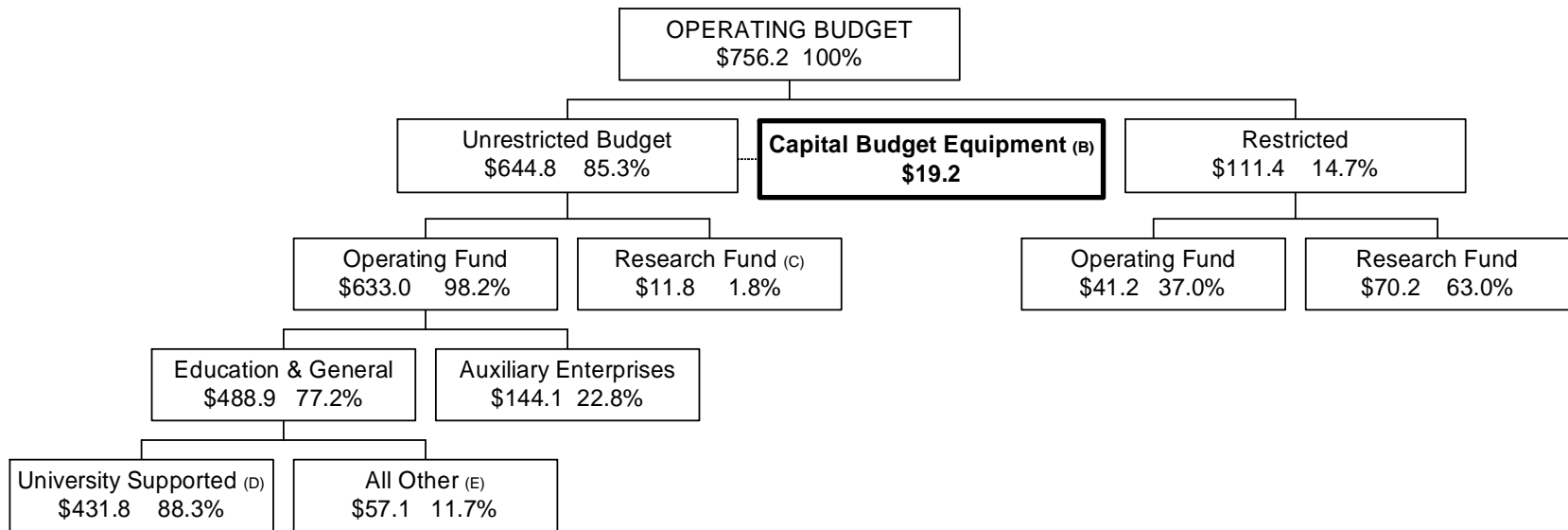
^(A) Scholarships administered by the University from various sources including the UConn Foundation.

^(B) Scholarships received directly by students from various sources outside the University.

^(C) Based on net tuition revenue after tuition waivers.

University of Connecticut (Storrs & Regional Campuses) Total Operating Expenditure Budget (in millions)^(A) - % By Categories

FY 2005



(A) Includes transfers for Bond Debt and construction projects.

(B) Capital Budget Equipment amount, funded by UCONN 2000, is shown for illustrative purposes only and is not included in the Operating Budget figures.

(C) This amount represents grant overhead funds only. Grant awards are reflected in the restricted portion of the budget.

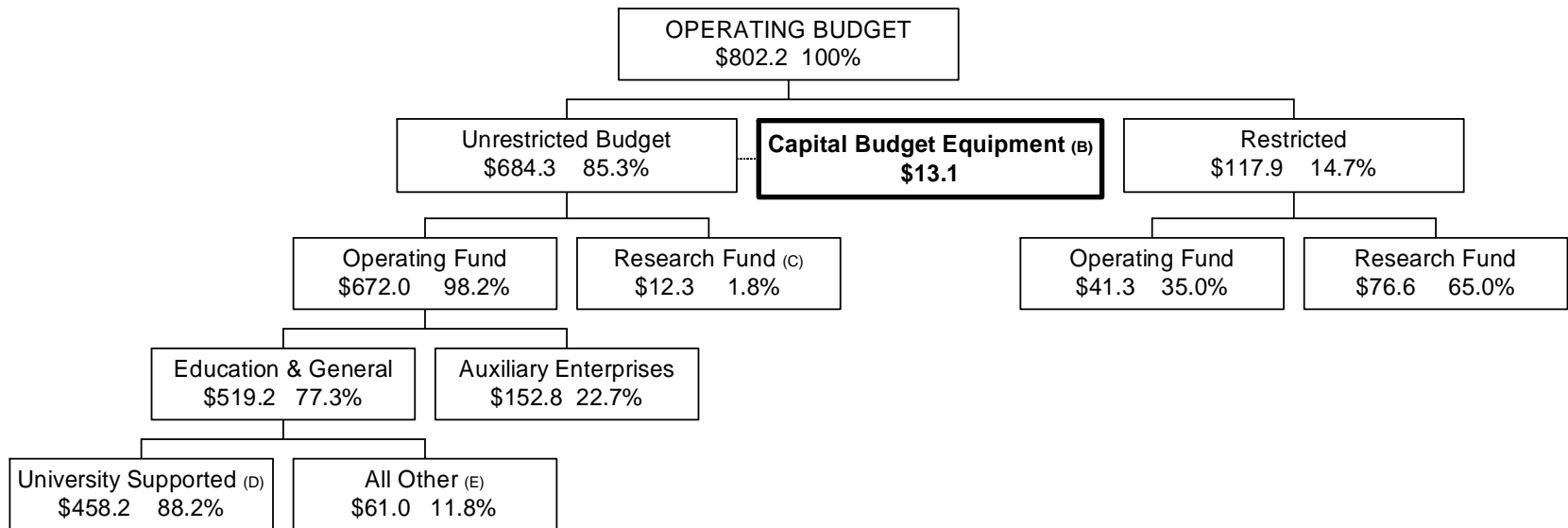
(D) Primary revenue sources are the State Appropriation and tuition receipts.

(E) Primarily E & G Enterprise activities (e.g., Continuing Ed., MBA, etc.)

University of Connecticut (Storrs & Regional Campuses)

Total Operating Expenditure Budget (in millions) ^(A) - % By Categories

FY 2006



(A) Includes transfers for Bond Debt and construction projects.

(B) Capital Budget Equipment amount, funded by UCONN 2000, is shown for illustrative purposes only and is not included in the Operating Budget figures.

(C) This amount represents grant overhead funds only. Grant awards are reflected in the restricted portion of the budget.

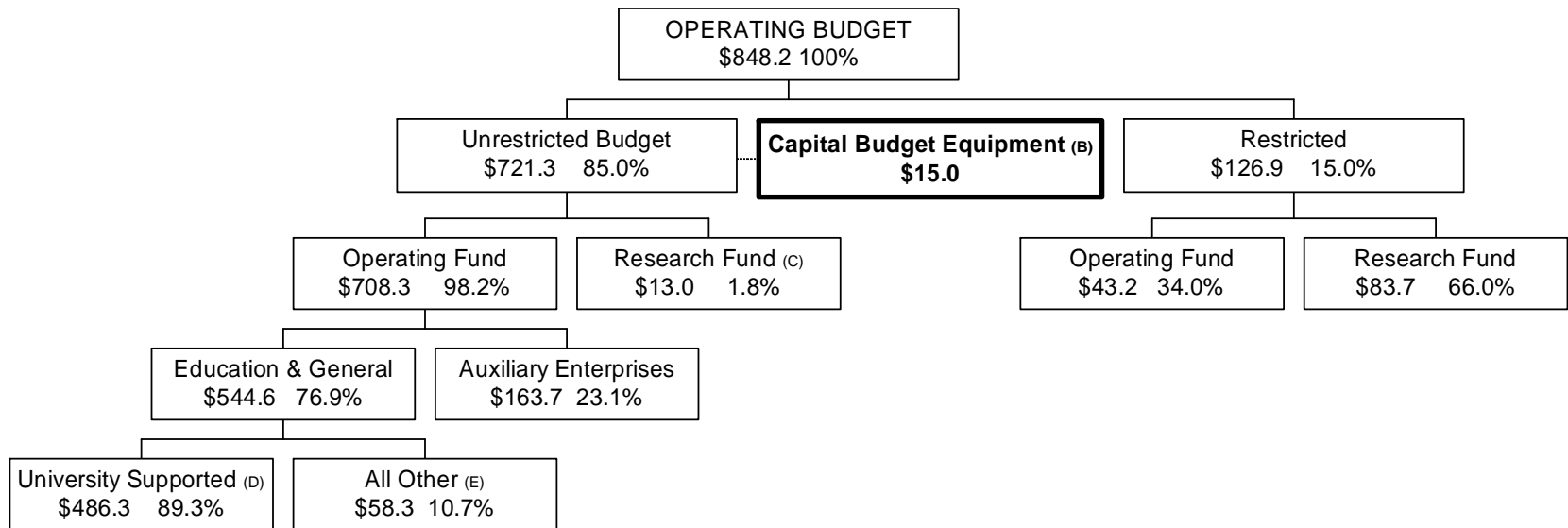
(D) Primary revenue sources are the State Appropriation and tuition receipts.

(E) Primarily E & G Enterprise activities (e.g., Continuing Ed., MBA, etc.)

University of Connecticut (Storrs & Regional Campuses)

Total Operating Expenditure Budget (in millions) ^(A) - % By Categories

FY 2007



(A) Includes transfers for Bond Debt and construction projects.

(B) Capital Budget Equipment amount, funded by UCONN 2000, is shown for illustrative purposes only and is not included in the Operating Budget figures.

(C) This amount represents grant overhead funds only. Grant awards are reflected in the restricted portion of the budget.

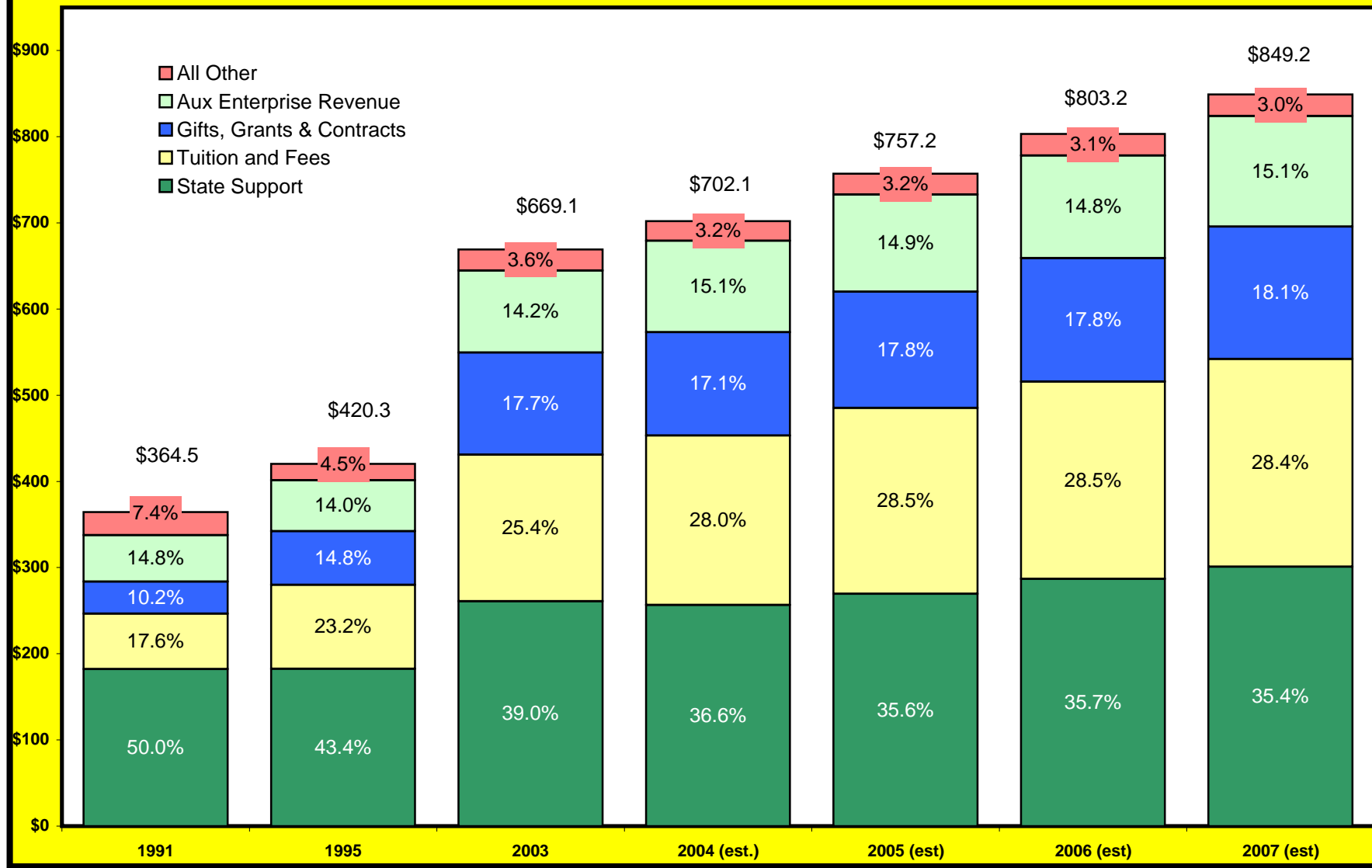
(D) Primary revenue sources are the State Appropriation and tuition receipts.

(E) Primarily E & G Enterprise activities (e.g., Continuing Ed., MBA, etc.)

University of Connecticut State Appropriation Storrs & Regional Campuses

	FY 2004 UConn Requested <u>Appropriation</u>	FY 2004 Actual <u>Allotment</u>	FY 2005 UConn Requested <u>Appropriation</u>	FY 2005 Approved <u>Appropriation</u>
Operating Fund	\$196,370,134	\$178,793,075	\$206,958,427	\$185,238,803
Tuition Freeze	\$4,741,885	\$4,741,885	\$4,741,885	\$4,741,885
Regional Campus	\$6,645,732	\$6,645,732	\$6,995,798	\$6,995,798
Vet Diagnostic Lab	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>
Total	\$207,807,751	\$190,230,692	\$218,746,110	\$197,026,486
			Fringe	\$72,665,054

University of Connecticut (Storrs & Regional Campuses)
 Comparison of Total Current Fund Revenues (in millions) by Type - Selected Fiscal Years



ATTACHMENT #5

Report of the Senate Executive Committee for the October 2004 University Senate Meeting

The Senate Executive Committee met twice since the September 13 meeting of the University Senate.

On October 1 the SEC met in closed session with President Austin and afterwards met with the Chairs of the Senate's Standing Committees to plan the agenda for the October 11 Senate meeting and to coordinate activities among the committees. The SEC then met with Karla Fox to review the University's re-accreditation process, which will take place in academic year 2005-2006.

On October 8 the SEC met with Vice President Flaherty-Goldsmith and Provost Maryanski. The two-hour conversation included such topics as grant processing, the possible criteria for the allocation of future faculty positions, the upcoming construction of a free-speech podium, and the re-scheduling of the Graduate School Commencement (so as to avoid the current challenges of holding Graduate Commencement on Saturday, an examination day for undergraduates). The group also discussed growing student demand for one-credit courses and proposed sending this question to the Senate's Scholastic Standards Committee for its analysis and policy recommendations.

The SEC is pleased to announce the following committee appointments:

Professor Poursan Faghri to the Alumni Association's Awards Committee
Professor Kathryn Myers to the University's Honors and Awards Committee
Professor William Stwalley to the University's Master Planning Committee
Professor William Stwalley to the 2004 Re-Accreditation Workshop of the New
England Association of Schools and College's Commission on
Institutions of Higher Education

The willingness of Professors Faghri, Myers, and Stwalley to devote time and energy to University service is greatly appreciated.

Sincerely,

Cyrus Ernesto Zirakzadeh
Chair, Senate Executive Committee
October 8, 2004

ATTACHMENT #6

UNIVERSITY SENATE CURRICULA AND COURSES COMMITTEE
Report to the Senate, October 11, 2004

I. 100-level courses**A. The committee recommends approval of the following new 100-level courses:**

- **ISKM 210W. Introduction to Information Technology**

Proposed catalog copy

ISKM 210W. Introduction to Information Technology

Either semester. Three credits. Not open to students who have passed GS 210

This is an overview of information technologies including fundamentals of the Internet, service protocols, web development and deployment, and fundamentals of networking.

B. The committee recommends the following changes for existing 100-level courses:

None at this time.

C. The committee recommends dropping the following 100-level courses:

- **MUSI 154 Fundamentals of Music II** Course not offered in 14 years.

D. For the information of the senate, the following course is approved for being "open to sophomores".

- **AASI 221 and SOCI 221 Sociological Perspectives on Asian American Women**

E. For the information of the senate, the following courses have had skill code W dropped:

- **AIRF 246 Air Force Studies IV**

F. New General Education courses as forwarded from GEOC**The Curricula & Courses Committee moves that the University Senate approve the following courses for the new General Education Curriculum:**

1. Courses for consideration by the University Senate in Content Area 1 (Arts & Humanities). Courses also approved for W included in list.

ANTH	230	People of the Pacific Islands
FREN	1XYW	Magicians, Witches and Wizards: Parallel Belief & Popular Culture in France
FREN	1XZW	Literature and Cultures of the Postcolonial Francophone World
FREN	211	Contemporary France
FREN	262W	From the Romantics to the Moderns
FREN	267W	Grammar and Culture
FREN	268W	Grammar and Composition
GERM	171	The German Film
GERM	251	Cultures of the German-Speaking Countries
GERM	252W	Studies in Early German Literature
GERM	253W	Studies in German Literature Around 180
GERM	254W	Studies in 19th Century German Literature

GERM	255W	Studies of German Lit of 20th and 21st Centuries
GERM	281W	German Film and Culture
GERM	284W	German Film in Cross-Cultural Perspective
PHIL	105W	Philosophy and Religion
PHIL	106	Non-Western and Comparative Philosophy
PHIL	107	Philosophy and Gender

2. Courses for consideration by the University Senate in Content Area 2 (Social Sciences).

LING	103	The Diversity of Languages
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3. Courses for consideration by the University Senate in Content Area 3 (Science and Technology). Courses also approved for Q included in list.

CHEM	124Q	Fundamentals of General Chemistry
MARN	135	The Sea Around Us

4. Courses for consideration by the University Senate in Content Area 4 (Diversity and Multiculturalism). Courses also approved for W included in list

ANTH	230	People of the Pacific Islands
FREN	1XYW	Magicians, Witches and Wizards: Parallel Belief & Popular Culture in France
FREN	1XZW	Literature and Cultures of the Postcolonial Francophone World
FREN	211	Contemporary France
GERM	251	Cultures of the German-Speaking Countries
GERM	281W	German Film and Culture
LING	103	The Diversity of Languages
PHIL	106	Non-Western and Comparative Philosophy
PHIL	107	Philosophy and Gender
SOCI	221	Sociological Perspectives on Asian American Women
AASI		

5. Courses approved by committee and reported to Senate for addition of Q skill code. These are in addition to courses listed in item 2 above.

CHEM	125Q	Fundamentals of General Chemistry
MUSI	279Q	Twentieth Century Theory and Analysis
PSYC	202QW	Principles of Research in Psychology

6. Courses approved by committee and reported to Senate for addition of W skill code. These are in addition to courses listed in item 1 and 4 above.

COMM	270	Global Communication
EEB	335W	Vertebrate Social Behavior
EKIN	258W	Mechanisms and Adaptations in Sports and Exercise
MATH	201W	Undergraduate Seminars
MCB	226W	Advanced Biochemistry Lab
NURS	213W	Nursing Research
PHIL	216W	Environmental Ethics
PHIL	296W	Senior Thesis in Philosophy

PSYC	202QW	Principles of Research in Psychology
PSYC	245W	Abnormal Psychology
PSYC	288W	Current Topics in Industrial/Organizational Psychology
SOCI	240W	Ethnicity and Race
SOCI	259W	Energy, Environment and Society
SOCI	281W	Urban Problems
SOCI	282W	Urbanization
SOCI	283W	City Life
SOCI	217W	Deviant Behavior

G. The committee recommends the adoptions of the following motions that originated in GEOC:

Add to the General Education Guidelines, PART A -3: Principles for the General Education Curriculum

Motion 1

New section e. University of Connecticut students seeking an Additional Degree or a Double Major are required to complete the requirements for both degrees/majors. Students will also be required to meet the advanced competency expectations in Computer Technology, Information Literacy and Writing for each degree/ major. If an individual course is approved to fill a competency requirement for both degree/ majors, successful completion of that course will meet that requirement for both degrees/majors.

Motion 2

New section f. All students entering the University or changing school or college within the University beginning with the Fall semester 2005 are expected to meet these General Education Requirements. Bearing in mind the principles outlined in this document, the Dean of the admitting School or College may make substitutions to the requirements for students who entered higher education prior to fall 2005 and on a continuing basis for other students. Each Dean will submit an annual report summarizing this activity to GEOC by the end of the Spring semester each year.

Editorial re-letter section e to become g and f to become h.

Motion 3

GEOC approval is required for any General Education course offered in intensive sessions. Approval will not be given for W courses.

Respectfully submitted,
Laurie Best, Mark Boyer, Margaret Breen, Janice Clark, Anne D'Alleva, Roger Chaffin,
Michael Darre, Andrew DePalma, Douglas Hamilton, Shirley Roe, Veronica Makowsky
Robert G. Jeffers (Chair)