

University of Connecticut

**Appropriations Committee Follow-Up Questions
for Higher Education Subcommittee Work Session**

3/29/19

- 1. Provide a breakdown of federal funding for FY 18 actual or FY 19 projected. Please explain how federal funding is reflected in UConn’s budget approved by the Trustees.**

Federal Funding (\$M)		
	FY18	FY19 Projection
Operating	\$45.1	\$47.2
Research	\$63.8	\$67.1
	\$109.0	\$114.3

The federal funding above is included in UConn’s Board of Trustees’ (BOT) budget in two parts highlighted below. The federal operating funds are within the Grants and Contracts revenue line and includes non-research federal grants and federal financial aid (e.g., Pell grants). The federal research funds are included within the Research Fund line.

FY18 Operating Budget	
Revenues (\$M)	
Appropriation	191.3
Fringe Benefits & Adjustments	151.6
Total State Support	\$ 342.9
Tuition	402.7
Fees	136.1
Total Grants & Contracts	77.9
<i>Federal non-research grants (incl Pell financial aid grant)</i>	<i>45.1</i>
<i>Other state/private non-research grants/contracts</i>	32.8
Foundation/Endowment	22.1
Sales & Services	23.6
Auxiliary Enterprise Revenue	217.5
Other Revenue	13.9
Total Operating Fund	\$ 1,236.8
Research Fund	107.5
<i>Federal research-based grants</i>	<i>63.8</i>
<i>State/private research grants</i>	43.7
Total Current Funds Revenues	\$ 1,344.3

2. Provide an update of Next Gen:
 - a. Additional students added under it
 - b. Additional faculty and staff added under it
 - c. Funding – I had provided the attached information previously. Please let me know if you disagree with anything, and if so, why. In addition, please fill in the UConn contributions for FY 18 and FY 19.
 - d. Bonding

The table below compares the original NextGenCT plan to actual operating & capital support received. Given the state’s financial condition, the NextGenCT capital program has experienced deferrals and is scheduled to be completed in 2027, despite these deferrals. Overall capital support from the State is consistent with the original plan. The amount of operating funds appropriated from the State has been reduced significantly relative to the original plan, which has affected our capacity to hire new faculty and achieve the increases planned in student enrollment. Due to the shortfalls in state operating support for the NextGenCT program, the University has hired 174 new faculty with a combination of state and University funds and enrollment has grown by 1,677 new students. The table below shows that from FY15 to FY19, NextGenCT operating support was 31% of planned levels.

	FY15	FY16	FY17	FY18	FY19	FY15 - FY19
Total Block Grant	\$222,211,690	\$240,626,191	\$220,753,006	\$191,330,933	\$189,689,790	
NextGenCT - Operating						
Original State Operating	\$17,409,847	\$33,785,372	\$53,989,905	\$70,292,699	\$80,568,495	\$256,046,318
Actual State Operating	\$7,611,670	\$19,144,737	\$18,309,995	\$17,042,447	\$16,781,040	\$78,889,889
UConn Contribution	\$14,048,942	\$15,834,498	\$21,887,021	\$23,808,415	\$24,073,861	\$99,652,737
% of Original	44%	57%	34%	24%	21%	31%
NextGenCT - Capital						FY15 - FY19
Original Capital Funds	\$147,500,000	\$185,494,000	\$167,400,000	\$233,606,000	\$251,000,000	\$985,000,000
Actual Capital Funds	\$205,000,000	\$204,400,000	\$179,290,000	\$190,585,850	\$200,000,000	\$979,275,850
% of Original	139%	110%	107%	82%	80%	99%

The OFA chart sent (attached) does not accurately reflect UConn’s method of allocating reductions subsequent to appropriations. The accurate “Revised UConn Method of Allotment” is highlighted in the OFA chart along with UConn’s contribution to the program, as also illustrated in the chart above.

In FY15, UConn allotted all \$7.4M in reductions to NextGenCT, leaving actual support at \$7.6M. Beginning in FY16, the State placed the NextGenCT funding in a separate line item, and the reductions were specified and accounted for accordingly by the State.

3. Provide a five-year history of payroll (PS) changes. Please provide actual PS spending for prior years and projected for FY 19.

From FY15 to FY19, two major changes in PS expenses took place. First, fringe benefit expenses grew at a much faster rate (20.4%) than salaries (6.3%). As you know, the actual fringe rates are determined by the State Comptroller and a major percentage of the fringe rates are assigned to cover the state’s unfunded pension liabilities. Second, as the state support continues to decline, UConn has had to cover

a greater share of its employee salary and fringe costs. The attached slide deck entitled “Fringe Benefits,” provides more detail about the ballooning fringe benefit costs impacting UConn (and UConn Health’s) budgets and competitiveness. In FY20, UConn is expected to have to pay an additional \$44M in increased fringe benefit costs from the FY19 budget. With these increasing fringe costs UConn is currently projected to end FY20 with a \$16.4M deficit.

State Supported						
Expenses (\$M)	FY15	FY16	FY17	FY18	FY19 Budget	Change from FY15-FY19
Salaries & Wages	222.2	221.5	217.9	189.2	187.4	-34.8
Fringe Benefits	128.5	144.1	153.4	151.7	147.8	19.3
	\$350.7	\$365.6	\$371.3	\$340.9	\$335.2	-\$15.5
UConn Funded						
Expenses (\$M)	FY15	FY16	FY17	FY18	FY19 Budget	Change from FY15-FY19
Salaries & Wages	303.0	320.9	325.0	367.2	370.6	67.7
Fringe Benefits	115.0	109.9	102.4	123.6	145.5	30.5
	\$418.0	\$430.7	\$427.4	\$490.8	\$516.1	\$98.1
TOTAL EXPENSES						
Expenses (\$M)	FY15	FY16	FY17	FY18	FY19 Budget	Change from FY15-FY19
Salaries & Wages	525.2	542.4	542.9	556.4	558.0	32.9
Fringe Benefits	243.5	254.0	255.8	275.3	293.3	49.8
	\$768.7	\$796.3	\$798.7	\$831.7	\$851.3	\$82.6

4. Provide copies of the most recent management and faculty salary studies.

The following table shows that average UConn faculty salaries are less than faculty salaries at peer and aspirant institutions after accounting for regional cost differences.¹ Moreover, the attached study that is submitted biennially pursuant to CGS 10a-158 (c), shows comparisons of UConn senior administrator salaries with those nationwide, and our average annual salary for senior administrators is lower than the average salary for public research universities nationwide.

¹ Regional cost differences simply reflect the fact that some locations face higher prices than others. The U.S. Bureau of Economic Analysis’s 2016 Regional Price Parity index shows that Connecticut’s prices are 8.7% higher than the national average. To equalize purchasing power, we divide the salary figure by the index.

School	Average Salary (\$1000s)						
	Professor	Associate Professor	Assistant Professor	Instructor	Lecturer	No Rank	All Ranks
U Connecticut	141.1	95.3	83.9	68.8	71.2		102.1
Peers							
Indiana U-Bloomington	157.5	107.8	110.6		70.9		118.8
Michigan St U	165.7	109.2	88.5				123.8
Purdue U-Main Campus	157.7	112.1	99.3	81.5		64.8	123.4
U Delaware	154.5	108.8	91.9	75.1			117.6
U Georgia	140.9	104.7	96.6	55.0	78.3		111.3
U Kansas	142.1	93.8	84.9		62.2		105.6
U Kentucky	144.2	105.9	95.0		69.7		111.5
U Utah	138.8	97.4	88.7		65.5	34.6	97.0
Average of Peers	150.2	105.0	94.4	70.6	69.3	49.7	113.6
Aspirants							
Ohio St U-Main Campus	168.0	113.4	100.1	138.9			133.1
Pennsylvania St U-Main Campus	159.6	109.0	91.9	63.6	58.9		108.0
U California-Davis	144.8	99.0	84.0		68.2		115.1
U Florida	149.5	100.3	88.5		70.7		112.2
U Illinois Urbana-Champaign	152.2	105.4	96.6	56.7	68.5		116.5
U Maryland-Colle Park	146.8	99.3	87.1	62.3	58.0		108.5
The U Texas Austin	170.9	111.0	104.7		83.0		123.8
U Wisconsin-Madison	146.8	110.0	96.4	70.8	72.3		116.9
Average of Aspirants	154.8	105.9	93.7	78.5	68.5		116.8

Source: American Association of University Professors, AAUP 2017-18 Faculty Compensation Survey: The Annual Report on the Economic Status of the Profession, 2017-18.

Data are adjusted using the US Bureau of Economic Analysis's Regional Price Parity index (SARPP) to control for regional price differences. See <https://apps.bea.gov/itable/itable.cfm?ReqID=70&step=1>.

5. If the UPL were excluded from the UConn fringe rate, how would the rate compare to UConn peers and competitors?

If the cost of the Unfunded Pension Liability (UPL) was removed from the fringe rate, the gap between UConn’s sponsored program fringe rates and those of our peers would be cut in half, creating a savings of about \$3.6M for the University. While the gap between the rates would be reduced, the removal of the UPL would not bring our fringe rates all the way down to the peer average. The reason the removal of UPL does not bring us to parity with peers is that the SERS retirement rate also includes a large component for Retiree Health that significantly contributes to the remaining gap in sponsored fringe rates between UConn and our peers.

In addition to research, the remaining non-state general fund sources (eg. tuition, housing and dining services, etc) also contribute about \$12.1M towards the state’s unfunded pension liability. The attached slide deck entitled “Fringe Benefits,” provides more detail about the ballooning fringe benefit costs impacting UConn (and UConn Health’s) budgets and competitiveness. Slide 13 shows the estimated dollar impact on the unfunded pension and retiree health costs on our budgets. Slide 15 shows the comparison of UConn’s research fringe rate to peers and aspirants.

6. Provide the following information for the past three years (and projected FY 19):

a. Overtime costs

These overtime costs are mostly associated with scheduling due to unforeseen staff absences and attrition, and additional security costs for scheduled events. Over 92% of these costs are attributed to Facilities and Public Safety overtime costs.

	FY16	FY17	FY18	FY19 Projection
Overtime Salary	\$5,972,054	\$6,614,998	\$7,488,957	\$7,754,413
Overtime Fringe	\$3,350,322	\$3,638,249	\$4,268,706	\$4,420,015
Total	\$9,322,376	\$10,253,246	\$11,757,663	\$12,174,428

b. Administrative personnel costs (include PS and fringe): Please explain which staff are included.

Administrative costs have stayed relatively flat since FY16 and include areas with direct administrative institutional support such as the Offices of the President, Provost, Controller, Human Resources, General Counsel, Vice President for Research, Executive Vice President of Administration and CFO, and Diversity and Inclusion.

Administrative Personnel Costs				
	FY16	FY17	FY18	FY19 Projection
Salaries	\$25,946,564	\$26,960,489	\$25,767,186	\$25,621,158
Fringe	\$14,788,794	\$16,820,677	\$16,358,137	\$17,165,979
Total	\$40,735,358	\$43,781,166	\$42,125,323	\$42,787,137

c. Concessions revenue – Gampel

The concession revenue below includes events at Gampel and other sporting events around campus (hockey, soccer, etc.).

	FY16	FY17	FY18	FY19 Projection
Athletics Concessions	\$120,788	\$100,397	\$92,200	\$95,000

UConn does not receive any revenue from concessions at XL Center or Rentschler Field. Those concession revenues go to the State. The University does, however, have costs associated with games played at the XL Center and Rentschler Field as noted in the chart below.

Athletics - XL/Rentschler costs						
	FY2018			FY2019 (Projection)		
	XL Center	Rentschler Field	Total	XL Center	Rentschler Field	Total
Rent	\$956,000	\$1,029,000	\$1,985,000	\$996,500	\$1,032,000	\$2,028,500
Surcharge (tickets)	\$506,087	\$296,070	\$802,157	\$478,827	\$245,700	\$724,527
Other Expenses*	\$38,185	\$474,121	\$512,306	\$30,292	\$759,916	\$790,208
	\$1,500,272	\$1,799,191	\$3,299,463	\$1,505,619	\$2,037,616	\$3,543,235
*Includes costs for sound system, light towers, season parking passes, etc						

d. Number of adjuncts by campus, along with total personnel costs (PS and fringe) by campus

The personnel costs below include all activity directly coded to each campus. Note that all full-time faculty are assigned to academic departments based in Storrs, so their salary and fringe costs are included in Storrs expenditures.

Total Personnel costs (PS & FB) (\$M)				
Campus	FY16	FY17	FY18	FY19 Projection
Avery Point	\$3.6	\$3.5	\$3.7	\$3.7
Hartford	\$5.1	\$5.0	\$5.0	\$5.2
Stamford	\$4.7	\$4.2	\$4.6	\$4.9
Waterbury	\$3.6	\$3.8	\$3.8	\$4.0
Storrs	\$779.4	\$782.2	\$814.6	\$833.5
Total	\$796.3	\$798.7	\$831.7	\$851.3

The personnel counts in the following table are based on teaching campus location. As mentioned above, the academic departments in Storrs cover the salary and fringe costs of full-time faculty, regardless of where they teach. In contrast, the salary costs of adjunct faculty are covered by the campus where they teach.

Faculty FTE and Adjunct Counts by Campus				
	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Storrs (includes Law and Social Work)				
Tenured/Tenure-track	1,052	1,061	1,064	1,048
Non-tenure-track	309	334	356	357
Adjuncts	424	401	472	489
Total	1,785	1,796	1,891	1,894
Avery Point				
Tenured/Tenure-track	30	29	31	32
Non-tenure-track	8	9	8	7
Adjuncts	49	43	47	49
Total	86	81	85	88
Hartford				
Tenured/Tenure-track	25	26	27	23
Non-tenure-track	10	11	15	20
Adjuncts	66	56	66	62
Total	101	93	108	105
Stamford				
Tenured/Tenure-track	30	26	29	30
Non-tenure-track	19	18	25	34
Adjuncts	72	70	76	88
Total	121	114	130	151
Waterbury				
Tenured/Tenure-track	16	15	13	13
Non-tenure-track	9	10	10	8
Adjuncts	40	45	48	44
Total	65	70	71	65

NOTE: Tenure-track faculty are full-time faculty who are expected to perform both research and teaching duties. They are eligible to obtain tenure upon reaching a level of research productivity and distinction in their respective field. Non-tenure track faculty are faculty who are expected only to teach classes, and are not eligible for tenure. Adjunct faculty are part-time teaching faculty.

7. Explain why in prior years UConn has chosen to reflect midyear block grant reductions as reductions to the state’s Next Gen PS funding.

In FY15, NextGenCT was not a separate line item (SID) and was included in the block grant/operating fund allotment. FY15 midyear cuts/reductions/lapses of \$7.4M were assigned to NextGenCT rather than the general fund as these reductions would not allow us to support both the costs of hiring for a new program and the costs of funding already existing faculty salaries. Beginning in FY16, NextGenCT was broken out as a separate line item in the block grant, and the State directed how midyear reductions were to be allocated.

8. Explain how your discretionary funds have changed due to the SEBAC agreement, the impact of SEBAC on your budget, and what the SEBAC increases have prevented UConn from doing.

The SEBAC agreement certainly affects UConn’s budget by way of mandated contractual salary increases, no layoff clauses, and influence on the State fringe rates, but we recognize that such requirements are somewhat normal outcomes of labor agreements, and so we plan for these costs on a normal basis.

Collective Bargaining Increase Cost (\$M)							
(Excludes non-union employees)							
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Salary Cost	\$16.0	\$17.3	\$0.0	\$0.0	\$8.6	\$18.3	\$20.8
Fringe Cost	\$8.5	\$9.4	\$0.0	\$0.0	\$4.9	\$10.4	\$11.9
	\$24.5	\$26.7	\$0.0	\$0.0	\$13.5	\$28.7	\$32.6

9. Explain the effects of UConn not being able to negotiate your own contracts. Please further clarify how the bargaining process works for UConn – which units UConn bargains with directly over what terms (e.g., daycare subsidy is bargained outside of SEBAC).

Bargaining Unit	Head Count	UConn's ability to bargain			
		Wages	Work Conditions	Health Benefits	Retirement Benefits
AAUP	1841	Yes	Yes	No	No
UCPEA	1900	Yes	Yes	No	No
Classified*	735	No	No	No	No
Postdoctoral Research Associates	140	Yes	Yes	Yes	Yes
Graduate Assistants	2078	Yes	Yes	Yes	Yes
Exempt**	413	N/A	N/A	N/A	N/A

*Classified includes protective service, maintenance, clerical, and social service employees in the State unions.

** Exempt includes law school faculty, graduate interns, management and confidential employees who are not part of a bargaining unit.

The bargaining process is, as it is for all state employee unions, governed by the State Employee Relations Act (CGS 5-270, et. seq). Though the Office of Policy and Management (OPM) is authorized to administer and negotiate collective bargaining agreements for the state (4-65a), there are a few exceptions to this. UConn is authorized to negotiate with its unions that are comprised of unclassified employees, faculty (AAUP), professional employees (UCPEA), graduate assistants (GEU-UAW) and post-doctoral research associates (Pd-UAW), who the University is currently in bargaining on an initial contract. Unclassified employees are defined in Section 5-198 (12*) of the general statutes. However, the University is only authorized to bargain directly on wages and work conditions with our unions. Employee retirement and health benefits are bargained statewide, led by the CT Office of Labor Relations (OLR) and OPM. SEBAC is authorized by section 5-278 to negotiate on a coalition basis.

The effects of the University not being able to negotiate its own contracts are varied. When the classified employee union contracts are negotiated, representatives from UConn are part of the bargaining team, which typically has a number of individuals from agencies across the State, and UConn is just one of those agencies. The University's interests may not align with other State agencies and/or be a priority for the chief negotiator, and therefore achieving changes that are specific to the University needs are very difficult to achieve.

The bargaining of the collective bargaining agreements that are specific to the University (unclassified employees, noted above), requires intimate knowledge of the day to day operations of the University. Operational and procedural questions regarding contract application and interpretation arise daily and inform subsequent bargaining. Familiarity with the priorities and vision of University leadership, and with the stakeholders at every level is essential to informing a strategic approach to negotiations. An on the ground view and strong working relationship between management and labor relations is key. The labor relations team working directly with all levels of the University community is best suited to lead those efforts on behalf of the University.

For classified employees, during the course of the administration of the collective bargaining agreement, if UConn needs certain changes, e.g. schedules for maintenance employees based upon University operations to be negotiated, we must request that the OLR negotiate those changes on our behalf. The University works very well with the OLR, but if the Administration is not in favor of the change, then the negotiations will not occur, negatively impacting the University. If the Administration is in favor, it creates an additional layer of negotiations –first with OLR and then with the Union–and then UConn is informed of the agreement being reached or conversely UConn is authorized to negotiate, but OLR has provided the parameters under which that agreement can be negotiated and OLR still remains the entity with authority to approve and enter into such agreement. In certain other instances, this creates a two-tier benefit problem for the University. The classified unions and the unclassified unions (with the exception of the SEBAC negotiated benefits, i.e. pension and healthcare) at UConn have different benefits with respect to vacation, sick, personal leave and pay out of those benefits at retirement.

****5-198(12)** All members of the professional and technical staffs of the constituent units of the state system of higher education, as defined in section 10a-1, of all other state institutions of learning, of the Board of Regents for Higher Education, and of the agricultural experiment station at New Haven, professional and managerial*

employees of the Department of Education and the Office of Early Childhood and teachers certified by the State Board of Education and employed in teaching positions at state institutions;

10. Of the 2413 positions listed in the budget, how many of them are filled and vacant?

All of the positions funded by the State block grant are filled. We currently assign about 2,150 employees to the block grant to make up the total appropriation. This is lower than the authorized count of 2,413 due to the decrease in the appropriation over the last several years.

As you know, the State provides UConn with a “block grant” rather than specific line item appropriations for various programs (the “block grant” includes the budget line items entitled “Operating Expenses” and “NextGenCT”) - **100% of UConn’s block grant is used for employee salaries**. The number of positions paid for with the state block grant is only a portion (~47%) of UConn’s total of approximately 5,000 employees.

The salaries of (and fringe benefit costs for) UConn’s remaining employees (~53% of UConn’s total workforce) are paid using non-state funds such as tuition, housing and dining fees/revenues external grant funds, etc.

11. What amount of your budget (state appropriation) is PS?

As noted above, 100% of the block grant is used to cover the costs of personnel services (PS). The State appropriation covers 47% of UConn employee salaries and fringe benefits; UConn must cover the remaining 53% with non- state funds (tuition, dining, fees, research, etc).

12. Show how many employees are paid by fund source?

Employees by Fund Source	
(Excluding Graduate Assistants)	
Fund Source	Count
University Supported (State Support/Tuition)	3670
Federal	291
Non-federal grants and contracts	101
Auxiliary*	515
Other**	392
Grand Total	4969
*Includes student services such as Housing, Dining, Health Services, Parking, Jorgensen, etc.	
**Includes revenue-generating areas, credit/fee programs, unrestricted indirect cost returns, and foundation support.	

13. What was the percentage of state support from 1995 to now?

Please see attached chart, containing the state support as a percentage of total operating budget revenues from FY95/96 – FY18/19. In FY96 state support was 43.1% of total revenues, while in FY19 it drops to 25.4%.

14. Can you provide a breakdown of Finish in Four (or graduation rates) at all campuses?

Tables below include both 4-year and 6-year graduation rates by campus. Caution is warranted when comparing graduation rates between Storrs and regional campuses, because while Storrs has mostly full-time students, many of the students at the regional campuses attend as commuters working full-time, and so it is normal for these students to graduate in more than 4 or 6 years.

Four-Year Graduation Rates by Campus					
Entering Term	Storrs Campus	Avery Point Campus	Hartford Campus	Stamford Campus	Waterbury Campus
Fall 2006	67%	22%	32%	21%	23%
Fall 2007	68%	29%	29%	34%	25%
Fall 2008	67%	29%	30%	22%	27%
Fall 2009	70%	29%	33%	25%	27%
Fall 2010	70%	36%	32%	33%	35%
Fall 2011	70%	37%	30%	33%	37%
Fall 2012	73%	33%	41%	37%	43%
Fall 2013	73%	42%	38%	34%	39%
Fall 2014	72%	43%	37%	42%	46%

Six-Year Graduation Rates by Campus					
Entering Term	Storrs Campus	Avery Point Campus	Hartford Campus	Stamford Campus	Waterbury Campus
Fall 2006	82%	47%	59%	53%	44%
Fall 2007	83%	48%	54%	62%	48%
Fall 2008	81%	54%	54%	48%	52%
Fall 2009	83%	49%	58%	57%	57%
Fall 2010	82%	57%	57%	58%	59%
Fall 2011	83%	58%	62%	64%	60%
Fall 2012	85%	58%	65%	67%	64%

15. Can you provide a 5 year look at the number of women and minorities enrolled and graduated in Engineering and STEM?

Undergraduate Enrollment in STEM Fields

Female	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		% Increase Fall 2014 to Fall 2018
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	
Engineering (incl. Undecided)	628	22.9%	688	22.6%	799	23.9%	830	24.6%	881	25.3%	40.3%
All Other STEM Fields	5,047	62.5%	5,265	63.0%	5,470	63.7%	5,586	64.1%	5,728	64.5%	13.5%
Non-STEM Fields	5,559	48.5%	5,498	48.4%	5,351	48.0%	5,429	48.4%	5,360	48.2%	-3.6%
Total Undergraduate Female Headcount	11,234	50.4%	11,451	50.3%	11,620	50.3%	11,845	50.8%	11,969	51.0%	6.5%

Minority	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		% Increase Fall 2014 to Fall 2018
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	
Engineering (incl. Undecided)	663	24.1%	764	25.1%	895	26.7%	989	29.3%	1,094	31.5%	65.0%
All Other STEM Fields	2,485	30.8%	2,627	31.4%	2,831	33.0%	2,996	34.4%	3,223	36.3%	29.7%
Non-STEM Fields	3,257	28.4%	3,389	29.8%	3,561	31.9%	3,818	34.0%	3,958	35.6%	21.5%
Total Undergraduate Minority Headcount	6,405	28.7%	6,780	29.8%	7,287	31.6%	7,803	33.5%	8,275	35.3%	29.2%

Bachelor's Degrees Awarded in STEM Fields

Female	2013 - 2014		2014 - 2015		2015 - 2016		2016 - 2017		2017 - 2018		% Increase 2014 to 2018
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	
Engineering	82	17.6%	116	23.2%	124	21.2%	165	22.4%	174	23.0%	112.2%
All Other STEM Fields	1,283	63.4%	1,321	61.9%	1,334	63.9%	1,424	63.9%	1,485	65.2%	15.7%
Non-STEM Fields	1,395	51.5%	1,359	50.6%	1,307	51.8%	1,296	50.5%	1,315	50.9%	-5.7%
Total Bachelor's Degrees Awarded to Females	2,760	53.1%	2,796	52.6%	2,765	53.2%	2,885	52.2%	2,974	52.9%	7.8%

Minority	2013 - 2014		2014 - 2015		2015 - 2016		2016 - 2017		2017 - 2018		% Increase 2014 to 2018
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	
Engineering	96	20.6%	119	23.8%	131	22.4%	167	22.7%	195	25.7%	103.1%
All Other STEM Fields	500	24.7%	555	26.0%	532	25.5%	635	28.5%	702	30.8%	40.4%
Non-STEM Fields	558	20.6%	636	23.7%	637	25.2%	610	23.8%	730	28.3%	30.8%
Total Bachelor's Degrees Awarded to Minorities	1,154	22.2%	1,310	24.6%	1,300	25.0%	1,412	25.5%	1,627	29.0%	41.0%

January 8, 2018

TO: Members of the Higher Education and Employment Advancement Committee
Members of the Higher Education Appropriations Subcommittee
Chairs and Ranking Members of the Appropriations Committee

Attached, please find documentation related to administrative compensation and the ratio of administrators to students and faculty at the University of Connecticut, which is being submitted by the university to comply with Connecticut General Statutes Sections 10a-158 (c) (1) & (2) – Public Act 13-143.

We are pleased to note, that once again, the university's current salaries for administrator positions, in aggregate, are consistent with salaries for positions with comparable duties and responsibilities in two public academic comparison markets, the top 20 public research institutions and the top 50 public institutions. See Attachment 1.

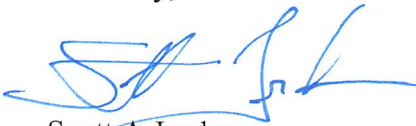
The University reengaged Sibson Consulting to assist with the market assessment for all administrator positions against peer public institutions. Consistent with previous reports submitted, survey matches were selected based on the content of the position, not the title. Titles may vary considerably in the market, therefore; comparisons were made comparing job responsibilities and requirements.

Approximately half of UConn's administrator salaries fall within a range (+/- 15%) of the higher education market median and a large number of salaries (42%) fall below 85% of the market median. As a top 20 public research institution, UConn remains committed to recruiting and retaining high quality faculty and staff, while practicing fiscal responsibility by ensuring that administrative compensation is consistent with national market standards in higher education.

In addition, UConn has a lean administrative staff relative to peer public institutions of higher education. It ranks #1 in student to administrator ratio and #3 in faculty to administrator ratio. See Attachment 2.

Please do not hesitate to contact Joann Lombardo or me if you have questions.

Sincerely,



Scott A. Jordan
Executive Vice President for Administration and Chief Financial Officer

ATTACHMENT 1

University of Connecticut

ADMINISTRATOR COMPENSATION ASSESSMENT

Market Pricing Details

January 3, 2018

Competitive Assessment Results by Position Detail

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Assistant Dean of Students, School of Law	\$149,385	Top 20 Public	\$195,121	\$217,954	\$223,978
		Top 50 Public	\$176,802	\$199,941	\$229,812
Assistant Dean, Chief Operations Officer	\$111,000	Top 20 Public	\$135,244	\$154,172	\$190,636
		Top 50 Public	\$122,229	\$140,576	\$164,719
Assistant Dean, College of Liberal Arts and Sciences	\$185,378	Top 20 Public	\$155,530	\$177,298	\$219,232
		Top 50 Public	\$140,563	\$161,662	\$189,427
Assistant Dean, NEAG School of Education	\$129,264	Top 20 Public	\$135,244	\$154,172	\$190,636
		Top 50 Public	\$122,229	\$140,576	\$164,719
Assistant Dean, School of Law	\$135,000	Top 20 Public	\$135,244	\$154,172	\$190,636
		Top 50 Public	\$122,229	\$140,576	\$164,719
Assistant Vice President Center for Students with Disabilities	\$142,560	Top 20 Public	\$148,072	\$179,376	\$192,604
		Top 50 Public	\$138,328	\$167,461	\$189,162
Assistant Vice President for Alumni Relations	\$181,400	Top 20 Public	\$160,064	\$236,792	\$283,074
		Top 50 Public	\$164,302	\$209,468	\$246,835
Assistant Vice President for Brand Strategy	\$168,000	Top 20 Public	\$189,950	\$213,870	\$281,805
		Top 50 Public	\$140,864	\$175,790	\$213,870
Assistant Vice President for Diversity and Inclusion	\$170,000	Top 20 Public	\$187,255	\$220,443	\$306,428
		Top 50 Public	\$175,707	\$209,067	\$234,251
Assistant Vice President for Enrollment Policies and Strategic Initiatives	\$157,350	Top 20 Public	\$202,589	\$217,340	\$265,479
		Top 50 Public	\$200,144	\$216,665	\$248,943

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Assistant Vice President for Student Activities	\$138,897	Top 20 Public	\$108,910	\$147,194	\$196,856
		Top 50 Public	\$92,209	\$115,032	\$127,145
Assistant Vice President Student Affairs (Budget/Finance/IT)	\$146,579	Top 20 Public	\$135,244	\$154,172	\$190,636
		Top 50 Public	\$122,229	\$140,576	\$164,719
Assistant Vice Provost and Executive Director of the Center for Career Development	\$181,910	Top 20 Public	\$136,854	\$148,680	\$171,895
		Top 50 Public	\$115,873	\$135,118	\$155,908
Assistant Vice Provost Center for Excellence in Teaching and Learning	\$168,350	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$102,310	\$114,068	\$153,626
Assistant Vice Provost for Enrichment Programs and Director, Honors Program	\$148,835	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$204,051	\$230,391	\$248,661
Assistant Vice Provost for Finance and Administration	\$117,000	Top 20 Public	\$135,244	\$154,172	\$190,636
		Top 50 Public	\$122,229	\$140,576	\$164,719
Assistant Vice Provost Institute for Student Success	\$162,740	Top 20 Public	\$165,854	\$175,149	\$203,949
		Top 50 Public	\$152,201	\$173,854	\$188,307
Associate Dean for Extension & Associate Director for the Cooperative Extension System	\$192,800	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$176,842	\$180,560	\$247,018
Associate Dean of Students	\$115,000	Top 20 Public	\$144,680	\$169,988	\$173,236
		Top 50 Public	\$129,095	\$144,680	\$171,792
Associate Director of Residential Life	\$103,000	Top 20 Public	\$121,791	\$143,762	\$156,562
		Top 50 Public	\$117,223	\$136,457	\$147,972
Associate Vice President and Chief Human Resources Officer	\$205,000	Top 20 Public	\$236,882	\$300,049	\$320,141
		Top 50 Public	\$228,092	\$247,696	\$300,049

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Associate Vice President and Dean of Students	\$187,500	Top 20 Public	\$170,211	\$199,986	\$203,807
		Top 50 Public	\$151,877	\$170,211	\$202,108
Associate Vice President for Budget and Planning	\$179,000	Top 20 Public	\$181,638	\$191,248	\$250,635
		Top 50 Public	\$167,544	\$190,109	\$224,550
Associate Vice President for Facilities Operations and Building Services	\$199,500	Top 20 Public	\$225,886	\$257,853	\$280,445
		Top 50 Public	\$219,791	\$245,474	\$275,493
Associate Vice President for Global Affairs	\$165,000	Top 20 Public	\$198,144	\$222,367	\$246,766
		Top 50 Public	\$190,212	\$222,789	\$254,758
Associate Vice President for Institutional Equity	\$165,375	Top 20 Public	\$138,684	\$188,425	\$219,135
		Top 50 Public	\$128,574	\$156,103	\$195,614
Associate Vice President for Planning, Design and Construction	\$270,000	Top 20 Public	\$182,730	\$206,150	\$224,063
		Top 50 Public	\$185,430	\$224,063	\$247,498
Associate Vice President for Research	\$195,216	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$203,432	\$218,218	\$262,067
Associate Vice President for Research, Technology Commercialization & Industry Relations	\$180,000	Top 20 Public	\$177,210	\$189,079	\$218,752
		Top 50 Public	\$159,620	\$173,899	\$188,454
Associate Vice President for Research/Sponsored Programs	\$236,250	Top 20 Public	\$197,432	\$250,404	\$290,080
		Top 50 Public	\$193,450	\$214,061	\$267,071
Associate Vice Provost for Institutional Research and Effectiveness	\$180,000	Top 20 Public	\$165,961	\$203,308	\$242,176
		Top 50 Public	\$155,870	\$179,635	\$211,967

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Athletic Director	\$450,000	Top 20 Public	\$419,219	\$619,346	\$749,019
		Top 50 Public	\$295,378	\$587,176	\$791,866
Chief Diversity Officer	\$237,000	Top 20 Public	\$220,300	\$259,345	\$360,503
		Top 50 Public	\$206,714	\$245,961	\$275,590
Chief Information Systems Security Officer	\$161,975	Top 20 Public	\$188,309	\$219,807	\$231,112
		Top 50 Public	\$161,310	\$180,641	\$215,806
Controller	\$195,092	Top 20 Public	\$199,136	\$217,054	\$258,282
		Top 50 Public	\$181,426	\$207,165	\$249,485
Dean, College of Agriculture, Health and Natural Resources	\$250,000	Top 20 Public	\$287,358	\$322,341	\$362,321
		Top 50 Public	\$288,652	\$308,833	\$354,208
Dean, College of Liberal Arts and Sciences	\$250,000	Top 20 Public	\$362,210	\$392,937	\$431,062
		Top 50 Public	\$305,087	\$339,412	\$393,299
Dean, NEAG School of Education	\$250,000	Top 20 Public	\$295,017	\$304,147	\$330,620
		Top 50 Public	\$265,926	\$297,533	\$324,219
Dean, School of Business	\$443,550	Top 20 Public	\$459,867	\$483,029	\$557,967
		Top 50 Public	\$427,063	\$480,168	\$502,383
Dean, School of Engineering	\$315,000	Top 20 Public	\$388,686	\$404,103	\$424,997
		Top 50 Public	\$375,684	\$395,362	\$414,166
Dean, School of Fine Arts	\$229,845	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$248,788	\$258,098	\$303,282

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Dean, School of Law	\$288,750	Top 20 Public	\$400,066	\$447,094	\$483,361
		Top 50 Public	\$367,871	\$395,158	\$440,236
Dean, School of Nursing	\$255,000	Top 20 Public	\$362,947	\$380,154	\$415,652
		Top 50 Public	\$266,208	\$343,995	\$380,584
Dean, School of Pharmacy	\$295,000	Top 20 Public	\$305,642	\$355,076	\$357,937
		Top 50 Public	\$300,015	\$347,969	\$357,911
Dean, School of Social Work	\$215,000	Top 20 Public	\$306,111	\$309,342	\$339,370
		Top 50 Public	\$260,251	\$306,512	\$339,370
Department Head Student Affairs (Information Technology)	\$120,000	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$137,061	\$157,124	\$178,540
Director of Accelerated Projects	\$146,363	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$124,662	\$140,668	\$157,575
Director of Accounting and Associate Controller	\$145,059	Top 20 Public	\$122,224	\$141,532	\$144,476
		Top 50 Public	\$115,298	\$122,224	\$150,130
Director of Accounts Payable	\$115,000	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$110,686	\$130,636	\$138,301
Director of Admissions	\$160,122	Top 20 Public	\$152,964	\$168,005	\$216,137
		Top 50 Public	\$152,544	\$166,004	\$193,837
Director of Audit Services	\$164,580	Top 20 Public	\$154,526	\$184,978	\$229,408
		Top 50 Public	\$153,352	\$173,765	\$193,911

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Director of Compliance and Ethics	\$149,310	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$149,122	\$170,101	\$198,943
Director of Dining Services	\$161,700	Top 20 Public	\$174,555	\$192,500	\$200,282
		Top 50 Public	\$153,099	\$171,189	\$200,049
Director of Environmental Health and Safety	\$150,000	Top 20 Public	\$164,038	\$191,191	\$224,279
		Top 50 Public	\$145,765	\$172,315	\$204,128
Director of Environmental Policy	\$178,220	Top 20 Public	\$114,308	\$119,349	\$133,439
		Top 50 Public	\$98,768	\$110,367	\$120,891
Director of Facilities Building Trades	\$148,000	Top 20 Public	\$159,437	\$180,765	\$211,987
		Top 50 Public	\$131,927	\$159,437	\$182,442
Director of Faculty and Staff Labor Relations	\$133,655	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$168,389	\$193,811	\$222,157
Director of Finance Systems	\$170,000	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$154,870	\$168,170	\$190,713
Director of Financial Aid	\$155,000	Top 20 Public	\$148,439	\$161,639	\$178,907
		Top 50 Public	\$139,423	\$154,924	\$177,685
Director of Human Resources	\$157,154	Top 20 Public	\$154,637	\$169,839	\$214,012
		Top 50 Public	\$146,320	\$169,076	\$193,352
Director of Jorgensen Performing Arts Center	\$137,667	Top 20 Public	\$113,374	\$162,622	\$167,516
		Top 50 Public	\$98,526	\$153,539	\$167,578

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Director of Logistics Administration	\$135,844	Top 20 Public	\$137,272	\$170,014	\$181,773
		Top 50 Public	\$123,748	\$141,745	\$174,290
Director of News and Editorial Communications	\$109,500	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$103,238	\$106,735	\$149,805
Director of Operations for Animal Care Services	\$95,000	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	N/A	N/A	N/A
Director of Payroll	\$140,953	Top 20 Public	\$127,197	\$145,718	\$155,036
		Top 50 Public	\$105,300	\$127,266	\$150,585
Director of Procurement Services	\$162,750	Top 20 Public	\$149,613	\$175,500	\$209,468
		Top 50 Public	\$133,627	\$155,473	\$187,289
Director of Project and Program Management	\$169,762	Top 20 Public	\$124,886	\$136,283	\$185,288
		Top 50 Public	\$116,995	\$135,698	\$175,093
Director of Public Safety and Chief of Police	\$180,000	Top 20 Public	\$181,184	\$213,911	\$232,312
		Top 50 Public	\$163,934	\$202,057	\$220,533
Director of Sponsored Programs	\$148,000	Top 20 Public	\$171,680	\$217,742	\$252,244
		Top 50 Public	\$168,217	\$186,140	\$232,235
Director of Sponsored Programs	\$185,000	Top 20 Public	\$171,680	\$217,742	\$252,244
		Top 50 Public	\$168,217	\$186,140	\$232,235
Director of Strategic Marketing Communications	\$100,000	Top 20 Public	\$165,174	\$185,974	\$245,048
		Top 50 Public	\$122,490	\$152,861	\$185,974

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Director of Student Union	\$112,946	Top 20 Public	\$123,654	\$142,977	\$170,561
		Top 50 Public	\$109,775	\$123,654	\$161,046
Director of Summer and Intersession	\$90,250	Top 20 Public	\$140,976	\$148,877	\$173,357
		Top 50 Public	\$129,370	\$147,776	\$160,061
Director of UConn Recreation	\$125,334	Top 20 Public	\$97,784	\$127,801	\$144,982
		Top 50 Public	\$97,954	\$119,732	\$137,025
Director of University Advising	\$141,398	Top 20 Public	\$132,789	\$134,396	\$139,865
		Top 50 Public	\$96,016	\$127,818	\$141,120
Director of University Events and Conference Services	\$134,190	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$111,247	\$129,731	\$150,987
Director of Utilities & Energy Management	\$130,000	Top 20 Public	\$117,223	\$152,306	\$158,947
		Top 50 Public	\$121,356	\$155,018	\$176,384
Director of Veteran and Military Programs and Services	\$120,000	Top 20 Public	\$140,976	\$148,877	\$173,357
		Top 50 Public	\$129,370	\$147,776	\$160,061
Director of Waterbury Campus	\$157,386	Top 20 Public	\$168,423	\$189,012	\$209,751
		Top 50 Public	\$161,680	\$189,371	\$216,545
Director, Avery Point Campus	\$155,000	Top 20 Public	\$168,423	\$189,012	\$209,751
		Top 50 Public	\$161,680	\$189,371	\$216,545
Director, Benton Museum of Art	\$126,000	Top 20 Public	N/A	N/A	N/A
		Top 50 Public	\$138,462	\$174,101	\$212,887

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

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Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Director, Community Standards	\$115,154	Top 20 Public	\$121,791	\$143,762	\$156,562
		Top 50 Public	\$117,223	\$136,457	\$147,972
Director, Connecticut Education Network Advanced Service Center	\$143,500	Top 20 or 50 Public	N/A	N/A	N/A
		General Industry	\$157,340	\$174,784	\$194,192
Director, Counseling Program for Intercollegiate Athletes	\$115,500	Top 20 Public	\$129,587	\$153,899	\$182,272
		Top 50 Public	\$117,401	\$131,682	\$158,812
Director, CT Small Business Development Center	\$152,250	Top 20 Public	\$101,202	\$106,757	\$145,870
		Top 50 Public	\$86,780	\$101,367	\$135,286
Director, Facilities Work Planning	\$127,982	Top 20 Public	\$127,171	\$149,175	\$178,048
		Top 50 Public	\$113,583	\$132,152	\$159,196
Director, Hartford Campus	\$185,000	Top 20 Public	\$168,423	\$189,012	\$209,751
		Top 50 Public	\$161,680	\$189,371	\$216,545
Director, School of Social Work Organizational and Skill Development Unit	\$108,854	Top 20 Public	\$108,855	\$121,243	\$145,749
		Top 50 Public	\$94,077	\$105,803	\$120,623
Director, Stamford Campus	\$185,000	Top 20 Public	\$168,423	\$189,012	\$209,751
		Top 50 Public	\$161,680	\$189,371	\$216,545
Executive Director for Health Marketing and Chief Communications Officer for UConn Health	\$198,500	Top 20 Public	\$189,950	\$213,870	\$281,805
		Top 50 Public	\$140,864	\$175,790	\$213,870
Executive Director of Residential Life	\$149,625	Top 20 Public	\$143,284	\$169,131	\$184,190
		Top 50 Public	\$137,909	\$160,537	\$174,085

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
Executive Director of Student Health Services	\$195,000	Top 20 Public	\$147,143	\$193,876	\$210,087
		Top 50 Public	\$159,890	\$175,396	\$201,837
Executive Director of University Planning, Design and Construction and Director of Regional Projects and Development	\$195,000	Top 20 Public	\$155,320	\$175,228	\$190,453
		Top 50 Public	\$157,616	\$190,453	\$210,374
Executive Vice President for Administration and Chief Financial Officer	\$275,000	Top 20 Public	\$332,359	\$353,916	\$386,625
		Top 50 Public	\$330,651	\$371,175	\$407,414
Fire Chief	\$140,000	Top 20 Public	\$135,418	\$164,201	\$167,605
		Top 50 Public	\$110,794	\$125,759	\$153,877
General Counsel	\$275,000	Top 20 Public	\$285,012	\$305,700	\$323,680
		Top 50 Public	\$265,523	\$314,485	\$364,304
President ³	\$644,963	Top 20 Public	\$597,182	\$709,433	\$879,044
		Top 50 Public	\$594,436	\$679,355	\$857,179
President's Chief of Staff	\$255,000	Top 20 Public	\$227,867	\$292,018	\$357,968
		Top 50 Public	\$236,721	\$260,450	\$350,264
Provost and Executive Vice President for Student Affairs	\$350,750	Top 20 Public	\$464,834	\$483,158	\$516,473
		Top 50 Public	\$416,271	\$464,834	\$492,159
Senior Director of Governmental Relations	\$163,500	Top 20 Public	\$142,751	\$163,033	\$199,984
		Top 50 Public	\$154,739	\$190,850	\$215,575
University Bursar	\$142,000	Top 20 Public	\$123,652	\$136,126	\$144,363
		Top 50 Public	\$115,026	\$135,081	\$146,489

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

³ Although CUPA data is included in this analysis, President compensation can be more closely assessed through an independent comprehensive study looking at details including total cash compensation, perquisites, retirement, and contract details due to the unique scope of responsibilities.

Competitive Assessment Results by Position Detail *continued*

UCONN Position	UCONN Salary	Survey Data Cut	Market Salary (\$000) ^{1,2}		
			P.25	P.50	P.75
University Registrar	\$120,000	Top 20 Public	\$165,537	\$174,028	\$193,583
		Top 50 Public	\$147,183	\$166,950	\$183,144
Vice President for Enrollment Planning and Management	\$294,338	Top 20 Public	\$238,341	\$255,695	\$312,328
		Top 50 Public	\$235,463	\$254,900	\$292,875
Vice President for Global Affairs	\$225,750	Top 20 Public	\$263,563	\$284,690	\$299,107
		Top 50 Public	\$231,339	\$260,420	\$285,817
Vice President for Research	\$325,000	Top 20 Public	\$315,949	\$368,550	\$436,278
		Top 50 Public	\$318,527	\$367,395	\$396,517
Vice President for Student Affairs	\$273,000	Top 20 Public	\$279,428	\$311,284	\$362,952
		Top 50 Public	\$256,466	\$292,974	\$319,260
Vice President for University Communications	\$250,819	Top 20 Public	\$223,885	\$232,484	\$314,803
		Top 50 Public	\$224,631	\$241,341	\$295,372
Vice Provost and Chief Information Officer	\$231,000	Top 20 Public	\$292,715	\$322,310	\$375,130
		Top 50 Public	\$284,604	\$314,600	\$348,379
Vice Provost and Chief Operations Officer for Academic Affairs	\$226,825	Top 20 Public	\$263,563	\$284,690	\$299,107
		Top 50 Public	\$231,339	\$260,420	\$285,817
Vice Provost and Dean of the Graduate School	\$224,825	Top 20 Public	\$248,156	\$322,504	\$332,081
		Top 50 Public	\$221,606	\$274,180	\$322,504
Vice Provost for Academic Affairs	\$250,000	Top 20 Public	\$263,563	\$284,690	\$299,107
		Top 50 Public	\$231,339	\$260,420	\$285,817
Vice Provost for Interdisciplinary Initiatives	\$200,000	Top 20 Public	\$263,563	\$284,690	\$299,107
		Top 50 Public	\$231,339	\$260,420	\$285,817
Vice Provost for University Libraries	\$190,000	Top 20 Public	\$269,748	\$289,107	\$326,928
		Top 50 Public	\$236,498	\$263,604	\$294,710

¹ Survey matches were selected based on the content of the position, not the title. Titles vary considerably in the market and comparisons cannot be made without comparing job responsibilities and requirements. Similar titles in the market may not match the UConn position title.

² UConn is a Top 50 Public University, but has been excluded from the Top 50 Public Research University survey data cut for compensation comparison purposes.

ATTACHMENT 2

University of Connecticut

CGS 10a-158c (Public Act No. 13-143)

Ratio of Fall 2016 Student FTE to IPEDS Management Staff Category FTE and Ratio of Fall 2016 Faculty FTE to IPEDS Management Staff Category FTE

- UConn has a lean administrative staff relative to peers
 - #1 in student-administrator ratio
 - #3 in faculty-administrator ratio

School	Student to Administrator Ratio
University of Connecticut	241.8
Virginia Tech	235.1
Purdue University-Main Campus	179.0
Rutgers, State U. of New Jersey	166.2
University of Massachusetts-Amherst	140.5
University of North Carolina at Chapel Hill	119.0
University of Maryland-College Park	103.1
Clemson University	93.7
University of California-Santa Barbara	91.2
University of California-Davis	71.8
Colorado School of Mines	63.1
University of California-San Diego	63.1
University of Wisconsin-Madison	60.2
University of California-Irvine	56.7
Texas A & M University-College Station	53.4
University of Washington	52.4
University of Minnesota-Twin Cities	49.3
University of Florida	49.2
University of Georgia	38.2
University of California-Berkeley	36.8
The University of Texas at Austin	34.3
University of Illinois at Urbana-Champaign	34.2
Pennsylvania State University	33.1
University of California-Los Angeles	32.4
University of Michigan-Ann Arbor	27.1
University of Pittsburgh	26.2
College of William and Mary	24.4
University of Virginia	24.1
Georgia Institute of Technology	24.0
Ohio State University	12.5

School	Faculty to Administrator Ratio
Rutgers, State U. of New Jersey	15.0
Virginia Tech	14.3
University of Connecticut	14.1
Purdue University-Main Campus	10.1
University of North Carolina at Chapel Hill	9.8
University of Massachusetts-Amherst	7.8
University of Maryland-College Park	6.1
University of Wisconsin-Madison	5.7
University of Washington	5.4
Clemson University	5.2
University of California-Davis	5.0
University of California-San Diego	4.5
University of Minnesota-Twin Cities	4.4
University of Michigan-Ann Arbor	4.3
University of Pittsburgh	4.1
Colorado School of Mines	4.0
University of California-Santa Barbara	3.9
University of California-Irvine	3.4
Texas A & M University-College Station	2.9
University of Florida	2.9
University of California-Los Angeles	2.9
University of Virginia	2.4
University of Georgia	2.4
Pennsylvania State University	2.2
College of William and Mary	2.2
University of Illinois at Urbana-Champaign	2.0
The University of Texas at Austin	2.0
University of California-Berkeley	1.8
Ohio State University	1.0
Georgia Institute of Technology	1.0

FTE Calculated by adding the full-time to 1/3 of the part-time

Note: Data provided to IPEDS Human Resources Survey Management Category may not be consistent among schools.

Source: IPEDS Data Center Fall 2016 Human Resources Survey, and Fall 2016 IPEDS Enrollment Survey. Top 30 Public National institutions are from the latest (September 2017) published edition of U.S. News "Best Colleges."

OIRE/December 2017

Fringe Benefits

UConn and UConn Health

March 29, 2019

Fringe Benefits - Key Issues

Fringe benefit costs impact UConn and UConn Health's **budgets and competitiveness**. The State's fringe rate is significantly higher than our peers.

The largest portion of the State's retirement rate is attributable to the state's unfunded liabilities, which are passed on to higher ed.

- **Impacting Budgets** – In just one year, UConn and UConn Health will see a combined **\$84M** increase in fringe benefit costs from the FY19 budget.
- **Research Competitiveness** – UConn and UConn Health research fringe rates are about 20% points higher than their peers. This results in less research grants, research dollars, innovation and commercializing technologies.
- **Clinical Competitiveness** – Current state fringe rates for UCH's John Dempsey Hospital are 45% higher than other Connecticut hospitals; this results in tens of millions of dollars in more costs for UConn Health to provide clinical care compared to other hospitals in the state. This gap in costs due to the high fringe rates will result in an FY20 budget deficiency that UConn Health cannot cover on its own.

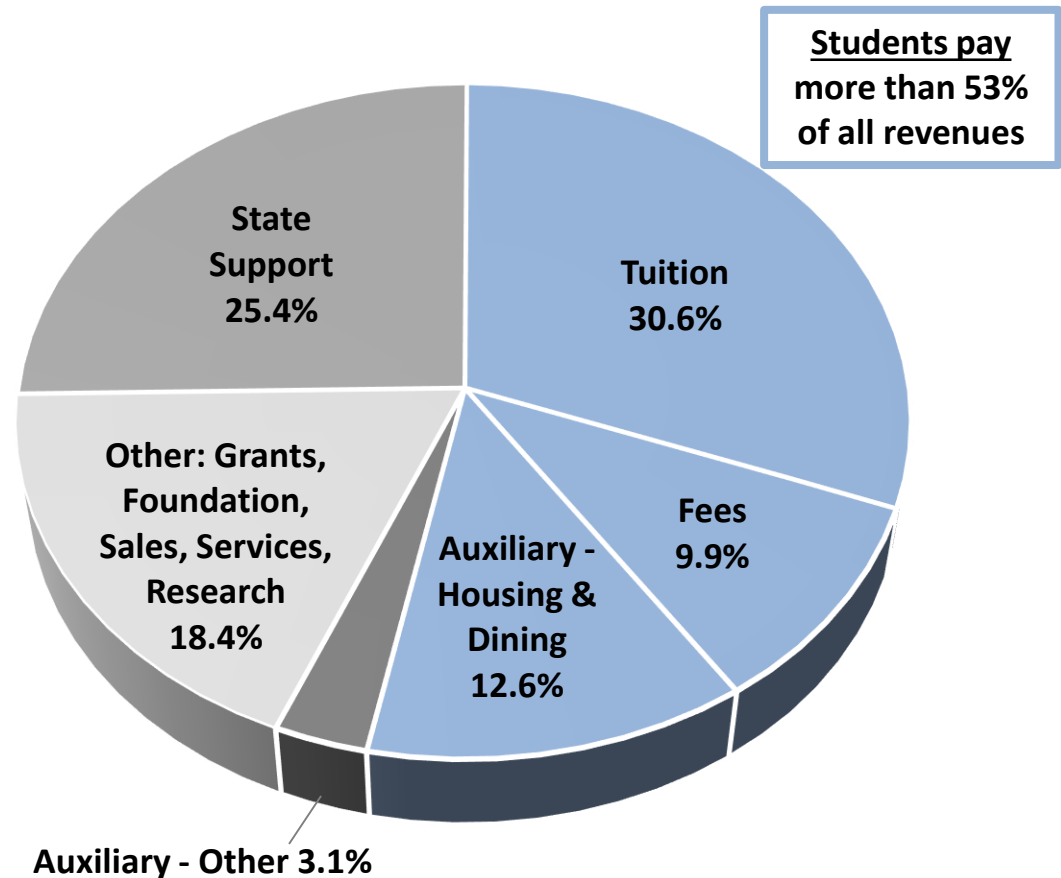
UConn - FY19 Revenue by Category

The University relies more on tuition than any other revenue source at nearly 31%, greater than state support at 25%.

The Block Grant is used only for salaries of University employees - it (and the associated fringe benefit reimbursement received) only covers 47% of our employees.

Revenues (\$M)

State Block Grant	190.6
Fringe Benefits	147.8
Adjustments (SEBAC funding)	8.4
Total State Support	\$ 346.8
Tuition	418.5
Fees	135.7
Grants & Contracts	81.5
Foundation/Endowment	21.7
Sales & Services	21.5
Auxiliary Enterprise Revenue	214.3
Other Revenue	14.4
Total Operating Fund	\$ 1,254.4
Research Fund	113.2
Total Current Funds Revenues	\$ 1,367.5



Note: Use of decimals may result in rounding differences.

UConn - FY19 Expense by Category

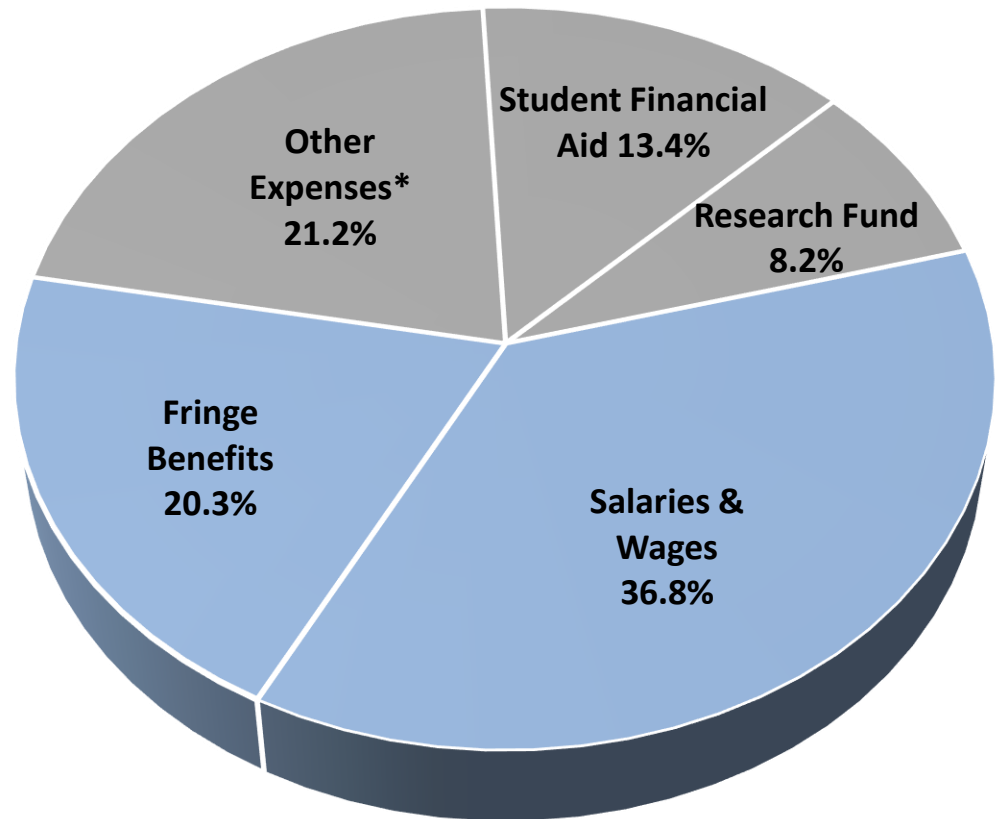
Over 57% of all expenses are for employee salary and fringe costs

Expenditures (\$M)

Salaries & Wages	503.9
Fringe Benefits	277.1
Other Expenses	214.4
Energy	21.9
Equipment	20.6
Student Financial Aid	183.9
Debt Service/Projects	33.7
Total Operating Fund	\$ 1,255.4
Research Fund	\$ 112.1
Total Operating Expenditures	\$ 1,367.5

*Other Expenses (21.2%) includes:

- Dining food & contractual services
- Energy
- Equipment
- Lab and IT supplies
- Facilities maintenance contracts
- Debt Service/Projects



Note: Use of decimals may result in rounding differences.

UConn - Projected Deficits for Next 2 Years

	<u>FY20</u>	<u>FY21</u>
Projected Deficit (\$M)	(\$16.4)	(\$24.7)

Deficit Mitigation Strategies to Consider

- Already includes planned departmental cuts in the amount of \$27.0M in FY20 and \$38.3M in FY21.
- Revisit tuition estimates for FY21 which may impact affordability and student demand.
- Increase enrollment, which will bring more tuition, but may increase class size, faculty to student ratio, reduce average SAT score, and affect ranking.
- Freeze staff hiring, which may affect staff retention and have deleterious effects on research, teaching and academic performance.

UConn Health - FY19 Revenues by Category

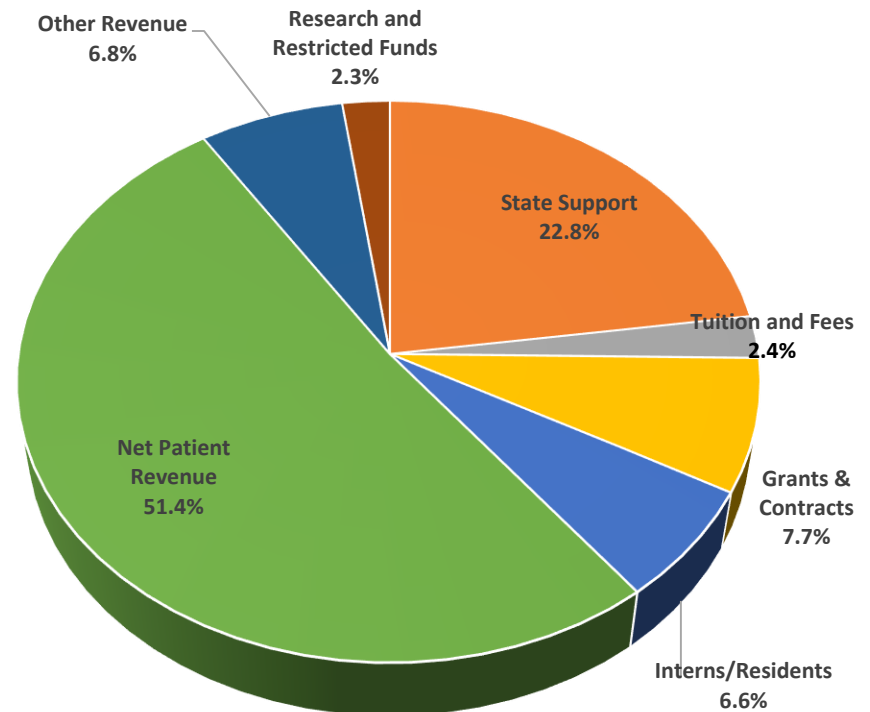
UConn Health's greatest revenue source is Patient Revenue, covering > 51%. State support (Block Grant) covers 23% of total revenues.

The Block Grant is used only for salaries of UConn Health employees - it (and the associated fringe benefit reimbursement received) only covers 38% of our employees.

Revenues (\$M)

State Block Grant	123.3
Fringe Benefits & Adjustments	115.5
Total State Support	\$ 238.8
Tuition and Fees	25.5
Grants & Contracts	80.2
Interns/Residents	69.0
Net Patient Revenue	538.3
Other Revenue	72.1
Total Operating Fund	\$1,023.9
Research and Restricted Funds	23.7
Total Current Funds Revenues	\$1,047.6

Total Revenues \$1,047.6M



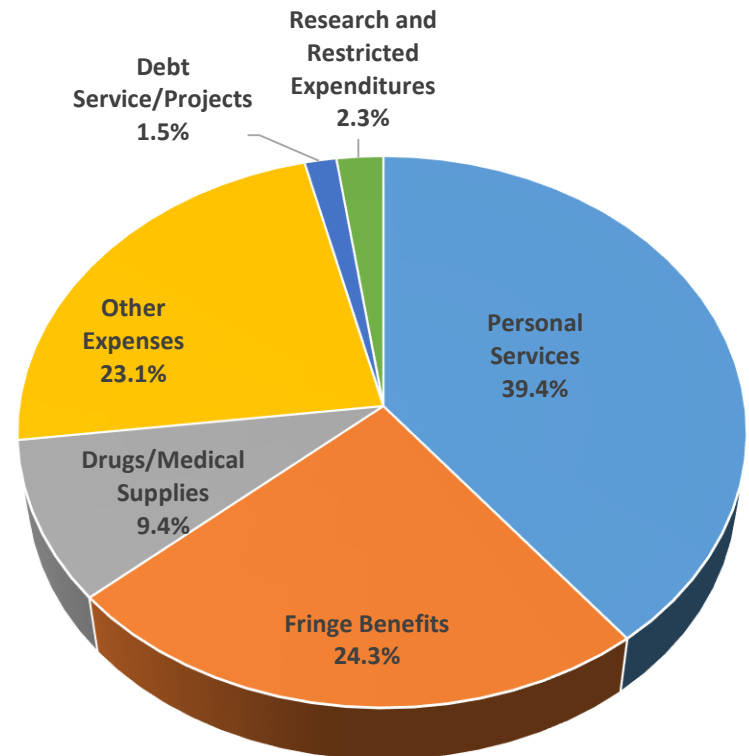
UConn Health - FY19 Expenditures by Category

64% of UConn Health expenses are for employee salary and fringe costs

Expenditures (\$M)

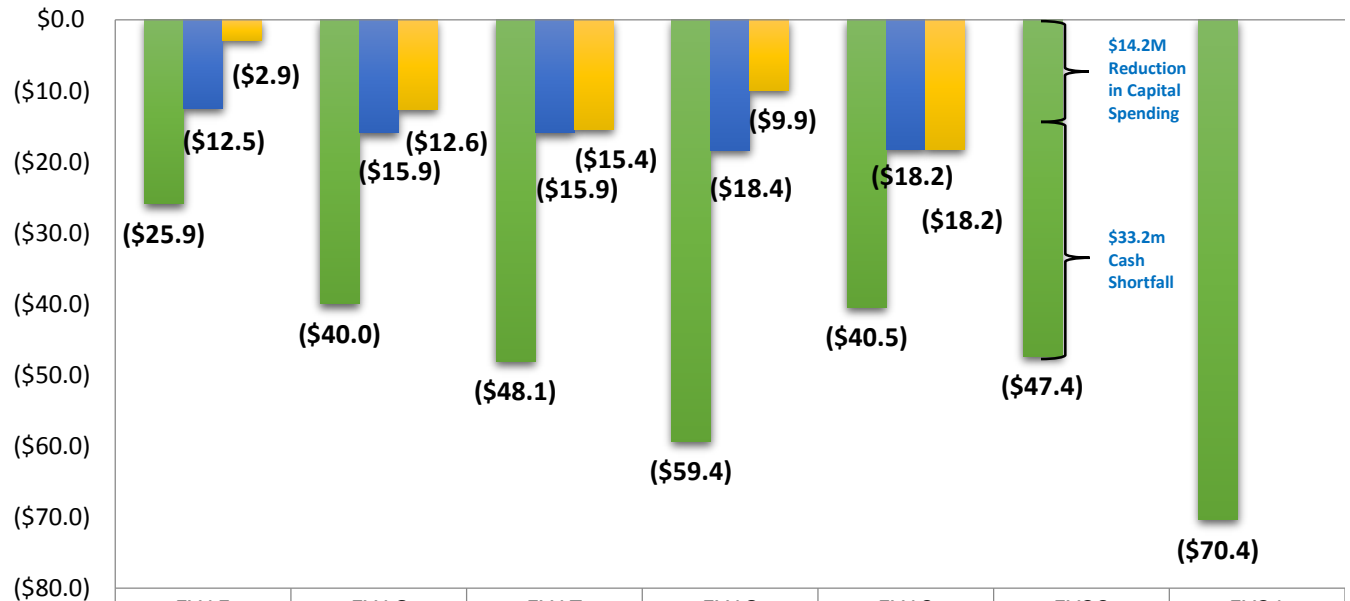
Salaries & Wages	412.5
Fringe Benefits	254.1
Drugs/Medical Supplies	98.6
Other Expenses	242.5
Debt Service/Projects	16.2
Total Operating Fund	<u>\$ 1,023.9</u>
Research and Restricted Expenditures	23.7
Total Operating Expenditures	<u>\$ 1,047.6</u>

Total Expenditures \$1,047.6M



UConn Health Budget Projections

UConn Health is projected to face deficits in FY20 and FY21 that it cannot cover on its own. Even after reducing capital spending, UConn Health will still face a shortfall of > \$30 million.



	FY15	FY16	FY17	FY18	FY19	FY20	FY21
■ Original Projection w/o Intervention	(\$25.9)	(\$40.0)	(\$48.1)	(\$59.4)	(\$40.5)	(\$47.4)	(\$70.4)
■ Final Budget	(\$12.5)	(\$15.9)	(\$15.9)	(\$18.4)	(\$18.2)		
■ Actuals/Forecast	(\$2.9)	(\$12.6)	(\$15.4)	(\$9.9)	(\$18.2)		

Fringe Benefit Rate Components - SERS

The State Comptroller develops the fringe benefit rates and the University is charged those rates for each employee.

Below is an example showing the components of the fringe rate for an employee who is a member of the State Employees Retirement System (SERS)** with an annual salary of \$100K.

FY19 State Fringe Benefit Rate Components

State Retirement (SERS) **	64.30%
FICA SS	6.20%
FICA Medicare	1.45%
Unemployment Compensation	0.23%
Group Life Insurance*	~0.20%
Health Insurance*	~24.02%
	96.40%

*Rates vary according to coverage selected

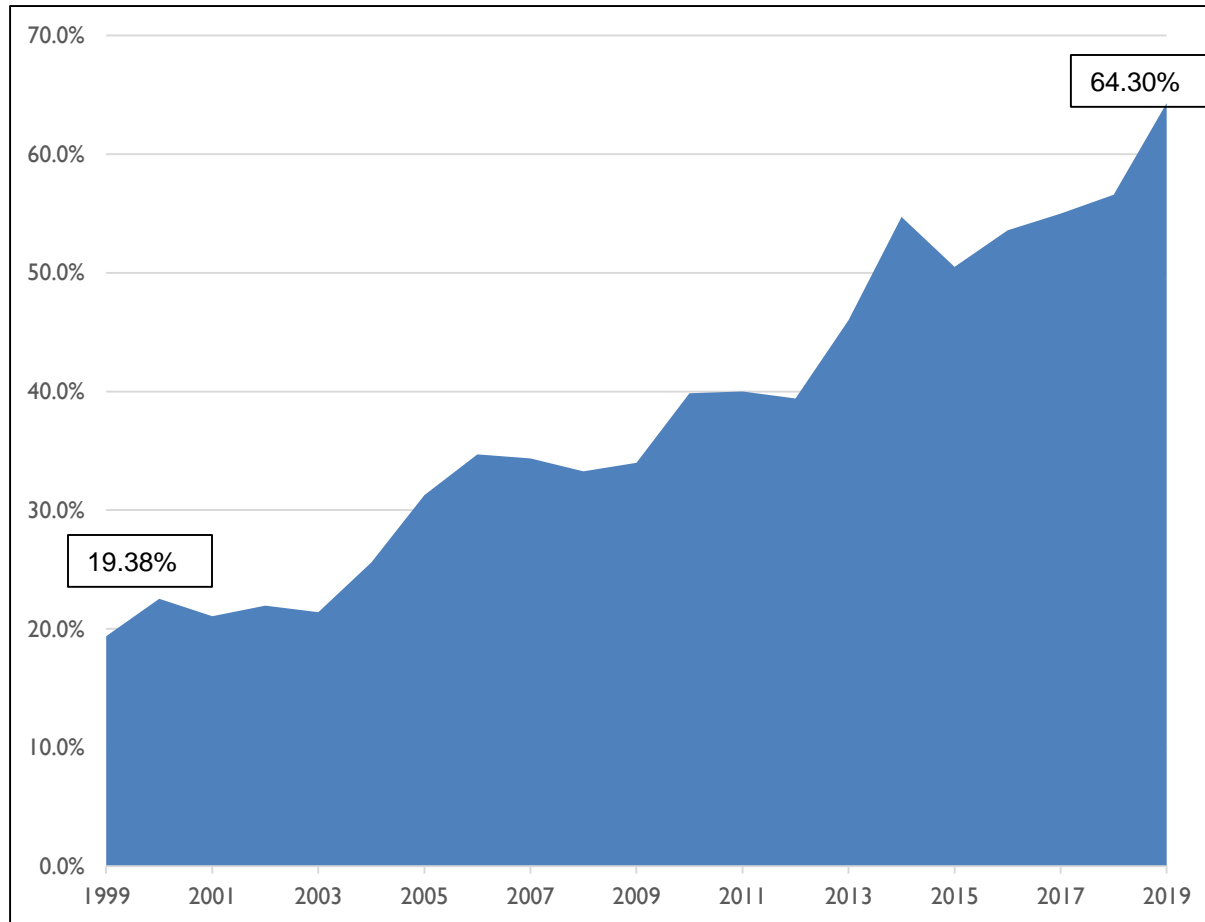
Unfunded Pension Liability	33.61%
Retiree Health	20.94%
Normal/Current Retire. Costs	5.30%
Other Post Employ. Benefit Costs (OPEB)	2.86%
Administrative Costs	0.37%
Roll-forward/Adjustments	1.22%
	64.30%

**Other retirement options are available for non-classified employees (Alternate Retirement Plan (ARP) Rate at 14.50%), 37% of our current employees are on the ARP and 63% are on the SERS State plan.

	UConn Storrs & Regionals		UConn Health	
Retirement Plan	Headcount	%	Headcount	%
SERS	3,030	62.9%	2,731	62.7%
ARP	1,778	36.9%	1,607	36.9%
Teachers	13	0.3%	17	0.4%
	4,821		4,355	

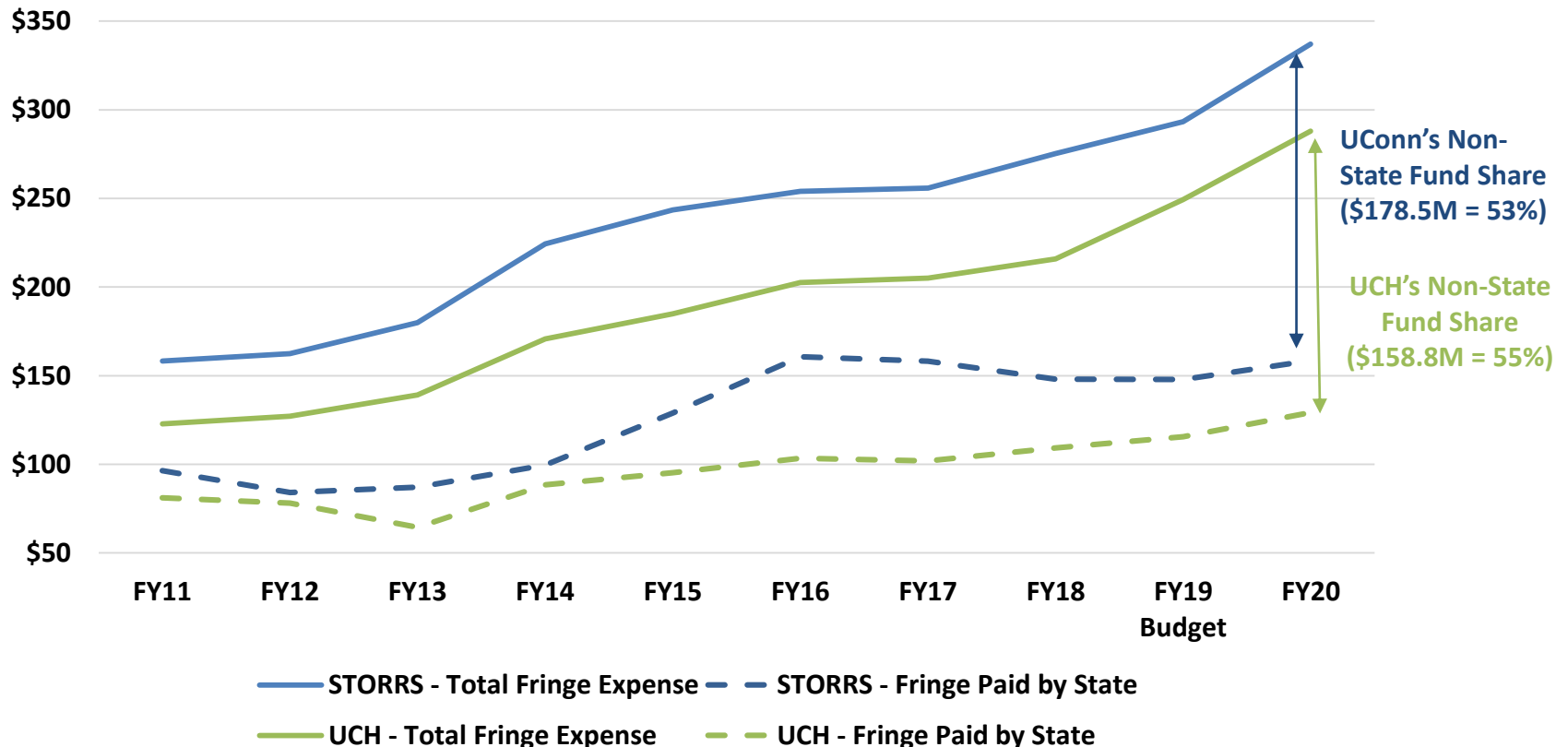
Fringe Benefit Rate Components - SERS

The SERS fringe rate has risen dramatically over the last 20 years, with large increases in FY14 and FY19.



Fringe Costs are Rising

Total fringe costs will rise drastically from FY18-20. While the State reimburses UConn & UCH for some of these costs, a significant amount (**\$178.5m for UConn** and **\$158.8m for UConn Health**) must be covered by tuition, clinical revenues, grant funds and other UConn/UCH non-state funds.



FY20 Fringe Benefit Costs

In just one year, UConn and UCH will see a combined **\$84M** increase in fringe benefit costs from the FY19 budget.

FY20 Fringe increase due to:	UConn	UCH
% of SEBAC salary increases	\$11M	\$9M
Transfers to SERS under SAG award	\$25M	\$20M
Estimated increase in fringe rate	\$8M	\$11M
	\$44M	\$40M

With these increasing fringe costs:

UConn Storrs: is currently projected to end FY20 with a \$16.4 million deficit, after implementing a planned tuition increase of \$15.8 million and departmental cuts of \$27 million.

UConn Health: will see budget deficiencies that **cannot be covered by the institution**. Despite increases in clinical volumes and revenues, because of these additional fringe benefit costs, UConn Health is projected to end FY20 in deficit and will need additional financial support to address these additional costs as it continues its public private partnership efforts.

SERS Fringe Costs

The portion of the fringe costs associated with the State's unfunded pension liabilities are significant. While the State reimburses UConn/UCH for some of those costs, UConn's other non-state funds still pay a large cost of that liability at **\$42.9M**. Additionally, retiree health costs add another **\$25.0M** on non-state funds.

*Other includes activities funded from student fees (room/board/parking), program fees, outside educational revenue, indirect cost return from grants, etc.

**Unfunded Pension Liability portion is 52.28% of the total SERS regular fringe costs and 61.04% of the SERS Hazardous duty. The ARP rate does not include any unfunded pension liability.

***Retiree Health and OPEB portions combined are 37.01% of the total SERS regular fringe coats and 18.08% of the Hazardous Duty costs.

UConn (Storrs & Regionals)						
PROJECTED FY2019 Salary & Fringe Costs						
SERS ONLY						
Fund Type	Total Salary Cost	Total Fringe Cost	Fringe Cost - SERS ONLY (Reg & HAZ)	SERS Unfunded Pension Liability Portion**	SERS Retiree Health/OPEB Portion***	
State Appropriation	\$187,418,562	\$153,194,422	\$102,277,925	\$54,360,717	\$36,881,420	
Tuition Fund	\$188,026,241	\$63,119,404	\$1,467,546	\$780,001	\$543,139	
Research	\$50,324,670	\$18,334,684	\$6,935,158	\$3,625,701	\$1,341,872	
Other / Auxiliary*	\$127,248,883	\$65,920,080	\$24,063,022	\$12,139,319	\$4,492,762	
Total	\$553,018,357	\$300,568,590	\$134,743,651	\$70,905,738	\$43,259,192	
			Non-State Cost:	\$16,545,021	\$6,377,773	

UConn Health						
PROJECTED FY2019 Salary & Fringe Costs						
SERS ONLY						
Fund Type	Fund Level	Total Salary Cost	Total Fringe Cost	Fringe Cost - SERS ONLY (Reg & HAZ)	SERS Unfunded Pension Liability Portion**	SERS Retiree Health/OPEB Portion***
General Fund		\$118,663,660	\$111,074,272	\$67,788,567	\$35,439,868	\$25,088,549
Clinical Fund		\$111,669,392	\$62,558,981	\$25,145,852	\$13,150,391	\$9,293,229
Operating Fund	UMG	\$61,045,797	\$21,012,580	\$6,124,892	\$3,202,100	\$2,266,823
	Other	\$90,445,323	\$37,927,110	\$11,292,955	\$5,903,960	\$4,179,523
Research Fund		\$38,177,518	\$19,723,591	\$7,820,782	\$4,088,706	\$2,894,471
Total		\$420,001,690	\$252,296,534	\$118,173,048	\$61,785,025	\$43,722,594
				Non-State Cost:	\$26,345,157	\$18,634,045
				Total Non-State Cost:	42,890,178	\$25,011,818

Retirement Conversions

The additional annualized cost for the 1600 current employees who switched into the State retirement system is estimated at \$77M. The State will reimburse an estimated \$39M of those costs and University will be required to cover the remaining \$38M.

UConn (Storrs & Regionals)				
	Count	State Reimbursed	UConn Cost	Total
Previous Hybrid conversions (current active employees)	364	\$16,801,093	\$2,634,803	\$19,435,896
Current SAG award	567	\$13,859,162	\$11,289,110	\$25,148,272
	931	\$30,660,255	\$13,923,913	\$44,584,168
Uconn Health				
	Count	State Reimbursed	UCH Cost	Total
Previous Hybrid conversions (current active employees)	263	\$6,574,715	\$5,401,049	\$11,975,764
Current SAG award	439	\$2,209,349	\$18,192,999	\$20,402,348
	702	\$8,784,064	\$23,594,048	\$32,378,112
Total	1633	\$39,444,319	\$37,517,961	\$76,962,280

Comparison of Research Fringe Rates

In FY19, UConn Storrs was 18.8% points above its peers in the faculty rate and UCH was 23.6% points higher in the professional rate.

	Faculty	Professional	Special Payroll
UConn (Storrs & Regionals)	54.9%	70.6%	29.7%
UConn Health	38.7%	66.9%	17.9%/8.3%
Peer Institutions:			
Michigan State University	45.6	45.6	7.7
University of Georgia	47.0	47.0	22.7
Indiana University	38.1	38.1	25.9
University of Delaware	40.8	65.2	7.0
University of Utah	34.0	62.0	34.0/10.0 <i>c</i>
University of Kansas	35.0/40.0/9.0 <i>b</i>	50.0/40.0/9.0 <i>b</i>	15.0 <i>d</i>
Purdue University	28.1	33.2/30.5/50.2 <i>e</i>	4.0 <i>d</i>
University of Kentucky	<i>a</i> 20.2	20.4	8.9 <i>d</i>
Average of Peer Institutions	36.1%	43.3%	15.6%

Aspirant Institutions:	Faculty	Professional	Special Payroll
Penn State University	39.0	39.0	14.7
University of Illinois - UC	42.0	42.0	7.8 <i>d</i>
University of Wisconsin-Madison	33.3	33.3	21.0
University of California - Davis	30.5	51.3	17.3
University of Florida	27.0	35.1	11.3/5.6 <i>c</i>
University of Maryland	27.1	43.4	8.4
Ohio State - Main campus	26.8	31.6	15.7/8.0 <i>c</i>
University of Texas - Austin	<i>a</i> 18.0	18.0	10.4
Average of Aspirant Institutions	25.6%	31.8%	13.3%

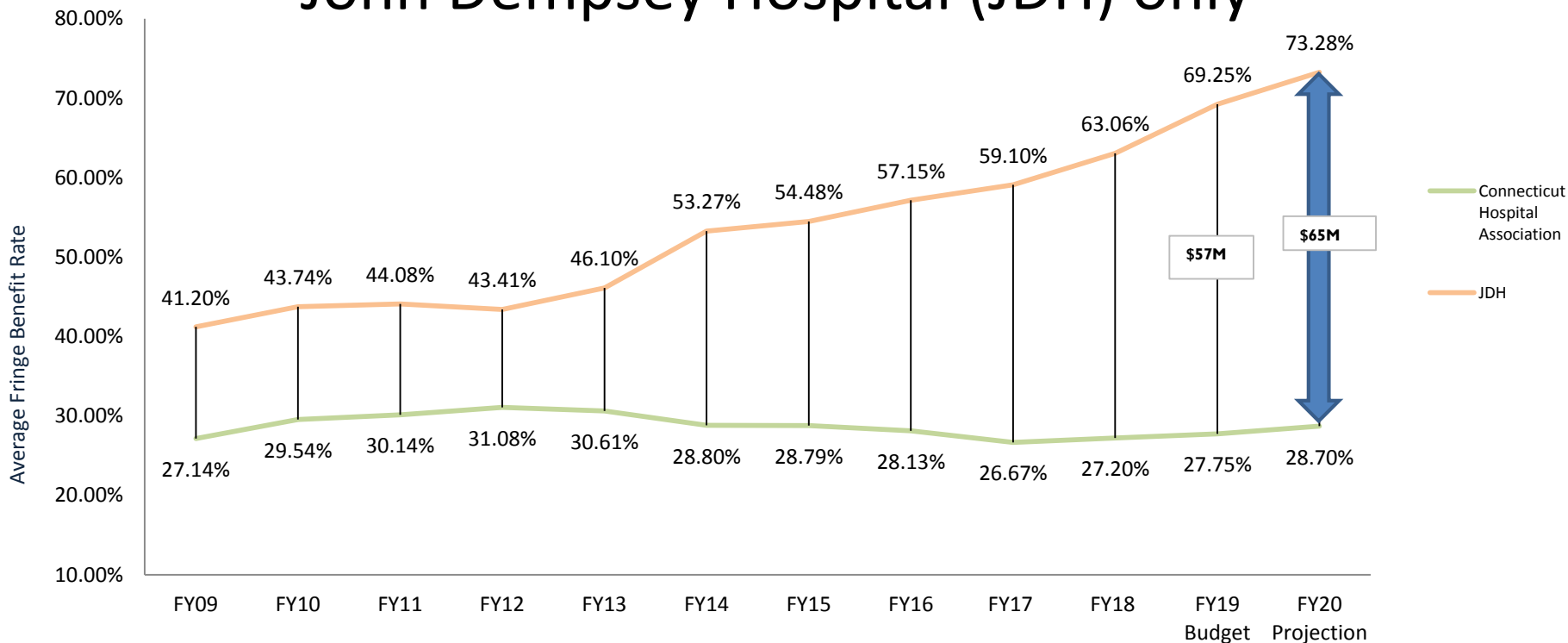
Other Institutions:	Faculty	Professional	Special Payroll
University of Vermont	45.0	45.0	11.4
Rutgers State University	42.9	42.9	42.9
University of New Hampshire	42.3	42.3	8.4
UMASS-Amherst	36.9	37.5	1.0
Yale University	30.5	30.5	30.5
Brown University	30.7	30.7	30.7
New York University	30.0	30.0	30.0
Temple University	26.9	26.9	18.3 <i>d</i>
MIT	25.0	25.0	7.7 <i>d</i>
University of Rhode Island	<i>a</i> 25.3	25.3	25.3
Harvard University	23.9	31.1	18.7 <i>d</i>
Average of Other Institutions	32.7%	33.4%	20.5%

Notes:

- a* Does not include health insurance, which is charged at actual cost
- b* Rate varies based on FTE (.9-1.0/.5-.89/.49 or less)
- c* Separate rates for Faculty and Graduate summer salary
- d* Graduate student rate; Faculty summer pay at regular faculty rate
- e* Rate varies depending on retirement plan

Fringe Benefit Differential

John Dempsey Hospital (JDH) only

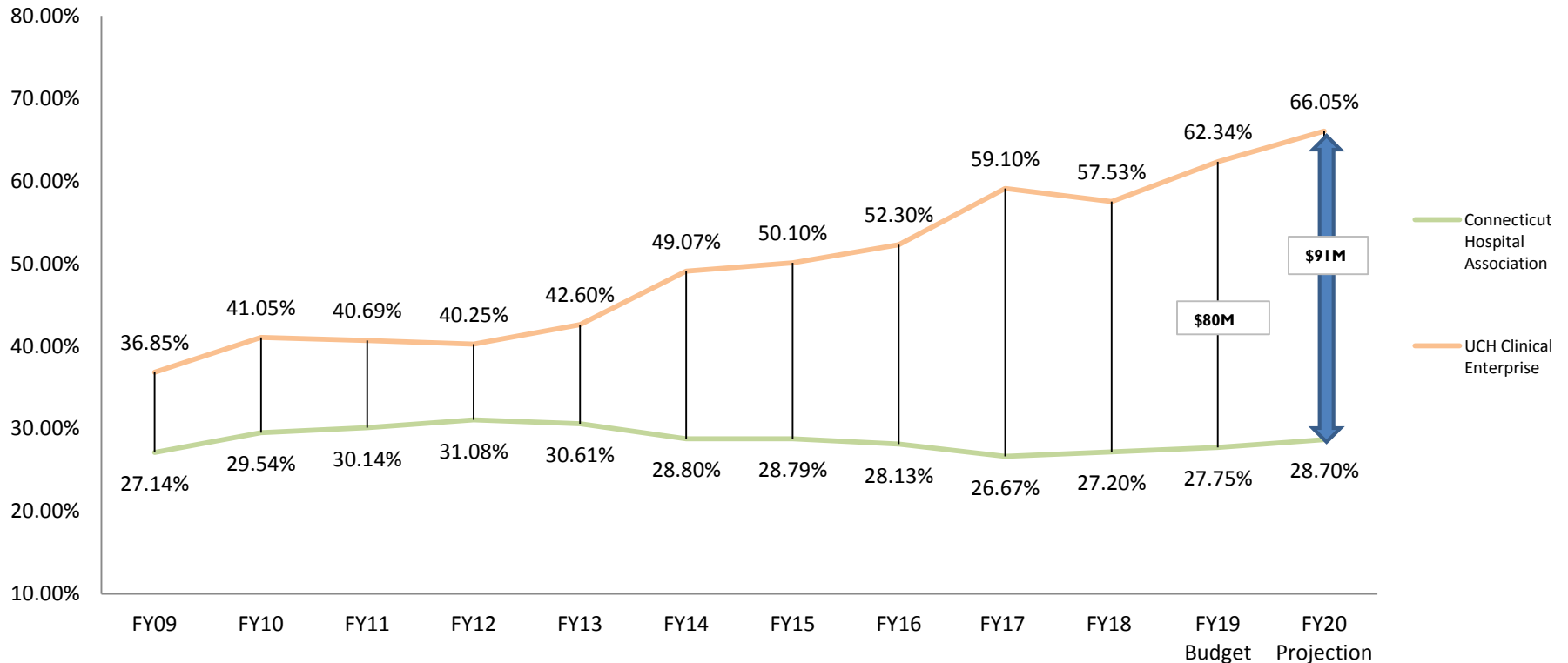


For FY20, the difference in rates is expected to result in over \$65M of additional costs to run JDH compared to other area hospitals.

UConn Health receives some fringe benefit differential support from the state in the amount of \$13.5M, resulting in a net fringe benefit cost gap projected to be nearly \$51.5M in FY20 alone for UConn Health to run its hospital, compared to other CT hospitals.

Fringe Benefit Differential

Whole Clinical Enterprise – JDH + UMG



For FY20, the difference in fringe benefit rates is expected to result in over \$91M of additional costs for UConn Health to run its clinical enterprise compared to other area hospitals.

UConn Health receives some fringe benefit differential support from the state in the amount of \$13.5M, resulting in a net fringe benefit cost gap projected at ~\$77.5M in FY20 alone for UConn Health to run its clinical operations compared to its peers.

Next Gen Table 1: Original Plan and Next Gen Spending (PS, Excluding Associated Fringe), in Millions of Dollars

NOTE: When the UConn block grant was reduced after appropriations (lapses, rescissions, etc.), UConn chose in its budgeting and in the table below to reflect those block grant reductions as reductions to Next Gen specifically instead of to general block grant spending, in the Allotment column.

FY	State Funding			UConn Funding		Total State + UConn	
	Plan	Appropriation	Allotment - See Notes Above and Below	Plan	Actual	Plan	Actual
FY 15	17.4	15.0	7.6	8.5	14.1	25.9	21.7
FY 16	33.8	19.1	5.9	13.1	29.1	46.9	35
FY 17	54.0	19.1	16.2	20.2	21.7	74.2	40.2
FY 18	70.3	17.5	9.6	28.9	Unknown	99.2	Unknown
FY 19	80.6	16.9	15.9	35.4	Unknown	116	Unknown
FY 20	92.7			41.3		134	
FY 21	102.4			48.2		150.6	
FY 22	113.0			54.8		167.8	
FY 23	123.8			62.4		186.2	
FY 24	137.0			69.8		206.8	
Total through FY 19	256.1	87.6	55.2	106.1	Unknown	362.2	Unknown
Difference from Plan through FY 19		(168.5)	(200.9)	NA	Unknown	NA	Unknown

Notes: OFA filled in adjusted FY 17 State Funding Allotment through FY 19. In FY 17, May 2017 rescissions reduced the UConn block grant by approximately \$2.1 million and \$0.2 million respectively. In keeping with UConn's methods used in FY 15 - FY 16, the May 2017 rescission total was reflected as reduction to Next Gen. In FY 18, the Next Gen allotment is shown above as reduced by \$7.9 million due to Nov. 2017 rescissions of \$7.4 million to the block grant and \$0.5 million to Next Gen. In FY 19, the Next Gen allotment is shown above as reduced by \$1 million due to holdbacks announced June 2017 of \$0.9 million to the block grant and \$0.1 million to Next Gen.

Next Gen Table 2: State Spending (PS only): Differences Between UConn Method and Account Allotment

NOTE: When the UConn block grant was reduced after appropriations (lapses, rescissions, etc.), UConn chose in its budgeting and in the table below to reflect those block grant reductions as reductions to Next Gen specifically instead of to general block grant spending, in the Allotment column in Table 1 and as "UConn Method" column below. The "Allotment After" column below reflects the state funding actually received by the Next Gen account.

FY	State Funding				Actual Account Allotment After Next Gen Post-Budget Reductions	*REVISED* UConn Method of Allotment	Uconn Contribution
	Plan	Appropriation	UConn Method of Allotment - See Notes Above and Below				
FY 15	17.4	15.0	7.6	15.0	7.6	14	
FY 16	33.8	19.1	5.9	19.1	19.1	15.8	
FY 17	54.0	19.1	16.2	18.3	18.3	21.9	
FY 18	70.3	17.5	9.6	17.0	17.0	23.8	
FY 19	80.6	16.9	15.9	16.8	16.8	24.1	
FY 20	92.7						
FY 21	102.4						
FY 22	113.0						
FY 23	123.8						
FY 24	137.0						
Total through FY 19	256.1	87.6	55.2	86.2	78.8	99.6	
Difference from Plan through FY 19		(168.5)	(200.9)	(169.9)			

Notes for UConn Method Column: OFA filled in FY 17 through FY 19.

In FY 17, May 2017 rescissions reduced the UConn block grant by approximately \$2.1 million and \$0.2 million respectively. In keeping with UConn's methods used in FY 15 - FY 16, the May 2017 rescission total was reflected as reduction to Next Gen.
 In FY 18, the Next Gen allotment is shown above as reduced by \$7.9 million due to Nov. 2017 rescissions of \$7.4 million to the block grant and \$0.5 million to Next Gen.
 In FY 19, the Next Gen allotment is shown above as reduced by \$1 million due to holdbacks announced June 2017 of \$0.9 million to the block grant and \$0.1 million to Next Gen.

Notes:

**University of Connecticut
Storrs & Regional Campuses
Operating Budget FY96-FY19 (in millions)**

	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Revenues:																						
Operating Fund																						
State Support	\$183.0	\$188.3	\$204.2	\$213.2	\$234.9	\$238.4	\$257.3	\$260.9	\$256.5	\$273.1	\$285.7	\$305.9	\$328.2	\$327.8	\$325.4	\$329.0	\$282.4	\$288.5	\$308.1	\$350.7	\$384.7	\$369.9
Tuition (Net of Discounts)	68.1	69.5	69.8	73.1	80.5	89.5	101.2	116.4	136.8	156.0	166.6	177.8	190.0	210.3	226.2	246.1	259.9	269.8	290.4	319.7	353.4	372.7
Fees	30.9	33.0	35.5	37.6	41.4	45.0	49.5	53.6	59.8	63.4	70.1	74.6	78.9	82.9	88.6	92.3	97.0	102.9	106.7	116.2	124.3	124.5
Auxiliary Enterprise Revenue	53.3	56.0	57.8	62.3	67.8	78.1	85.5	95.2	106.2	114.8	121.4	130.0	136.0	152.4	164.8	176.4	185.0	188.2	198.7	204.4	214.6	210.7
All Other Revenues	<u>49.5</u>	<u>45.3</u>	<u>52.5</u>	<u>55.2</u>	<u>67.0</u>	<u>71.0</u>	<u>73.8</u>	<u>74.4</u>	<u>71.5</u>	<u>79.2</u>	<u>92.3</u>	<u>102.2</u>	<u>109.3</u>	<u>105.6</u>	<u>102.9</u>	<u>117.1</u>	<u>110.3</u>	<u>107.0</u>	<u>113.9</u>	<u>129.8</u>	<u>138.5</u>	<u>137.4</u>
Total Operating Fund	\$384.8	\$392.1	\$419.8	\$441.4	\$491.6	\$522.0	\$567.3	\$600.5	\$630.8	\$686.5	\$736.1	\$790.5	\$842.4	\$879.0	\$907.9	\$960.9	\$934.6	\$956.4	\$1,017.8	\$1,120.8	\$1,215.4	\$1,215.2
Research Fund	<u>40.2</u>	<u>36.6</u>	<u>39.6</u>	<u>40.6</u>	<u>49.3</u>	<u>58.2</u>	<u>65.5</u>	<u>68.6</u>	<u>70.8</u>	<u>76.4</u>	<u>70.0</u>	<u>71.8</u>	<u>72.9</u>	<u>80.6</u>	<u>89.7</u>	<u>97.3</u>	<u>97.8</u>	<u>96.7</u>	<u>100.3</u>	<u>99.5</u>	105.8	<u>104.6</u>
Total Revenues	<u>\$425.0</u>	<u>\$428.7</u>	<u>\$459.4</u>	<u>\$482.0</u>	<u>\$540.9</u>	<u>\$580.2</u>	<u>\$632.8</u>	<u>\$669.1</u>	<u>\$701.6</u>	<u>\$762.9</u>	<u>\$806.1</u>	<u>\$862.3</u>	<u>\$915.3</u>	<u>\$959.6</u>	<u>\$997.6</u>	<u>\$1,058.2</u>	<u>\$1,032.4</u>	<u>\$1,053.1</u>	<u>\$1,118.1</u>	<u>\$1,220.4</u>	<u>\$1,321.2</u>	<u>\$1,319.8</u>
% of State Support	43.1%	43.9%	44.4%	44.2%	43.4%	41.1%	40.7%	39.0%	36.6%	35.8%	35.4%	35.5%	35.9%	34.2%	32.6%	31.1%	27.4%	27.4%	27.6%	28.7%	29.1%	28.0%