



COMMUNITY COLLEGE
OF RHODE ISLAND

Office of the President

September 17, 2014

To: Jim Purcell, Commissioner of Postsecondary Education
From: Ray M. Di Pasquale, President, Community College of Rhode Island
Re: **FY2016 CSL and New Initiative Budget Request**

CCRI's Strategic Plan 2013 – 2016 is predicated upon seven major themes, which form the focus of the FY16 CSL Budget submitted by the Community College:

- Student Success
- Economic Demand
- Innovation
- Effectiveness
- Affordability
- Leadership and
- Community

REVENUES

After three years of flat tuition and fees, the FY16 CSL Budget Request includes a schedule of changes that produce new revenues for the college without overly burdening any one population of students. A full-time, Rhode Island student taking 12 credit hours per semester would see their tuition and mandatory fees increase by \$316 per year, an 8% increase. The attached schedule also reflects:

- A \$100 per semester flat fee for students enrolled in 14 or more credit hours per semester
- The elimination of the Student Union fee
- An increase by \$5 to the registration fee each semester
- The creation of a new Art Studio Fee and
- An alignment of the Challenge Exam, Portfolio fee and Applied Music fee to the college's per credit rate

The combined effect of these tuition and fee recommendations, with an enrollment level consistent with the most recent academic year, would yield the college \$5.2 million over the FY14 actuals and \$2.6 million over the current enacted budget. With an increase in FY15 of less than \$1.5 million in state appropriated funding and no tuition increase, the college has lost ground in having the financial resources necessary to address the academic, student service, and physical needs of our students and maximizing achievement of the strategic goals of this organization.

Compared to our peers in FY15, tuition and fees for a public community college education in Rhode Island is the third lowest out of the six New England states. If the other states did not increase tuition for FY16, which is unlikely, we would move to the fourth lowest tuition. Financial aid experience in last academic year indicated that 70% of CCRI students had a zero EFC (Expected Family Contribution) making them eligible for the maximum Pell award for credits enrolled. This would appear to remain unchanged with the proposed tuition and fee schedule for FY16. The current maximum Pell award is \$5,730 per year.

With this FY16 tuition and fee recommendation, CCRI is attempting to create a revenue base from which we can consider implementing alternative tuition structures for FY17, specifically addressing one of the major components of the college's strategic plan - Affordability. Most of our peer institutions are based on a per credit tuition model, although some are considering banded tuition in conjunction with "Finish in Two" initiatives. But with nearly 70% of CCRI students choosing or needing to attend college part-time, we would study the feasibility of moving to a per credit model that was more financially favorable to the part-time student. Such a model would also help to ease the dramatic revenue shifts that occur between full time and part-time enrollments that tend to occur with substantial changes in the economy and improve our ability to conduct revenue forecasting by academic program. The continued economics of this goal would be easier to achieve when starting from a base tuition model that is higher than is currently the case. We would also need to review funding for scholarship assistance.

In addition to credit programs, CCRI also provides Rhode Island with a large component of non-credit workforce activities such as Commercial Driver Licensing, Certified Nursing Assistant testing, Teacher Assistant and Electrical Training, and serves as the state with two GED testing locations at the Providence and Lincoln campuses. A number of public service programs are also run under this umbrella including Driver Education, Driver Retraining programs for the courts and Division of Motor Vehicles, as well as the largest Motorcycle Training program in the state. All of these programs are expected to be self-sufficient whereby revenues offset expenditures. In order to keep the Motorcycle program financially feasible, an increase in the fee from \$99 to \$125 for a Rhode Island resident and from \$199 to \$250 for an out-of-state student is being requested.

EXPENDITURES

The FY16 CSL budget request includes a recommendation for increased funding by the state in the amount of \$2.6 million, an increase of 5.7% over the current year. Combined college funds and state contribution would total \$113,249,289 for the unrestricted budget, a total increase of 5.4 percent.

As would be expected at a two-year institution, 79% of the total unrestricted budget is dedicated to personnel services. This request includes a new initiative for 5 FTE positions with a budget value of \$361,986. This request is consistent with the college's strategic goal to improve Student Success and includes 3 student development counselors, one Joint Articulation advisor, and a Clery Act compliance coordinator. As noted in the NEASC self-study and documented by the National Academic Advisor Association, the preferred ratio of advisors to students in a school of CCRI's size is one to 600. CCRI has 19 full-time student counselors for 18,000 students – a ratio of 1 to 947. The addition of 3 new counselors, combined with a JAA advisor working with future RIC and URI transfer students, would bring this ratio down to 783. Strategically, we would like to add 4 more positions in FY17 and 3 in FY18, bringing our total full time

complement to 30 professional staff. Student advising is recognized as one of several early critical steps to assisting students in being successful, remaining engaged, and completing their degree in a timely manner. Student self-advisement results in students taking incorrect or redundant courses that delay or over extend their requirements toward degree attainment.

The current year budget includes a \$260K commitment to purchase Degree Works, a comprehensive software product that will assist students, advisors and faculty in assessing academic progress, course requirements, change of major calculations, GPA monitoring and many other features. This is a complex project that will take over a year to implement and require multiple resources from the IT department, student services and academics to fully implement.

Experts in the legal and educational fields highly recommend that every institution of higher education hire a Clery Act coordinator to work collaboratively with all departments to ensure the college's compliance with the Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act and associated regulations. This is not only important for safety communications to our employees and students but vital to protecting our federal funding and avoidance of the potential of severe penalties for non-compliance. With CCRI having four campuses in different geographic locations in the state, assured adherence to this federal law is particularly challenging without the dedication of a single primary point of contact, both internal and external to the college. Thus, an FTE position is being requested for FY16.

The personnel services budget recommended includes the impact of salary and benefit planning values supplied by the State Budget Office. The college has also anticipated successful collective bargaining agreements will be achieved for our faculty, staff and newly formed adjunct faculty unions.

In response to both Affordable Care Act (ACA) guidelines and directives from the state on meeting the needs of remedial learners, it is anticipated that 15 more faculty slots will be filled in FY16 than in the current fiscal year. This fall semester CCRI began piloting a English writing program of co-requisite enrollment based on a successful program designed by the Community College of Baltimore, ALP – Accelerated Learning Program. Students are simultaneously enrolled in a non-developmental course, with non-developmental students, as well as in a support course that meets directly after with the same faculty member. The program is expanding from 6 sections in the fall to 12 sections in the spring semester. These cohorts will be tracked not only for their success in English composition but also their persistence and retention thereafter. This particular developmental education model is extremely faculty, scheduling and facility usage intensive and as such will be very resource intense to scale up. In analyzing the results, the next best steps will be determined. The math program is also under study utilizing resources from a federal grant. The RI Senate has required that the college submit a formal report by March 2015 on the writing remediation pilot and by April 2015 a proposal for mathematics remediation.

Departments are handling thousands of students every semester and must replace program goods and materials at both an academic and facility level. While much is technology based, laboratories are still extremely hands on and costly. CCRI continues to introduce forms of technology to improve our efficiencies and services to students and faculty but result in licensing agreements and upgrades that increase annually. All entities are becoming especially cognizant

of the need to address privacy issues, hacking issues, and safety and redundancy of data while also maintaining core technology infrastructures from administrative software systems to networking closets to wireless access support. All of this proactivity comes at an operational cost. It is also core to the college's strategic plan that we continue to invest in the professional development opportunities for both faculty and staff to share best practices both in and out of the classroom.

The major categories of change in the operating and capital request for the FY16 CSL total approximately 5.5% over the current fiscal year and are composed of the following as depicted on the college's summary request schedule.

REPAIRS:	
Software maintenance agreements	\$ 98,538
Plant equipment out of warranty	126,000
Electrical contracting	75,000
Building contract agreements	<u>26,850</u>
	\$326,388
UTILITIES -anticipated rate increases	\$120,000
SUPPLIES & RENTALS:	
New software applications	\$ 328,115
Classroom Equipment replacement	150,000
Library Materials	50,000
MFD replacement & related software	250,000
Replacement of Disposables	86,496
Marketing & Recruiting	<u>61,656</u>
	\$ 926,267
BAD DEBT ALLOWANCE	(\$50,000)
MISCELLANEOUS OPERATING:	
Professional Development for Faculty & Staff	\$ 44,625
Administrative System Consulting	57,090
Insurance Premium increase	<u>9,211</u>
	\$110,926
SCHOLARSHIPS & WAIVERS	\$280,542
Consistent with T&F increase	
CAPITAL	(\$472,992)
Transfer to support operating costs assuming that CCRI Capital Improvement Plan will be funded	

Our 4 campuses, both internally and externally, require a larger share of the operational budget each year. CCRI is grateful for the opportunity to submit several important projects subject to RICAP funding as part of the Capital Improvement Plan recently approved by the Postsecondary

Council. This will alleviate the necessity of allocating such funds within the unrestricted budget and reduces the burden on the CSL budget request.

TABLE OF ORGANIZATION

As indicated earlier, the Community College is requesting an increase of 5 FTE to the Legislative FTE cap to address student service needs. In the FY15 allocation, new position requests were permitted by reducing the number of third party FTE's but keeping the college's legislative FTE total at 854.10 positions. This would be a suitable solution for the FY16 request as well, however, as our academic division becomes more aggressive in the seeking of grant support for the college, this may become less of an option in the future.

RESTRICTED & AUXILIARY

As was noted in the college's submission of the Warwick Renewal project of the Capital Improvement Plan, CCRI is seeking bond counsel advice on redeeming the Auxiliary Bond of 1977. Toward this goal, we are recommending the elimination of the \$10 per semester Student Union fee that has been assessed only to full time students. These monies, in concert with dining commission and bookstore profits, are the source of the auxiliary fund balance used to fund the 1977 Bond. This bond was scheduled to be finalized in 2018, however, early redemption would save the college money and provide funding toward the auxiliary portion of the Warwick renewal and eventually the Lincoln Campus addition and renewal.

The CCRI Bookstore continues to be an enterprise that is both profitable and student centered. Management continues to work with academic faculty to offer text alternatives to students at varying affordability levels. In concert with the Financial Aid office, Pell awards are made available to students directly and can also be used to purchase bus passes. The Bookstore annually makes modest improvements in the retail layout of each of its stores including recent security camera updates. Upgrades to technology to automate the transfer of data between the Bookstore's MBS system and the college's banner system has been completed, while the security of student information and the textbook inventory system has been safeguarded in an off campus hosted environment. This retail environment is also undergoing PCI compliance testing in concert with requirements from the college's banking partner.

RICAP continues to be a highly important funding source from the state for improving and maintaining the external and internal components of our physical plants. The state's multi-year commitment to funding asset protection is an excellent statewide financial success model. The FY14 Allocation included a carry forward request of \$50,175. While all indications were that this funding had been approved, it failed to be included in the last minute budget article for FY14 in June. Thus, on the state system it appears as though the college overspent its FY14 RICAP funding by \$48,306, when in reality we underspent by \$1,870. The FY16 CSL therefore is budgeted at its original allocation of \$2,138,305. The bulk of this will be expended replacing the entire roof of the Providence Campus. The state's multi-year disbursement plan of RICAP funding calls for an allocation of \$2,184,100 for FY16. A 5-year tentative expenditure plan was supplied to the office and the State Budget Office.

RICAP funding in the amount of \$125,000 for the Warwick Campus renewal was initiated in FY14 for architectural design. Of this, \$77,770 is requested to be carried forward into FY15 in combination with the current year allocation of \$2,000,000 with the major work to begin over the winter break.

CCRI continues to be successful in the obtainment and sustainment of state and federal grants. Federal, state and private grants are anticipated at \$4.3 million in FY16. However, at this writing, the academic division has submitted several new grant applications which could increase this total considerably. We have also submitted to the Champlin Foundations for funding of a new Simulation lab for the Lincoln campus. This hands-on learning environment would be utilized across nursing and allied health disciplines and be a state of the art training and support center for an important source of health care workers for the state.

FY17 BUDGET ESTIMATE

As required, an estimate of the FY17 Unrestricted budget needs has been provided. The funding of the college's CSL Request for FY16 would greatly reduce the new monies requested in FY17 resulting in an estimated bottom line increase of only 3.2%. It would benefit the college and the system of higher education if the state were able to plan in multi-year year increments as is done with the Capital Development Plan.

ALTERNATIVE OPTIONS

The institutions were requested to supply information reflecting three other budget models, including the State's target request. A summary schedule of this has been included in this package and reflects the following:

Board Option B – Assumes State Appropriation Flat with FY15

This scenario would require an increase in tuition of 14% to fund the FY16 CSL and New Initiative budget as requested. The Scholarship and Waiver expense budget was modified accordingly requiring an additional \$192,328.

Board Option C – Assumes 100% State funding in lieu of tuition increase.

This scenario would require an increase in state appropriation of 11.4%. Scholarships and waivers could be reduced by \$280,542 since there would be no direct increased cost to students.

Board Option C – Target from State Budget Office

The State Budget Office target appropriation for CCRI totals \$46,030,365 plus debt service of \$1,912,779, for a total of \$47,943,144. This is an increase of only \$147,870 more than the current fiscal year. In essence, this scenario is consistent with Board Option B and results in the same parameters. This scenario would either result in a significant tuition increase to our students, significant cuts to the personnel and operating budgets, or some combination thereof as even the state's target indices could not be met.

In the face of such a decline in funding and no wish to extend a 14% tuition increase upon our students, CCRI would remove our request for the very necessary 5 new student service slots for \$361,986. We would eliminate the replacement of our fleet vehicles in the amount of \$193,000 and then begin dissecting back the personnel and operating budgets.

There are other measures that we would put to the state for consideration that CCRI cannot quantify in a budget request but may be worthy of a second look at higher levels: a health care benefit model with more options for employees to choose from that may reduce health care cost to the state and thus to higher education; allow higher education to replace more expensive classified vacancies with Board of Governor positions; extend greater delegated purchasing

authority to the institutions of higher education, and consider a multi-year budget approach that would provide greater fiscal stability and ability to structurally affect spending,

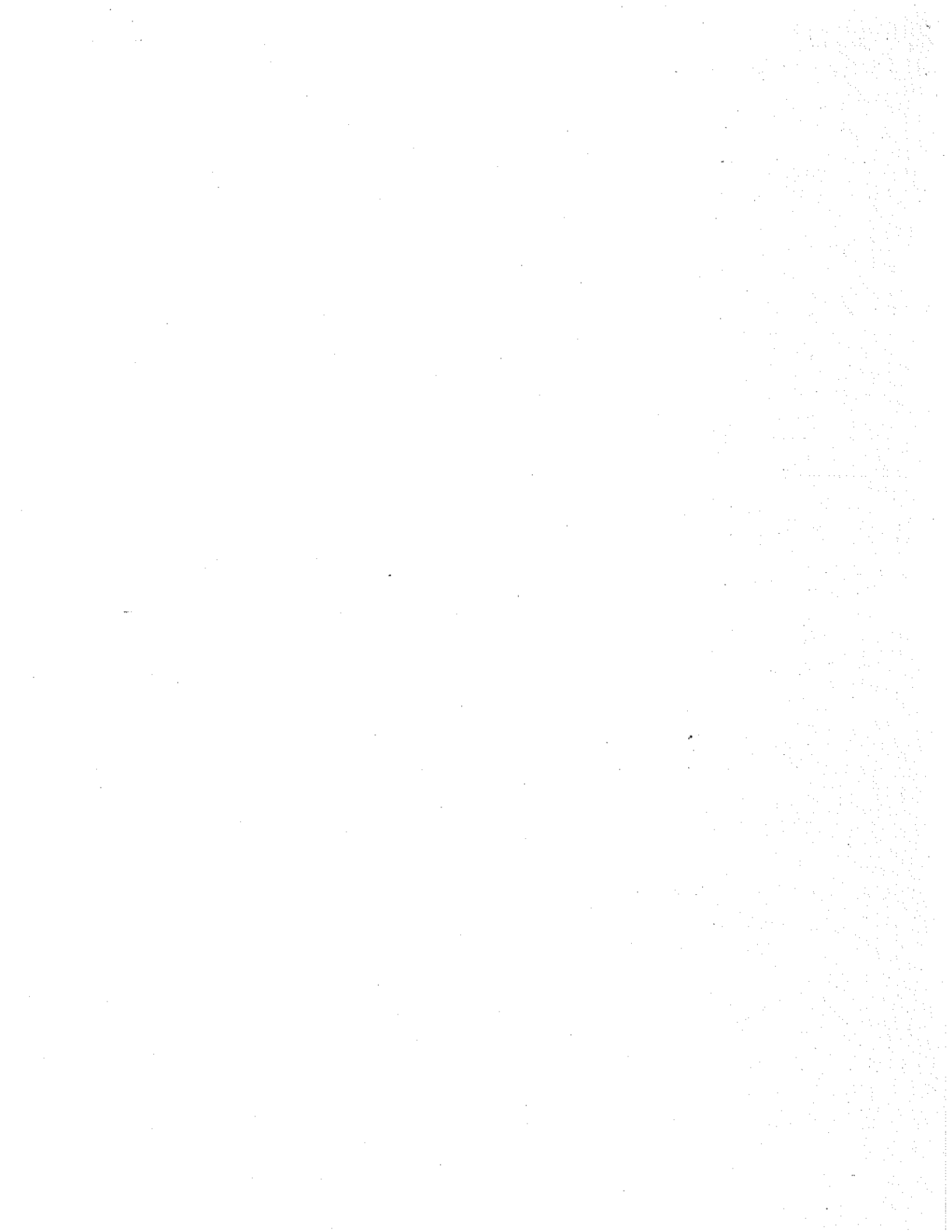
SUMMARY

CCRI fully respects the state's fiscal condition and the difficult decisions that must be made every year. State support to the Higher Education system in FY15 was strong - \$10 million. But, CCRI received less than \$1.5 million of that total sum. The college's core mission and strategic vision is to continue to produce an ever increasing number of community college graduates and transfer students who contribute substantially to the Rhode Island economy. We more than ever request the state's support and investment in Rhode Island's entry access to higher education. For every 1% more the state is willing to invest in CCRI over our suggested CSL budget, we could reduce tuition. We still represent the most affordable and accessible option for nearly 18,000 students *every* semester and the non-credit programs serve another 35,000 Rhode Islanders annually. This takes an enormous toll on our facilities, on the equipment and labs serving students, even on the faculty and staff when we are forced to be under staffed to meet budget expectations. At nearly 36%, CCRI'S reported minority student population is the highest in Rhode Island yet the diversity of our faculty and staff does not reflect this figure – a strategic goal for this institution is to improve this representation in spite of great competition for such faculty and staff. With a very high percentage of part-time enrollees, these students take longer to graduate – but the persistence rate of these students and our full-time students indicate that they do meet their goals to graduate and transfer beyond those timeframes suggested by national data sets. Improved staffing, additional technological tools, and improved analytics, must be employed by the college to facilitate student persistence and retention and reduce their time to completion.

In my budget communication to you last year, we predicted that with the May 2014 graduating class we would reach the mark of 65,000 CCRI Alumni. We were close – 64,938 CCRI total graduates. It is our daily mission in the College's 50th year to help our students succeed and continue to contribute to Rhode Island's workforce – CCRI graduates stay and work in Rhode Island!

We look to your guidance and support and that of the new Board and Postsecondary Council in helping the Community College of Rhode Island in "Changing Lives, Achieving Dreams."

c: S. LaPanne
D. Patten
R. Barrington



Rhode Island Board of Education
FY 2016 Unrestricted Budget Request-CSL with New Initiatives, Tuition & State Appropriation Increase
Community College of Rhode Island
Board Option A

	FY	FY	FY	FY	2016 CSL		2016 CSL	
	2013	2014	2015	2016	vs. 2014 Preaudit	%	vs. 2015 Allocation	%
	Actual	Preaudit	Allocation	CSL	\$		\$	
<u>FTE ENROLLMENT</u>								
Full Time	5,353	4,990	5,351	4,990	-	0.0%	(361)	-6.7%
Part Time	5,080	5,151	5,147	5,151	-	0.0%	4	0.1%
TOTAL ENROLLMENT	10,433	10,141	10,498	10,141	-	0.0%	(357)	-3.4%
<u>REVENUE</u>								
Tuition and Fees	\$ 54,426,909	53,028,803	\$ 55,101,113	\$ 58,230,857	\$ 5,202,054	9.8%	\$ 3,129,744	5.7%
State Appropriation	44,169,980	44,491,368	45,882,495	48,481,102	3,989,734	9.0%	2,598,607	5.7%
Sub-total before Debt Service	44,169,980	44,491,368	45,882,495	48,481,102	3,989,734	9.0%	2,598,607	5.7%
GO Debt Service	2,440,270	1,839,656	1,912,779	1,912,779	73,123	4.0%	-	0.0%
Total State Appropriation	46,610,250	46,331,024	47,795,274	50,393,881	4,062,857	8.8%	2,598,607	5.4%
Indirect Cost Recovery								
Research	473,199	633,322	717,704	517,820	(115,502)	-18.2%	(199,884)	-27.9%
Auxiliary	129,996	129,996	129,996	129,996	-	0.0%	-	0.0%
Sales & Service	3,051,685	2,791,815	2,750,330	2,795,715	3,900	0.1%	45,385	1.7%
Miscellaneous Income	1,081,886	1,003,216	975,300	1,181,020	177,804	17.7%	205,720	21.1%
TOTAL REVENUE	105,773,925	103,918,176	107,469,717	113,249,289	9,331,113	9.0%	5,779,572	5.4%
<u>EXPENDITURES</u>								
Personnel Services	80,034,876	81,162,347	84,742,107	89,278,098	8,115,751	10.0%	4,535,991	5.4%
Operating Expenditures								
O/S Travel	122,103	115,687	125,000	125,000	9,313	8.1%	-	0.0%
Repairs	2,014,050	2,351,790	2,123,578	2,449,966	98,176	4.2%	326,388	15.4%
Utilities	2,087,197	2,529,906	2,619,759	2,739,759	209,853	8.3%	120,000	4.6%
Rentals	476,765	366,810	410,918	412,418	45,608	12.4%	1,500	0.4%
Supplies	5,181,910	5,820,618	6,214,817	7,141,084	1,320,466	22.7%	926,267	14.9%
Bad Debt	344,510	681,631	750,000	700,000	18,369	2.7%	(50,000)	-6.7%
Miscellaneous	1,735,576	2,012,715	2,086,267	2,197,193	184,478	9.2%	110,926	5.3%
Subtotal Operating	11,962,111	13,879,157	14,330,339	15,765,420	1,886,263	13.6%	1,435,081	10.0%
Student Aid	3,808,336	3,320,952	3,566,025	3,846,567	525,615	15.8%	280,542	7.9%
Capital Outlays	6,720,307	2,910,139	2,110,992	1,638,000	(1,272,139)	-43.7%	(472,992)	-22.4%
Debt Service - General Oblig Debt	3,248,295	2,645,581	2,720,254	2,721,204	75,623	2.9%	950	0.0%
TOTAL EXPENDITURES	\$ 105,773,925	\$ 103,918,176	\$ 107,469,717	\$ 113,249,289	\$ 9,331,113	9.0%	\$ 5,779,572	5.4%
Excess/(Deficiency)	\$ (0)	\$ -	\$ -	\$ -	\$ -		\$ -	

COMMUNITY COLLEGE OF RHODE ISLAND
FY 2016 Unrestricted Budget Request-CSL with New Initiatives, Tuition & State Appropriation Increase
Board Option A - Education & General Budget 5570-10000

Table 1-A

Budget Account Code	OBJECT OF EXPENDITURE	-A-		-B-		-C-		-D-		-E-	
		2013 Actual	2014 Preaudit	2015 Allocation	2016 CSL	Change (D/B)	Change (D/C)				
Salaries & Wages											
611000	Regular Wages	39,643,386	40,024,094	41,147,776	43,846,964	9.6%	6.6%				
612000	Seasonal/Special Salaries/Wages & FICA	16,858,080	17,073,387	17,328,819	17,904,662	4.9%	3.3%				
614100	Overtime (1.5)	1,043,900	1,105,074	1,095,175	1,196,236	8.2%	9.2%				
614400	Holiday Pay	36,273	34,348	39,392	37,061	7.9%	-5.9%				
616100	HMO Cash Bonus	0	0	0	0						
616200	Medical Insurance Waiver Bonus	136,991	144,889	155,155	147,147	1.6%	-5.2%				
619000	Payroll Accrual	183,161	208,830	241,030	228,791	9.6%	-5.1%				
	Subtotal Salaries and Wages	57,901,791	58,590,622	60,007,347	63,360,861	8.1%	5.6%				
Employee Benefits											
620100	Employees' Retirement (ERS)	2,047,199	2,209,336	2,440,957	2,577,337	16.7%	5.6%				
620400	Employees' Retirement (TIAA/CREF)	2,708,333	2,692,347	2,692,392	2,873,314	6.7%	6.7%				
621110	FICA (for Regular Earnings only)	3,004,370	3,040,556	3,077,859	3,257,187	7.1%	5.8%				
624110	Medical Insurance	8,763,561	9,091,889	10,303,205	10,443,725	14.9%	1.4%				
62411X	Benefit Holiday	(370,700)	(346,623)	0	0						
624120	Dental Insurance	501,056	520,781	543,351	591,089	13.5%	8.8%				
624130	Vision Insurance	83,097	77,475	78,342	83,708	8.0%	6.8%				
624300	Health Insur - Retired Emp (1986)	9,197	7,844	9,200	9,200	17.3%	0.0%				
624500	Disability Insur (BOG)	115,297	115,141	125,000	125,000	8.6%	0.0%				
624600	Life Insurance	1,515	1,515	1,515	1,515	0.0%	0.0%				
626100	Assessed Fringe Benefits	1,410,428	1,611,145	1,673,362	1,780,205	10.5%	6.4%				
626300	Retiree Health Insur (ERS)	628,172	649,521	677,203	627,717	-3.4%	-7.3%				
626400	Misc Employee Benefits	2,529	1,824	2,000	2,000	9.6%	0.0%				
626410	Retiree Health Insur (BOG)	749,321	669,875	690,871	987,306	47.4%	42.9%				
	Subtotal: Benefits	19,653,375	20,342,626	22,315,257	23,359,303	14.8%	4.7%				
Special Services											
631050	Financial Svcs Other	65,300	79,000	92,500	92,500	17.1%	0.0%				
633100	Training & Education Svcs	512,735	342,738	436,750	516,750	50.8%	18.3%				
634500	Other Design & Engineering	577,349	322,337	325,000	325,000	0.8%	0.0%				
635150	Legal Svcs: General Other	42,872	68,987	75,000	75,000	8.7%	0.0%				
636600	Other Medical Svcs	16,090	12,960	13,000	13,000	0.3%	0.0%				
638400	Other Building & Grounds	1,254,864	1,394,139	1,459,943	1,518,374	8.9%	4.0%				
639500	Security Svcs	10,500	8,938	17,310	17,310	93.7%	0.0%				
639700	University/College Svcs	0	0	0	0						
	Subtotal Special Services	2,479,710	2,229,099	2,419,503	2,557,934	14.8%	5.7%				
	Total Personnel Services	\$80,034,876	\$81,162,347	\$84,742,107	\$89,278,098	10.0%	5.4%				

COMMUNITY COLLEGE OF RHODE ISLAND
FY 2016 Unrestricted Budget Request-CSL with New Initiatives, Tuition & State Appropriation Increase
Board Option A - Education & General Budget 5570-10000

Table 1-A

-A- -B- -C- -D- -E-

Budget Account Code	OBJECT OF EXPENDITURE	2013 Actual	2014 Preaudit	2015 Allocation	2016 CSL	Change	
						(D/B)	(D/C)
<i>Operating Expenditures</i>							
640100	Building Maintenance & Repairs	931,111	789,637	696,831	924,681	17.1%	32.7%
641100	Maintenance/Repairs: Vehicles	111,423	91,689	128,700	128,700	40.4%	0.0%
641600	Maintenance/Repairs: Other Equipment & Licenses	1,022,358	1,187,995	1,386,747	1,485,285	25.0%	7.1%
642200	Road Maintenance & Other Repairs	60,581	374,158	40,000	40,000	-89.3%	0.0%
643010	Clothing & Accessories	26,421	20,585	24,000	24,000	16.6%	0.0%
643110	Office Supplies & Equip (less than \$5000)	253,333	255,656	261,125	272,090	6.4%	4.2%
643120	Comp Supplies/Software & Equip (less than \$5000)	1,085,385	1,338,665	1,457,473	1,774,932	32.6%	21.8%
643130	Janitorial Supplies & Equip	146,757	119,029	132,600	132,600	11.4%	0.0%
643150	Program Supplies & Equip (less than \$5000)	2,071,557	2,380,042	2,413,361	2,900,092	21.9%	20.2%
643160	Security/Safety Supplies	13,112	13,858	15,000	15,000	8.2%	0.0%
643180	Building/Machinery Supplies & Equip (less \$5000)	163,540	130,866	155,370	170,520	30.3%	9.8%
643190	Landscaping Supplies & Equip (less than \$5000)	94,719	93,021	77,650	91,150	-2.0%	17.4%
643200	Dues & Fees	182,094	193,634	195,611	203,021	4.8%	3.8%
643410	Postage & Postal Svcs	250,930	241,562	283,425	283,425	17.3%	0.0%
643614	Other Advertising	327,734	391,389	379,089	440,745	12.6%	16.3%
643620	Printing: Outside Vendors	288,921	289,105	340,298	342,438	18.4%	0.6%
643700	Misc Expenses	876,207	1,190,744	1,150,185	1,207,275	1.4%	5.0%
643710	Staff Training	132,356	94,245	112,375	157,000	66.6%	39.7%
643810	Insurance: Property/Casualty	517,678	550,818	590,934	600,145	9.0%	1.6%
643910	Pharmaceuticals	1,582	2,114	1,800	2,400	13.5%	33.3%
643920	Medical Supplies (non-Rx)	5,037	5,918	6,100	6,100	3.1%	0.0%
644120	Fuel Oil #2 - Home Heating Oil	20,933	25,875	25,215	27,169	5.0%	7.7%
644300	Fuel: Natural Gas	163,510	267,716	364,957	364,957	36.3%	0.0%
644520	Central Utilities Fund (ISF use only)	1,755,142	2,089,411	2,082,480	2,185,804	4.6%	5.0%
644700	Water	44,792	48,530	52,788	52,788	8.8%	0.0%
644800	Sewer Usage	102,820	98,374	94,319	109,041	10.8%	15.6%
645200	Rental/Lease Equipment	114,485	37,521	41,751	43,251	15.3%	3.6%
645310	Rental of Outside Property	362,280	329,289	369,167	369,167	12.1%	0.0%
646200	Mileage Allowance	93,797	81,573	99,825	99,825	22.4%	0.0%
646340	Out of State: Other	122,103	115,687	125,000	125,000	8.1%	0.0%
646400	Other Travel Related Costs	4,022	3,553	4,155	4,155	16.9%	0.0%
647900	Internal Agency IT Charges	118,969	197,471	295,200	305,856	54.9%	3.6%
648100	Telephone & Telegraph	151,819	147,703	176,715	176,715	19.6%	0.0%
649400	Refunds/Bad Debt	344,510	681,631	750,000	700,000	2.7%	-6.7%
652150	Supplemental Pension-Early Retirement	93	93	93	93	0.0%	0.0%
Total Operating Expenditures		\$11,962,111	\$13,879,157	\$14,330,339	\$15,765,420	13.6%	10.0%

COMMUNITY COLLEGE OF RHODE ISLAND
FY 2016 Unrestricted Budget Request-CSL with New Initiatives, Tuition & State Appropriation Increase
Board Option A - Education & General Budget 5570-10000

Table 1-A

-A- -B- -C- -D- -E-

Budget Account Code	OBJECT OF EXPENDITURE	2013 Actual	2014 Preaudit	2015 Allocation	2016 CSL	Change (D/B)	Change (D/C)
Student Aid							
671200	CCRI Grants & Scholarships	1,031,972	1,029,098	1,225,500	1,335,795	29.8%	9.0%
671200	Other Scholarships Pgms/Misc Waiver Programs	313,325	213,625	134,525	146,632	-31.4%	9.0%
	Subtotal Student Aid	1,345,297	1,242,723	1,360,025	1,482,427	19.3%	9.0%
671200	Higher Education Waiver	1,182,326	1,186,977	1,190,000	1,256,700	5.9%	5.6%
671200	Unemployment Waiver	560,800	244,834	275,000	299,750	22.4%	9.0%
671200	Student Waiver Exchange	64,078	60,781	65,000	70,850	16.6%	9.0%
671200	Disabled Vets/Natl Guard	626,902	566,396	657,500	716,675	26.5%	9.0%
671200	Senior Citizen Waiver	28,933	19,241	18,500	20,165	4.8%	9.0%
	Subtotal Waivers	2,463,039	2,078,229	2,206,000	2,364,140	13.8%	7.2%
	Total Student Aid	\$3,808,336	\$3,320,952	\$3,566,025	\$3,846,567	15.8%	7.9%
Capital							
661201	Buildings & Structures - Acquisition	0	0	0	0		
661211	Building Renovations & Improvements (min \$250,000)	5,341,607	1,790,248	1,435,313	500,000	-72.1%	-65.2%
661302	Construction in Progress	0	0	0	0		
661501	Motor Vehicles	246,020	0	0	193,000		
661701	Computer, greater than \$5000	1,132,680	1,119,891	675,679	945,000	-15.6%	39.9%
	Total Capital	\$6,720,307	\$2,910,139	\$2,110,992	\$1,638,000	-43.7%	-22.4%
681400	Principal: College/Univ Debt	3,248,295	2,645,581	2,720,254	2,721,204	2.9%	0.0%
	Total Unrestricted Budget	\$105,773,925	\$103,918,176	\$107,469,717	\$113,249,289	9.0%	5.4%

**Rhode Island Board of Education
FY 2017 Unrestricted Budget Estimate
Community College of Rhode Island**

	FY	FY	FY	FY	2017 Est		2017 Est	
	2014	2015	2016	2017	vs. 2015 Allocation		vs. 2016 CSL	
	Presaudit	Allocation	CSL	Est	\$	%	\$	%
<u>FTE ENROLLMENT</u>								
Full Time	4,990	5,351	4,990	4,990	(361)	-6.7%	-	0.0%
Part Time	5,151	5,147	5,151	5,151	4	0.1%	-	0.0%
TOTAL ENROLLMENT	10,141	10,498	10,141	10,141	(357)	-3.4%	-	0.0%
<u>REVENUE</u>								
Tuition and Fees	\$ 53,028,803	\$ 55,101,113	\$ 58,230,857	\$ 59,977,783	\$ 4,876,670	8.9%	\$ 1,746,926	3.0%
State Appropriation	44,491,368	45,862,495	48,481,102	50,379,471	4,496,976	9.8%	1,898,369	3.9%
	-	-	-	-	-	-%	-	-%
Sub-total before Debt Service	44,491,368	45,862,495	48,481,102	50,379,471	4,496,976	9.8%	1,898,369	3.9%
GO Debt Service	1,839,656	1,912,779	1,912,779	1,912,779	-	0.0%	-	0.0%
Total State Appropriation	46,331,024	47,795,274	50,393,881	52,292,250	4,496,976	9.4%	1,898,369	3.8%
Indirect Cost Recovery								
Research	633,322	717,704	517,820	517,820	\$ (199,884)	-27.9%	-	0.0%
Auxiliary	129,996	129,996	129,996	129,996	\$ -	0.0%	-	0.0%
Sales & Service	2,791,815	2,750,330	2,795,715	2,795,715	\$ 45,385	1.7%	-	0.0%
Miscellaneous Income	1,003,216	975,300	1,181,020	1,181,020	\$ 205,720	21.1%	-	0.0%
TOTAL REVENUE	103,918,176	107,469,717	113,249,289	116,894,584	9,424,867	8.8%	3,645,295	3.2%
<u>EXPENDITURES</u>								
Personnel Services	81,162,347	84,742,107	89,278,098	92,279,660	7,537,553	8.9%	3,001,562	3.4%
Operating Expenditures								
O/S Travel	115,687	125,000	125,000	127,500	2,500	2.0%	2,500	2.0%
Repairs	2,351,790	2,123,578	2,449,966	2,498,966	375,388	17.7%	49,000	2.0%
Utilities	2,529,906	2,619,759	2,739,759	2,876,746	256,987	9.8%	136,987	5.0%
Rentals	366,810	410,918	412,418	420,666	9,748	2.4%	8,248	2.0%
Supplies	5,820,618	6,214,817	7,141,084	7,321,933	1,107,116	17.8%	180,849	2.5%
Bad Debt	681,631	750,000	700,000	700,000	(50,000)	-6.7%	-	0.0%
Miscellaneous	2,012,715	2,086,267	2,197,193	2,277,145	190,878	9.1%	79,952	3.6%
Subtotal Operating	13,879,157	14,330,339	15,765,420	16,222,956	1,892,617	13.2%	457,536	2.9%
Student Aid	3,320,952	3,566,025	3,846,567	3,961,964	395,939	11.1%	115,397	3.0%
Capital Outlays	2,910,139	2,110,992	1,638,000	1,710,000	(400,992)	-19.0%	72,000	4.4%
Debt Service - General Oblig Debt	2,645,581	2,720,254	2,721,204	2,720,004	(250)	0.0%	(1,200)	0.0%
TOTAL EXPENDITURES	\$ 103,918,176	\$ 107,469,717	\$ 113,249,289	\$ 116,894,584	\$ 9,424,867	8.8%	\$ 3,645,295	3.2%
Excess/(Deficiency)	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	

COMMUNITY COLLEGE OF RHODE ISLAND
FY 2017 Unrestricted Budget Estimate
Education & General Budget Detail

Table 1-A

Budget Account Code	OBJECT OF EXPENDITURE	-A-	-B-	-C-	-D-	-E-	
		2014 Preaudit	2015 Allocation	2016 CSL	2017 Est	Change (D/B)	(D/C)
<i>Salaries & Wages</i>							
611000	Regular Wages	40,024,094	41,147,776	43,846,964	45,532,373	10.7%	3.8%
612000	Seasonal/Special Salaries/Wages & FI	17,073,387	17,328,819	17,904,662	18,441,802	6.4%	3.0%
614100	Overtime (1.5)	1,105,074	1,095,175	1,196,236	1,232,123	12.5%	3.0%
614400	Holiday Pay	34,348	39,392	37,061	38,173	-3.1%	3.0%
616100	HMO Cash Bonus	0	0	0	0		
616200	Medical Insurance Waiver Bonus	144,889	155,155	147,147	147,147	-5.2%	0.0%
619000	Payroll Accrual	208,830	241,030	228,791	230,000	-4.6%	0.5%
<i>Subtotal Salaries and Wages</i>		58,590,622	60,007,347	63,360,861	65,621,618	9.4%	3.6%
<i>Employee Benefits</i>							
620100	Employees' Retirement (ERS)	2,209,336	2,440,957	2,577,337	2,654,657	8.8%	3.0%
620400	Employees' Retirement (TIAA/CREF)	2,692,347	2,692,392	2,873,314	2,959,513	9.9%	3.0%
621110	FICA (for Regular Earnings only)	3,040,556	3,077,859	3,257,187	3,354,903	9.0%	3.0%
624110	Medical Insurance	9,091,889	10,303,205	10,443,725	10,757,037	4.4%	3.0%
62411X	Benefit Holiday	(346,623)	0	0	0		
624120	Dental insurance	520,781	543,351	591,089	608,822	12.0%	3.0%
624130	Vision Insurance	77,475	78,342	83,708	86,219	10.1%	3.0%
624140	Prescription Insurance	0	0	0	0	-%	-%
624300	Health Insur - Retired Emp (1986)	7,844	9,200	9,200	9,200	0.0%	0.0%
624500	Disability Insur (BOG)	115,141	125,000	125,000	125,000	0.0%	0.0%
624600	Life Insurance	1,515	1,515	1,515	1,515	0.0%	0.0%
626100	Assessed Fringe Benefits	1,611,145	1,673,362	1,780,205	1,833,611	9.6%	3.0%
626200	Unemployed Comp - State Employees	0	0	0	0	-%	-%
626300	Retiree Health Insur (ERS)	649,521	677,203	627,717	646,549	-4.5%	3.0%
626400	Misc Employee Benefits	1,824	2,000	2,000	2,000	0.0%	0.0%
626410	Retiree Health insur (BOG)	669,875	690,871	987,306	1,016,925	47.2%	3.0%
<i>Subtotal Benefits</i>		20,342,626	22,315,257	23,359,303	24,055,951	7.8%	3.0%
<i>Special Services</i>							
631050	Financial Svcs Other	79,000	92,500	92,500	94,350	2.0%	2.0%
633100	Training & Education Svcs	342,738	436,750	516,750	527,085	20.7%	2.0%
634500	Other Design & Engineering	322,337	325,000	325,000	325,000	0.0%	0.0%
635150	Legal Svcs: General Other	68,987	75,000	75,000	75,000	0.0%	0.0%
636600	Other Medical Svcs	12,960	13,000	13,000	13,000	0.0%	0.0%
637100	Clerical Services	0	0	0	0	-%	-%
638400	Other Building & Grounds	1,394,139	1,459,943	1,518,374	1,550,000	6.2%	2.1%
639500	Security Svcs	8,938	17,310	17,310	17,656	2.0%	2.0%
639700	University/College Svcs	0	0	0	0		
<i>Subtotal Special Services</i>		2,229,099	2,419,503	2,557,934	2,602,091	7.5%	1.7%
Total Personnel Services		\$81,162,347	\$84,742,107	\$89,278,098	\$92,279,660	8.9%	3.4%
<i>Operating Expenditures</i>							
640100	Building Maintenance & Repairs	789,637	696,831	924,681	943,175	35.4%	2.0%
641100	Maintenance/Repairs: Vehicles	91,689	128,700	128,700	131,274	2.0%	2.0%
641600	Maintenance/Repairs: Other Equipment	1,187,995	1,386,747	1,485,285	1,514,991	9.2%	2.0%
642200	Road Maintenance & Other Repairs	374,158	40,000	40,000	40,800	2.0%	2.0%
643010	Clothing & Accessories	20,585	24,000	24,000	24,480	2.0%	2.0%
643110	Office Supplies & Equip (less than \$50)	255,656	261,125	272,090	277,532	6.3%	2.0%
643120	Comp Supplies/Software & Equip (less than \$50)	1,338,665	1,457,473	1,774,932	1,810,431	24.2%	2.0%
643130	Janitorial Supplies & Equip	119,029	132,600	132,600	135,252	2.0%	2.0%
643150	Program Supplies & Equip (less than \$50)	2,380,042	2,413,361	2,900,092	2,958,094	22.6%	2.0%
643160	Security/Safety Supplies	13,858	15,000	15,000	15,300	2.0%	2.0%
643180	Building/Machinery Supplies & Equip	130,866	155,370	170,520	173,930	11.9%	2.0%
643190	Landscaping Supplies & Equip (less than \$50)	93,021	77,650	91,150	92,973	19.7%	2.0%
643200	Dues & Fees	193,634	195,611	203,021	207,081	5.9%	2.0%
643410	Postage & Postal Svcs	241,562	283,425	283,425	289,094	2.0%	2.0%
643614	Other Advertising	391,389	379,089	440,745	449,560	18.6%	2.0%

COMMUNITY COLLEGE OF RHODE ISLAND
FY 2017 Unrestricted Budget Estimate
Education & General Budget Detail

Table 1-A

Budget Account Code	OBJECT OF EXPENDITURE	-A-	-B-	-C-	-D-	-E-	
		2014 Preaudit	2015 Allocation	2016 CSL	2017 Est	Change (D/B)	Change (D/C)
643620	Printing: Outside Vendors	289,105	340,298	342,438	349,287	2.6%	2.0%
643700	Misc Expenses	1,190,744	1,150,185	1,207,275	1,231,421	7.1%	2.0%
643710	Staff Training	94,245	112,375	157,000	160,140	42.5%	2.0%
643810	Insurance: Property/Casualty	550,818	590,934	600,145	648,157	9.7%	8.0%
643910	Pharmaceuticals	2,114	1,800	2,400	2,448	36.0%	2.0%
643920	Medical Supplies (non-Rx)	5,918	6,100	6,100	6,222	2.0%	2.0%
644120	Fuel Oil #2 - Home Heating Oil	25,875	25,215	27,169	28,527	13.1%	5.0%
644300	Fuel: Natural Gas	267,716	364,957	364,957	383,205	5.0%	5.0%
644520	Central Utilities Fund (ISF use only)	2,089,411	2,082,480	2,185,804	2,295,094	10.2%	5.0%
644700	Water	48,530	52,788	52,788	55,427	5.0%	5.0%
644800	Sewer Usage	98,374	94,319	109,041	114,493	21.4%	5.0%
645200	Rental/Lease Equipment	37,521	41,751	43,251	44,116	5.7%	2.0%
645310	Rental of Outside Property	329,289	369,167	369,167	376,550	2.0%	2.0%
646200	Mileage Allowance	81,573	99,825	99,825	101,822	2.0%	2.0%
646340	Out of State: Other	115,687	125,000	125,000	127,500	2.0%	2.0%
646400	Other Travel Related Costs	3,553	4,155	4,155	4,238	2.0%	2.0%
647900	Internal Agency IT Charges	197,471	295,200	305,856	350,000	18.6%	14.4%
648100	Telephone & Telegraph	147,703	176,715	176,715	180,249	2.0%	2.0%
649400	Refunds/Bad Debt	681,631	750,000	700,000	708,000	-6.7%	0.0%
652150	Supplemental Pension-Early Retirement	93	93	93	93	0.0%	0.0%
Total Operating Expenditures		\$13,879,157	\$14,330,339	\$15,765,420	\$16,222,956	13.2%	2.9%
Student Aid							
671200	CCRI Grants & Scholarships	1,029,098	1,225,500	1,335,795	1,375,868	12.3%	3.0%
671200	Other Scholarships Pgms	213,625	134,525	146,632	151,031	12.3%	3.0%
Subtotal Student Aid		1,242,723	1,360,025	1,482,427	1,526,899	12.3%	3.0%
671200	Higher Education Waiver	1,186,977	1,190,000	1,256,700	1,294,401	8.8%	3.0%
671200	Unemployment Waiver	244,834	275,000	299,750	308,743	12.3%	3.0%
671200	Student Waiver Exchange	60,781	65,000	70,850	72,976	12.3%	3.0%
671200	Disabled Vets/Natl Guard	566,396	657,500	716,675	738,175	12.3%	3.0%
671200	Senior Citizen Waiver	19,241	18,500	20,165	20,770	12.3%	3.0%
Subtotal Waivers		2,078,229	2,206,000	2,364,140	2,435,065	10.4%	3.0%
Total Student Aid		\$3,320,952	\$3,566,025	\$3,846,567	\$3,961,964	11.1%	3.0%
Capital							
661201	Buildings & Structures - Acquisition	0	0	0	0		
661211	Building Renovations & Improvement	1,790,248	1,435,313	500,000	500,000	-65.2%	0.0%
661302	Construction in Progress	0	0	0	0		
661501	Motor Vehicles	0	0	193,000	265,000	-%	37.3%
661701	Computer, greater than \$5000	1,119,891	675,679	945,000	945,000	39.9%	0.0%
Total Capital		\$2,910,139	-\$2,110,992	\$1,638,000	\$1,710,000	-19.0%	4.4%
681400	Principal: College/Univ Debt	2,645,581	2,720,254	2,721,204	2,720,004	0.0%	0.0%
Total Unrestricted Budget		\$103,918,176	\$107,469,717	\$113,249,289	\$116,894,584	8.8%	3.2%

**Rhode Island Board of Education
FY 2016 Unrestricted Budget Request-CSL
Community College of Rhode Island**

	Board [A]			Board [B]			Board [C]			Board [D]	
	FY 2013 Actual	FY 2014 Preaudit	FY 2015 Allocation	FY 2016 CSL	2016 CSL vs. 2014 Preaudit \$	%	2016 CSL vs. 2016 Allocation \$	%	FY 2016 Flat Approp	FY 2016 All State	FY 2016 Target
FTE ENROLLMENT											
Full Time	5,353	4,990	5,351	4,990	-	0.0%	(361)	-6.7%	4,990	4,990	4,990
Part Time	5,080	5,151	5,147	5,151	-	0.0%	4	0.1%	5,151	5,151	5,151
TOTAL ENROLLMENT	10,433	10,141	10,498	10,141	-	0.0%	(357)	-3.4%	10,141	10,141	10,141
REVENUE											
Tuition and Fees	\$ 54,426,909	\$ 53,028,803	\$ 55,101,113	\$ 58,230,857	\$ 5,202,054	9.8%	\$ 3,129,744	5.7%	\$ 61,021,792	\$ 55,101,113	\$ 60,873,922
State Appropriation	44,169,980	44,491,368	45,882,495	48,481,102	3,989,734	9.0%	2,598,607	5.7%	45,882,495	51,330,304	46,050,365
Sub-total before Debt Service	44,169,980	44,491,368	45,882,495	48,481,102	3,989,734	9.0%	2,598,607	5.7%	45,882,495	51,330,304	46,050,365
GO Debt Service	2,440,270	1,839,656	1,912,779	1,912,779	73,123	4.0%	-	0.0%	1,912,779	1,912,779	1,912,779
Total State Appropriation	46,610,250	46,331,024	47,795,274	50,393,881	4,062,857	8.8%	2,598,607	5.4%	47,795,274	53,243,083	47,943,144
Indirect Cost Recovery											
Research	473,199	633,322	717,704	517,820	(115,502)	-18.2%	(199,884)	-27.9%	517,820	517,820	517,820
Auxiliary	129,996	129,996	129,996	129,996	-	0.0%	-	0.0%	129,996	129,996	129,996
Sales & Service	3,051,685	2,791,815	2,750,330	2,795,715	3,900	0.1%	45,385	1.7%	2,795,715	2,795,715	2,795,715
Miscellaneous Income	1,081,886	1,003,216	975,300	1,181,020	177,804	17.7%	205,720	21.1%	1,181,020	1,181,020	1,181,020
TOTAL REVENUE	105,773,925	103,918,176	107,469,717	113,249,289	9,331,113	9.0%	5,779,572	5.4%	113,441,617	112,968,747	113,441,617
EXPENDITURES											
Personnel Services	80,034,876	81,162,347	84,742,107	89,278,098	8,115,751	10.0%	4,535,991	5.4%	89,278,098	89,278,098	89,278,098
Operating Expenditures											
O/S Travel	122,103	115,687	125,000	125,000	9,313	8.1%	-	0.0%	125,000	125,000	125,000
Repairs	2,014,050	2,351,790	2,123,578	2,449,966	98,176	4.2%	326,388	15.4%	2,449,966	2,449,966	2,449,966
Utilities	2,087,197	2,529,906	2,619,759	2,739,759	209,853	8.3%	120,000	4.6%	2,739,759	2,739,759	2,739,759
Rentals	476,765	366,810	410,918	412,418	45,608	12.4%	1,500	0.4%	412,418	412,418	412,418
Supplies	5,181,910	5,820,618	6,214,817	7,141,084	1,320,466	22.7%	926,267	14.9%	7,141,084	7,141,084	7,141,084
Bad Debt	344,510	681,631	750,000	700,000	18,369	2.7%	(50,000)	-6.7%	700,000	700,000	700,000
Miscellaneous	1,735,576	2,012,715	2,086,267	2,197,193	184,478	9.2%	110,926	5.3%	2,197,193	2,197,193	2,197,193
Subtotal Operating	11,962,111	13,879,157	14,330,339	15,765,420	1,886,283	13.6%	1,435,081	10.0%	15,765,420	15,765,420	15,765,420
Student Aid	3,808,336	3,320,952	3,566,025	3,846,567	525,615	15.8%	280,542	7.9%	4,038,895	3,566,025	4,038,895
Capital Outlays	6,720,307	2,910,139	2,110,992	1,638,000	(1,272,139)	-43.7%	(472,992)	-22.4%	1,638,000	1,638,000	1,638,000
Debt Service - General Oblig Debt	3,248,295	2,645,581	2,720,254	2,721,204	75,623	2.9%	950	0.0%	2,721,204	2,721,204	2,721,204
TOTAL EXPENDITURES	\$ 105,773,925	\$ 103,918,176	\$ 107,469,717	\$ 113,249,289	\$ 9,331,113	9.0%	\$ 5,779,572	5.4%	\$ 113,441,617	\$ 112,968,747	\$ 113,441,617
Excess/(Deficiency)	\$ (0)	\$ -	\$ -	\$ -	\$ -		\$ -		\$ -	\$ -	\$ (0)

Rhode Island Board of Education
FY 2016 Restricted Budget Request
Community College of Rhode Island

	FY 2013 Actual	FY 2014 Preaudit	FY 2015 Allocation	FY 2016 CSL	Change	
					2016 CSL vs. 2014 Preaudit	2016 CSL vs. 2015 Allocation
<u>Revenue</u>						
Auxiliaries	\$ 8,779,850	\$ 9,002,023	\$ 8,786,069	\$ 8,881,184	-1.3%	1.1%
Research & Sponsored	4,900,923	5,312,831	4,571,475	4,259,561	-19.8%	-6.8%
Scholarships/ Fellowships	31,014,130	32,012,267	31,085,000	31,985,000	-0.1%	2.9%
Driver's Education	596,538	630,618	644,000	653,200	3.6%	1.4%
RI Capital Fund-CCRI	2,975,021	2,189,036	4,216,075	4,184,100	91.1%	-0.8%
Total Revenues	48,266,462	49,146,775	49,302,619	49,963,045	1.7%	1.3%
<u>Expenditures</u>						
Auxiliaries	8,003,236	8,522,132	8,258,532	8,446,109	-0.9%	2.3%
Research & Sponsored	4,900,923	5,312,831	4,571,475	4,259,561	-19.8%	-6.8%
Scholarships/Fellowships	31,014,130	32,012,267	31,085,000	31,985,000	-0.1%	2.9%
Driver's Education	596,538	630,618	644,000	653,200	3.6%	1.4%
RI Capital Fund-CCRI	2,975,021	2,189,036	4,216,075	4,184,100	91.1%	-0.8%
Total Expenditures	47,489,848	48,666,884	48,775,082	49,527,970	1.8%	1.5%
<u>Excess/(Deficiency)</u>						
Bookstore/Bond Fund	776,614	479,891	527,537	435,075	-9.3%	-17.5%
Total Excess/(Deficiency)	\$ 776,614	\$ 479,891	\$ 527,537	\$ 435,075	-9.3%	-17.5%

**COMMUNITY COLLEGE OF RHODE ISLAND
BOOKSTORE AND BOND REVENUE FUND ANALYSIS
FY 2016 BUDGET REQUEST**

	-A- 2016 CSL	% of Revenue	(A/B) % Incr	-B- 2015 Allocation	% of Revenue	(B/C) % Incr	-C- 2014 Preaudit	% of Revenue	(C/D) % Incr	-D- 2013 Actual	% of Revenue
REVENUES											
BOOKSTORE:											
Net Sales	8,752,392	98.8%	2.4%	8,545,493	99.2%	-2.3%	8,750,610	98.8%	2.4%	8,542,251	99.2%
Locker Rentals	0	0.0%		0	0.0%		0	0.0%	-100.0%	497	0.0%
Other Income	102,542	1.2%	56.4%	65,576	-0.8%	-36.2%	102,827	1.2%	58.5%	64,863	0.8%
Bookstore Revenue	\$8,854,934	100.0%	2.8%	\$8,611,069	100.0%	-2.7%	\$8,853,437	100.0%	2.9%	\$8,607,612	100.0%
BOND FUND:											
Dining Commissions	9,000	34.3%	-10.0%	10,000	5.7%	12.1%	8,921	6.0%	7.0%	8,341	4.8%
Student Fees	0	0.0%	-100.0%	150,000	85.7%	22.4%	122,500	82.4%	-18.0%	149,330	86.7%
Investment Income	17,250	65.7%	15.0%	15,000	8.6%	-12.6%	17,165	11.6%	17.8%	14,567	8.5%
Bond Fund Revenue	26,250	100.0%	-85.0%	175,000	100.0%	17.8%	148,586	100.0%	-13.7%	172,238	100.0%
TOTAL Revenues	8,881,184	100.0%	1.1%	8,786,069	100.0%	-2.4%	9,002,023	100.0%	2.5%	8,779,850	100.0%
EXPENDITURES											
BOOKSTORE:											
Personnel Services	1,500,163	16.9%	1.6%	1,476,257	16.8%	8.1%	1,365,155	15.2%	-1.0%	1,379,148	15.7%
Operating Expenses:											
O/S Travel	4,800	0.1%	140.0%	2,000	0.0%	-58.0%	4,760	0.1%	69.5%	2,808	0.0%
Repairs	19,000	0.2%	183.5%	6,703	0.1%	112.4%	3,156	0.0%	-77.5%	14,010	0.2%
Utilities	72,900	0.8%	0.0%	72,900	0.8%	0.0%	72,900	0.8%	0.0%	72,900	0.8%
Other											
Miscellaneous	166,750	1.9%	-2.9%	171,783	2.0%	-35.8%	267,380	3.0%	69.8%	157,475	1.8%
Rentals	0	0.0%		0	0.0%		454	0.0%	#DIV/0!	0	0.0%
Supl/Operating Exp	101,850	1.2%	6.8%	95,400	1.1%	-1.4%	96,710	1.1%	28.8%	75,072	0.9%
Total Operating	365,300	4.1%	4.7%	348,786	4.1%	-21.7%	445,360	5.0%	38.2%	322,265	3.7%
Cost of Goods Sold	6,398,650	72.3%	2.7%	6,232,600	72.4%	-3.4%	6,453,714	72.9%	6.1%	6,082,684	70.7%
As a % of Net Sales*	6,398,650	73.1%	2.7%	6,232,600	72.9%	-3.4%	6,453,714	73.8%	6.1%	6,082,684	71.2%
Indirect Cost	129,996	1.5%	0.0%	129,996	1.5%	0.0%	129,996	1.5%	0.0%	129,996	1.5%
Capital	52,000	0.6%	40.5%	37,000	0.4%	-60.2%	93,044	1.1%	72.8%	53,836	0.6%
Total Bookstore Expense	8,446,109	95.4%	2.7%	8,224,639	95.5%	-3.1%	8,487,269	95.9%	6.5%	7,967,929	92.6%
BOND REVENUE FUND:											
Personnel Services	0	0.0%	-100.0%	6,200	3.5%	-3.4%	6,420	4.3%	5.0%	6,114	3.5%
Debt Service	0	0.0%	-100.0%	27,693	15.8%	-2.6%	28,443	19.1%	-2.6%	29,193	16.9%
Total Bond Fund Expense	0	0.0%	-100.0%	33,893	19.4%	-2.8%	34,863	23.5%	-1.3%	35,307	20.5%
TOTAL Expenditures	\$8,446,109	95.1%	2.3%	\$8,258,532	94.0%	-3.1%	\$8,522,132	94.7%	6.5%	\$8,003,236	91.2%
TOTAL Revenues	\$8,881,184	100.0%	1.1%	\$8,786,069	100.0%	-2.4%	\$9,002,023	100.0%	2.5%	\$8,779,850	100.0%
Bookstore Surplus	408,825	4.6%		386,430	4.5%		366,168	4.1%		639,683	7.4%
Bond Fund Surplus	26,250	0.3%		141,107	1.6%		113,723	1.3%		136,931	1.6%
	435,075	4.9%		527,537	6.1%		479,891	5.4%		776,614	9.0%
Nonmandatory Xfer	0	0.0%		0	0.0%			0.0%			0.0%
Maint/Repair Xfer							(7,500)			(7,500)	
Total Fund Balance:											
Beginning							4,066,288			3,297,174	
Ending							4,538,679			4,066,288	

**COMMUNITY COLLEGE OF RHODE ISLAND
GRANTS ANALYSIS
FY 2016 BUDGET REQUEST**

	-A- 2016 CSL	% of Revenue	(A/B) % Incr	-B- 2015 Allocation	% of Revenue	(B/C) % Incr	-C- 2014 Preaudit	% of Revenue	(C/D) % Incr	-D- 2013 Actual	% of Revenue	(D/E) % Incr
Grants & Contracts												
Federal	2,280,592	53.5%	9.5%	2,083,352	45.6%	-24.8%	2,771,348	52.2%	1.0%	2,743,323	56.0%	85.4%
State	1,909,054	44.8%	-20.8%	2,411,907	52.8%	7.4%	2,246,245	42.3%	11.0%	2,024,531	41.3%	9.0%
Private	69,915	1.6%	-8.3%	76,216	1.7%	-74.2%	295,238	5.6%	121.9%	133,069	2.7%	-43.9%
Total Revenue	\$4,259,561	100.0%	-6.8%	\$4,571,475	100.0%	-14.0%	\$5,312,831	100.0%	8.4%	\$4,900,923	100.0%	37.1%
EXPENDITURES												
Personnel Services	3,693,351	86.7%	-3.4%	3,825,298	83.7%	-13.7%	4,432,955	83.4%	13.0%	3,923,481	80.1%	44.1%
Operating Expenses:												
O/S Travel	41,144	1.0%	-35.1%	63,430	1.4%	158.1%	24,575	0.5%	-34.4%	37,471	0.8%	57.7%
Repairs	525	0.0%	#DIV/0!	0	0.0%		550	0.0%		0	0.0%	
Utilities	0	0.0%		0	0.0%		0	0.0%	—	0	0.0%	—
Other												
Miscellaneous	105,868	2.5%	-46.3%	197,216	4.3%	1.7%	194,000	3.7%	-12.5%	221,635	4.5%	-49.3%
Rentals	24,374	0.6%	-31.2%	35,418	0.8%	52.1%	23,292	0.4%	-9.1%	25,617	0.5%	26.1%
Supl/Oper Exp	248,499	5.8%	-19.0%	306,613	6.7%	-34.7%	469,530	8.8%	-9.2%	516,958	10.5%	41.1%
Total Operating	420,410	9.9%	-30.2%	602,677	13.2%	-15.3%	711,947	13.4%	-11.2%	801,681	16.4%	-5.9%
Capital	145,800	3.4%		143,500	3.1%		167,929	3.2%	—	175,761	3.6%	—
Student Aid	0	0.0%		0	0.0%		0	0.0%	—	0	0.0%	—
Total Expenditures	\$4,259,561	100.0%	-6.8%	\$4,571,475	100.0%	-14.0%	\$5,312,831	100.0%	8.4%	\$4,900,923	100.0%	37.1%
Total Revenues	\$4,259,561	100.0%	-6.8%	\$4,571,475	100.0%	-14.0%	\$5,312,831	100.0%	8.4%	\$4,900,923	100.0%	37.1%
Excess/(Deficiency)	0	0.0%		0	0.0%		0	0.0%		0	0.0%	

COMMUNITY COLLEGE OF RHODE ISLAND
STUDENT AID
FY 2016 CSL BUDGET REQUEST

Table 3

	-A-			-B-			-C-			-D-	
	2016 CSL	% of Revenue	(A/B) % Incr	2015 Allocation	% of Revenue	(B/C) % Incr	2014 Preaudit	% of Revenue	(C/D) % Incr	2013 Actual	% of Revenue
REVENUES											
Federal/Restricted											
BEOG (Pell)	28,275,000	88%	3.2%	27,390,000	88%	-3.1%	28,275,292	88%	3.1%	27,420,361	88.4%
SEOG	405,000	1%	8.0%	375,000	1%	-0.3%	375,940	1%	0.2%	375,165	1.2%
College Work Study	<u>405,000</u>	1%	8.0%	<u>375,000</u>	1%	-9.8%	<u>415,743</u>	1%	13.5%	<u>366,300</u>	1.2%
Subtotal Federal	29,085,000	91%	3.4%	28,140,000	91%	-3.2%	29,066,975	91%	3.2%	28,161,826	90.8%
External											
RIHEAA	2,900,000	9%	-1.5%	2,945,000	9%	0.0%	2,945,292	9%	3.3%	2,852,304	9.2%
Subtotal Private	<u>2,900,000</u>		<u>-1.5%</u>	<u>2,945,000</u>		<u>0.0%</u>	<u>2,945,292</u>		<u>3.3%</u>	<u>2,852,304</u>	
Total Aid Revenue	<u>\$31,985,000</u>	<u>100%</u>	<u>2.9%</u>	<u>\$31,085,000</u>	<u>100%</u>	<u>-2.9%</u>	<u>\$32,012,267</u>	<u>100%</u>	<u>3.2%</u>	<u>\$31,014,130</u>	<u>100.0%</u>
EXPENDITURES											
Student Aid	<u>31,985,000</u>	<u>100.0%</u>	<u>2.9%</u>	<u>31,085,000</u>	<u>100.0%</u>	<u>-2.9%</u>	<u>32,012,267</u>	<u>100.0%</u>	<u>3.2%</u>	<u>31,014,130</u>	<u>100.0%</u>
Total Expenditures	<u>\$31,985,000</u>	<u>100.0%</u>	<u>2.9%</u>	<u>\$31,085,000</u>	<u>100.0%</u>	<u>-2.9%</u>	<u>\$32,012,267</u>	<u>100.0%</u>	<u>3.2%</u>	<u>\$31,014,130</u>	<u>100.0%</u>
Total Revenues	<u>\$31,985,000</u>	<u>100.0%</u>	<u>2.9%</u>	<u>\$31,085,000</u>	<u>100.0%</u>	<u>-2.9%</u>	<u>\$32,012,267</u>	<u>100.0%</u>	<u>3.2%</u>	<u>\$31,014,130</u>	<u>100.0%</u>
Excess/(Deficiency)	0			0			0			0	

FY 2016 Budget Request
COMMUNITY COLLEGE OF RHODE ISLAND
Driver Education Program - Restricted Receipt

	A	B	C	D	Change	
	2013 Actual	2014 Preaudit	2015 Allocation	2016 CSL	(D/B)	(D/C)
<i>Salaries & Wages</i>						
Regular Wages	118,695	113,742	129,617	133,148	17.1%	2.7%
Overtime (1.5)	253	-	0	0	0.0%	0.0%
Seasonal/Special Salaries/Wages & FICA	339,195	350,640	353,499	356,510	1.7%	0.9%
Medical Insurance Waiver Bonus	801	801	801	801	0.0%	0.0%
Payroll Accrual	0	-	499	512		2.6%
Subtotal Salaries and Wages	458,944	465,183	484,416	490,971	5.5%	1.4%
<i>Employee Benefits</i>						
Employees' Retirement (ERS)	6,042	5,224	9,238	9,542	82.7%	3.3%
Employees' Retirement (TIAA/CREF)	8,250	8,282	8,250	8,498	2.6%	3.0%
FICA (for Regular Earnings only)	8,564	8,391	9,429	9,666	15.2%	2.5%
Medical Insurance	34,692	32,935	41,581	44,438	34.9%	6.9%
Dental insurance	2,309	1,960	2,402	2,512	28.2%	4.6%
Vision Insurance	379	292	344	356	21.9%	3.5%
Disability Insur (BOG)	356	358	0	358	0.0%	
Assessed Fringe Benefits	4,386	4,808	5,511	5,725	19.1%	3.9%
Retiree Health Insur (ERS)	1,854	1,536	2,563	2,324	51.3%	-9.3%
Retiree Health insur (BOG)	2,372	2,118	2,108	2,936	38.6%	39.3%
Subtotal Benefits	\$69,204	65,904	\$81,426	\$86,355	31.0%	6.1%
<i>Special Services</i>						
Training & Education Svcs	0	-	0	0	0.0%	0.0%
Subtotal Special Services	0	-	0	0	0.0%	0.0%
Total Personnel Services	\$528,148	531,087	\$565,842	\$577,326	8.7%	2.0%
<i>Operating Expenditures</i>						
Office Supplies & Equip (less than \$5000)	713	1,073	2,000	2,000	86.4%	0.0%
Program Supplies & Equip (less than \$5000)	2,063	18,916	5,187	3,472	-81.6%	-33.1%
Comp Supplies/Software & Equip (less than \$5000)	0	13,625	0	0		
Other Advertising	857	-	0	0		
Printing: Outside Vendors	2,634	1,913	2,650	2,650	38.5%	0.0%
Misc Expenses	0	-	1,489	0		-100.0%
Staff Training	0	-	0	0		
Rental of Outside Property	0	-	0	0	0.0%	0.0%
Out of State: Other	2,037	-	2,000	2,000		0.0%
Telephone & Telegraph	432	432	432	432	0.0%	0.0%
Indirect Cost Recovery	59,654	63,572	64,400	65,320	2.7%	1.4%
Total Operating Expenditures	\$68,390	99,531	\$78,158	\$75,874	-23.8%	-2.9%
Total Driver's Education Budget	\$596,538	630,618	\$644,000	\$653,200	3.6%	1.4%

RI Capital Fund Analysis
FY 2016 Budget Request
COMMUNITY COLLEGE OF RHODE ISLAND

	A	B	C	D	E	F
	FY 2013 Actual	FY 2014 Preaudit	FY 2015 Allocation	FY 2016 CSL	Change (D/B) (D/C)	
<i>A/P and Roof Fund</i>						
5570-95888-661	<u>2,763,766</u>	<u>2,141,806</u>	<u>2,138,305</u>	<u>2,184,100</u>	2%	2%
<i>Total A/P and Roofs</i>	<u>2,763,766</u>	<u>2,141,806</u>	<u>2,138,305</u>	<u>2,184,100</u>	2%	2%
<i>Lincoln HVAC/Fire Code</i>						
5570-95890-661	<u>211,255</u>	-	-	-		
<i>Total Lincoln HVAC/Fire Code</i>	<u>211,255</u>	-	-	-		
<i>Knight Campus Renewal</i>						
5570-95890-661	<u>-</u>	<u>47,230</u>	<u>2,077,770</u>	<u>2,000,000</u>	4135%	-4%
<i>Total Knight Campus Renewal</i>	<u>-</u>	<u>47,230</u>	<u>2,077,770</u>	<u>2,000,000</u>	4135%	-4%
<i>RI Capital Fund Total</i>	<u>\$2,975,021</u>	<u>\$2,189,036</u>	<u>\$4,216,075</u>	<u>\$4,184,100</u>	91.1%	-0.8%

BOARD OF EDUCATION - CCRI
2015-2016 CSL Request

09/12/14

Historical Data on Enrollments Plus Projections
Based on Average of Academic Year

FISCAL YEAR	HEADCOUNT	FTE
99/00	14,746	8,053
00/01	15,024	8,355
01/02	15,702	8,925
02/03	15,321	8,895
03/04	15,748	9,320
04/05	15,856	9,426
05/06	15,319	9,195
06/07	15,739	9,641
07/08	16,369	10,059
08/09	16,810	10,330
09/10	17,476	10,771
10/11	17,226	10,523
11/12	17,541	10,591
12/13	17,351	10,433
13/14	17,017	10,141
14/15 Allocation/Enacted	17,543	10,498
15/16 Request	17,017	10,141

FTE=Full Time, one for one, part-time is calculated using 15 Credit hours per semester

Community College of Rhode Island - Credit Student Tuition and Fees
BOG CSL Budget Request 2015 - 2016

Sep-14

TUITION AND FEES	Allocation 2010-2011	MidYear 2010-2011	Allocation 2011-2012	Allocation 2012-2013	Allocation 2013-2014	CSL Allocation 2014-2015	CSL Request 2015-2016	Request Increase Amount	Request Increase %
Full-Time In-State, Annual	\$3,356	\$3,356	\$3,356	\$3,624	\$3,624	\$3,624	\$3,950	\$326	9%
Flat Surcharge/Semester 14+ CH's							\$100	\$100	
Full-Time Regional*, Annual	\$5,034	\$5,034	\$5,034	\$5,436	\$5,436	\$5,436	\$5,926	\$490	9%
Part-Time In-State per Credit	\$153	\$153	\$153	\$165	\$165	\$165	\$180	\$15	9%
Part-Time Regional* per Credit	\$230	\$230	\$230	\$248	\$248	\$248	\$270	\$22	9%
Full-Time Out-State, Annual	\$9,496	\$9,496	\$9,496	\$10,256	\$10,256	\$10,256	\$11,180	\$924	9%
Part-Time Out-State, Per Credit	\$454	\$454	\$454	\$490	\$490	\$490	\$534	\$44	9%
Student Union Fee/Sem Full Time	\$10	\$10	\$10	\$10	\$10	\$10	\$0	(\$10)	-100%
Student Activity Fee:									
Full-Time/Per Semester	\$36	\$36	\$36	\$36	\$36	\$36	\$36	\$0	0%
Part-Time/Per Credit	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$0	0%
Registration Full-Time/Semester	\$17	\$17	\$17	\$20	\$20	\$20	\$25	\$5	25%
Registration Part-Time/Semster	\$17	\$17	\$17	\$20	\$20	\$20	\$25	\$5	25%
SUMMER SESSION:									
In-State Per Credit Only			\$145	\$157	\$157	\$157	\$180	\$23	15%
Regional Per Credit Only			\$218	\$236	\$236	\$236	\$270	\$35	15%
Out of State Per Credit Only			\$431	\$465	\$465	\$465	\$534	\$69	15%
Health Science Fee(per sem)	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$0	0%
Learning Resource Fee									
Full-Time/per Semester	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$0	0%
Part-Time/per Credit Hour	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$0	0%
Technology Fee									
Full-Time/per Semester	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$0	0%
Part-Time/per Credit Hour	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$0	0%
Commuting & Parking Fee									
Full-Time/per Semester	\$0	\$12	\$12	\$12	\$12	\$12	\$12	\$0	0%
Part-Time/per Credit Hour	\$0	\$1	\$1	\$1	\$1	\$1	\$1	\$0	0%
Lab Fee (Maximum)	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$0	0%
Art Studio Fee**							\$50	\$50	
Application Fee	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$0	0%
Payment Plan Enrollment Fee	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$0	0%
Payment Plan Late Fee	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$0	0%
Applied Music Fee***	\$175	\$350	\$350	\$350	\$350	\$350	***		
Advanced Credit Posting Fee	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$0	0%
Nursing Comprehensive Review****	\$93	\$100	\$100	\$100	\$100	\$100	\$100	\$0	0%
TEAS PreAdmission Testing	\$30	\$30	\$50	\$50	\$50	\$50	\$50	\$0	0%
Occupational Aptitude Tests			\$35	\$35	\$35	\$35	\$35	\$0	0%
Placement/Orientation Fee	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$0	0%
Challenge Exam/Portfolio Assessment/Per Credit Hour*****	\$10	\$10	\$10	\$10	\$10	\$10	*****		
Graduation Fee*****	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$0	0%
Tuition + Mandatory Fees	\$3,652	\$3,676	\$3,676	\$3,950	\$3,950	\$3,950	\$4,266	\$316	8%
\$ Increase over Prior Year	\$276	\$24	\$0	\$274	\$0	\$0	\$316		
% Increase over Prior Year	8.2%	0.7%	0.0%	7.5%	0.0%	0.0%	8.0%		

*150% of the Full-Time In-State

**Art Studio Fee takes the place of lab fee for designated Art Studio Classes

***Applied Music fee will be based on college's per credit fee of record for one credit and two credit courses

****Based on the test fee charged by testing vender & adjusted accordingly

*****Equate to the current value of 1 Credit Hour

***** includes cost of cap and gown

COMMUNITY COLLEGE OF RHODE ISLAND
 BOARD OF EDUCATION
 2015-2016 CSL BUDGET REQUEST
 TABLE OF ORGANIZATION

09/24/14

	FY2013 Mid Year Review	FY2014 Mid Year Review	FY2015 Enacted Alloc	FY2016 CSL Request	FY2016 FTE Request
<i>UNRESTRICTED</i>					
NONCLASSIFIED	193.95	194.95	194.95	194.95	5.00
FACULTY	363.50	362.50	368.50	368.50	
CLASSIFIED	223.60	223.60	223.60	223.60	
OHE Auditor	0.50	0.50	0.50	0.50	
3rd Party Unrestricted	0.00	0.00	0.00	0.00	
FTE Cap Adjustment	<u>-43.45</u>	<u>-43.45</u>	<u>-43.45</u>	<u>-43.45</u>	
TOTAL UNRESTRICTED	738.10	738.10	744.10	744.10	5.00
<i>AUXILIARY</i>					
NONCLASSIFIED	8.00	8.00	8.00	8.00	
CLASSIFIED	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	
TOTAL AUXILIARY	16.00	16.00	16.00	16.00	
<i>Third Party Funded</i>					
STATE GRANTS	12.00	14.80	14.00	13.43	
FEDERAL GRANTS	29.00	31.00	29.00	24.00	
PRIVATE GRANTS	1.00	1.00	1.00	1.00	
3rd Party Unrestricted	15.50	15.70	15.50	15.50	
Unallocated 3rd Party	<u>42.50</u>	<u>37.50</u>	<u>34.50</u>	<u>40.07</u>	
TOTAL THIRD PARTY	100.00	100.00	94.00	94.00	
<i>Third Party by Type</i>					
NONCLASSIFIED	53.50	59.50	56.50	50.93	
FACULTY	0.00	0.00	0.00	0.00	
CLASSIFIED	4.00	3.00	3.00	3.00	
Unallocated 3rd Party	<u>42.50</u>	<u>37.50</u>	<u>34.50</u>	<u>40.07</u>	
TOTAL THIRD PARTY	100.00	100.00	94.00	94.00	
<i>FTE's exempt from cap</i>					
DRIVER'S EDUC	4.00	4.00	4.00	4.00	
HRIC	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
TOTAL EXEMPT	4.00	4.00	4.00	4.00	
TOTAL ALL FUNDS	854.10	854.10	854.10	854.10	5.00
LEGISLATIVE FTE CAP	854.10	854.10	854.10	854.10	859.10
	0.00	0.00	0.00	0.00	



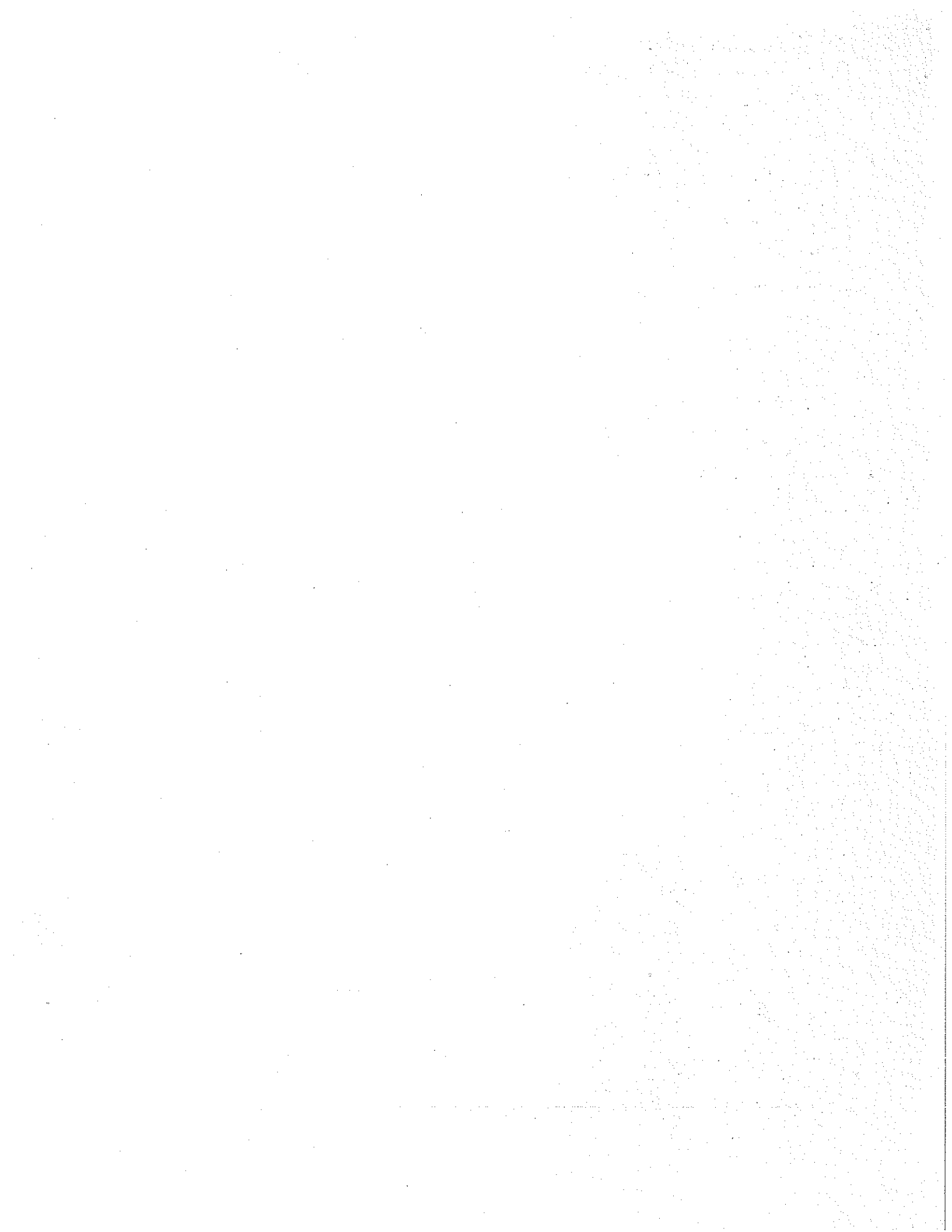
COMMUNITY COLLEGE
OF RHODE ISLAND

CCRI Strategic Plan 2013-2016

as of March 20, 2014



COMMUNITY COLLEGE OF RHODE ISLAND



Vision and Mission

Vision

CCRI – Changing lives in a changing world.

Mission

The Community College of Rhode Island is the state's only public comprehensive associate degree-granting institution. We provide affordable open access to higher education at locations throughout the state. Our primary mission is to offer recent high school graduates and returning adults the opportunity to acquire the knowledge and skills necessary for intellectual, professional and personal growth through an array of academic, career and lifelong learning programs. We meet the wide-ranging educational needs of our diverse student population, building on our rich tradition of excellence in teaching and our dedication to all students with the ability and motivation to succeed. We set high academic standards necessary for transfer and career success, champion diversity, respond to community needs, and contribute to our state's economic development and the region's workforce.

Themes and Goals

Theme	Goal
1. Student Success	Increase educational attainment for Rhode Island students.
2. Economic Demand	Strengthen regional economic growth by providing a well-educated and skilled workforce.
3. Innovation	In all areas of the college, use innovation, technology and external partnerships with business leaders to promote student achievement and to position the college as a leader ready to meet the demands of the economy.
4. Effectiveness	Create a college-wide commitment to efficiency and continuous improvement of programs, services, and support systems through ongoing assessment and analysis.
5. Affordability	Establish a financial plan that enables the college to provide affordable access to quality education while maintaining service and upkeep of the college's assets for the benefit of current and future students.
6. Leadership	Create leadership systems and programming as a basis for quality assurance and enabling institutional improvement.
7. Community	Create a CCRI culture that is guided by the Mission, Vision and Values and that is committed to deporting itself in a manner that is conducive to creating a vibrant, inclusive community.

Theme I: Student Success

Goal: Increase educational attainment for Rhode Island students.

Objectives:

<p>Ensure that CCRI provides creative and innovative programs for students entering the college.</p>	<p>Examine all testing and assessment measures for incoming students to assure that the assessments identify the appropriate skill levels necessary to attain academic goals.</p>	<p>Improve student learning through assessment that strengthens academic programs and enhances instruction.</p>	<p>Offer courses, including distance learning modalities, in a predictable, learner-centered way that supports retention and leads to completion.</p>	<p>Promote a culture of teaching excellence through faculty development that is focused on student learning and success.</p>	<p>Promote a culture of teaching excellence through faculty development that is focused on student learning and success.</p>	<p>Create permanent and ongoing support for students transitioning to college-level learning.</p>
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Student Success – Related Actions

Related Actions:

- I. Develop structures to ensure that every CCRI student may engage in one high-impact experiential learning opportunity prior to graduating. AA, SS, CWCE
 - Inventory experiential learning and internship opportunities currently available (Fall 2014)
 - Analyze data and present findings to the college community (Spring 2015)
 - Offer professional development events on ways to increase student success through integration of service learning activities (Spring 2015)
 - Assess the effectiveness of new and existing experiential learning activities; specifically, whether students enrolled in these activities are more engaged in the institution and therefore more persistent (Spring 2016)

Student Success – Related Actions

II. Expand academic advising to include expertise from all academic departments.

AA, SS

- Assess both formal and informal methods of academic advising currently being offered by the college (Fall 2014)
- Review national models and best practices (Spring/Fall 2014)
- Identify outcomes/definition of “successful” advising program (Spring 2014)
- Establish a pilot that offers an integrated advising model that coordinates freshman orientation, high school-to-college programs, embedded faculty advising, early warning and technological support (Spring/Fall 2015)
- Distribute data from the pilot project with recommendations for the future (Spring 2016)

Student Success – Related Actions

- III. Establish developmental education / learning communities. AA, SS, CWCE, BA
 - Identify promising and innovative developmental education approaches AA (Fall 2013)
 - Create pilot program for Accelerated Learning Program/English (ALP) with funding from existing grants AA, SS, CWCE (Fall 2103)
 - Provide professional development opportunities, including Faculty Learning Communities (FLCs), to examine issues in developmental math – “Dialogue on Innovations” AA (Fall 2014)
 - Review and widely disseminate data from pilots and programs offered through CWCE (Contextualized Learning, Ready-to-Learn, iBest, etc.) AA, CWCE (Fall 2014)
 - Establish a cross-divisional advisory group that coordinates data, analyzes enrollment impact, and creates a comprehensive plan for all levels of developmental education AA, SS, CWCE, IR, BA

Student Success – Related Actions

IV. Revise and augment curricula requirements and/or offerings to ensure all CCRI students are prepared for the challenges of college-level work. AA, SS, IR, IT, CWCE

- **Establish a task force that examines the testing and assessment of incoming students, including the effectiveness of current placement procedures AA, SS, IR (Fall 2014)**
 - **Review existing CCRI data related to placement and success/persistence IR (Spring 2014)**
 - **Identify alternative methods for testing and assessment of students, including testing ESL students SS, CWCE (Fall 2014)**
 - **Create pilot program using alternate testing methods (Fall 2015)**

Theme 2: Economic Demand

Goal: Strengthen regional economic growth by providing a well-educated and skilled workforce.

Objectives:

<p>Continually assess the knowledge and skills needed for a thriving regional economy and a well-educated and skilled workforce and utilize results to improve programmatic offerings/delivery methods.</p>	<p>Respond to the changing needs of the business community by offering high-quality, relevant, and flexible programs that support emerging industry needs.</p>	<p>Recognize the impact of demographic shifts and re-evaluate and create programs accordingly.</p>	<p>Expand access to associate and bachelor's degrees, particularly in science, technology, engineering, math (STEM) and health sciences.</p>	<p>Monitor recent graduates and students transferring from CCRI to remain informed about graduate labor markets and transfer success.</p>
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Economic Demand – Related Actions

Related Actions:

- I. Ensure that associate degree graduates will demonstrate a core set of liberal arts competencies which prepare them for life-long learning and their future positions in the workforce.
- II. Where appropriate, create advisory boards for programs and disciplines (or clusters of disciplines) as a means to seek external input from the community.
 - Building on recent successes in STEM Days and Manufacturing Days, the College will expand opportunities to host on-campus events for local and regional businesses AA, SS, CWCE, BA
 - Strengthen alumni connections to current CCRI students through new programs both on- and off-campus SS, AA
- III. Assure that all CCRI programs will provide a clear pathway for students to transfer to higher-level degrees and certificates.

Economic Demand – Related Actions

- IV. Incorporate the use of external evaluators in the Academic Program Review (APR) process. AA, BA (Fall 2014)
 - Establish criteria for use of evaluator, including selection, compensation and qualifications
 - Refine the APR process to reflect regular and ongoing evaluation and assessment of program outcomes
- V. Expand the role of the Business Roundtables. President, CWCE
- VI. Report to be delivered to the Governor and Legislature (October 2014)

Theme 3: Innovation

Goal: In all areas of the college, use innovation, technology and external partnerships with business leaders to promote student achievement and to position the college as a leader ready to meet the demands of the economy.

Objectives:

Enhance student success by supporting technology applications and state-of-the-art instructional resources.	Increase use of leading-edge curriculum design, incorporate best practices in student learning, improve instruction, and prepare students for a successful work life.	Promote a culture of innovation by supporting current research, nationally recognized program models and creative programming throughout the institution.	Create partnerships that support and enhance the needs of the college and the community while leveraging limited resources.
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Innovation – Related Actions

Related Actions:

- I. Develop a structure that supports the timely creation and incubation of new academic programs in reaction to emerging fields, disciplines, and programming at transfer institutions.
- II. Develop a Grants Office within the Academic Affairs area that supports faculty seeking innovative programs and perspectives. AA, BA, CWCE
 - Hire a grant writer/grant coordinator (Spring 2014)
 - Increase revenue
 - Increase new programming (Spring 2015)
- III. Highlight student achievement by public capstone experiences.

Innovation – Related Actions

- IV. Attendance by teams of faculty and academic staff at external opportunities related to current research in teaching and learning. AA, CWCE, BA
 - Make additional resources available to faculty to attend conferences on topics that promote innovative approaches to teaching, such as Accelerated Learning Program (ALP) and National Association of Developmental Education (NADE)
 - Nine faculty and student services staff attending ALP Conference Spring 2014
- V. Establish Academic Innovation Incubator. AA, CWCE
 - Promote interdisciplinary approach to academic programming by supporting faculty “think tanks” (Spring 2014)
 - Create a competitive grant process that supports faculty with stipends and other resources to complete their curriculum evaluation (Fall 2014)
- VI. Establish relationships with industry stakeholders to share spaces for academic uses. CWCE, BA, AA

Theme 4: Effectiveness

Goal: Create a college-wide commitment to efficiency and continuous improvement of programs, services, and support systems through ongoing assessment and analysis.

Objectives:

Maximize the capacity of the four campuses and off-site locations to support academic efficiencies, student success and program growth.	Optimize the efficiency of human and capital resources utilization and allocation at the college.	Create more rigorous forms of assessment that provide meaningful data that can answer the question of “What do our students learn?” and that lead to improving overall institutional effectiveness in all areas of the college.	Implement a structured, comprehensive, flexible measurement process – including frequent report of progress to the CCRI community – to support ongoing strategic planning initiatives and evaluation.
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Effectiveness – Related Actions

Related Actions:

- I. Master planning and the reconfiguration of “space” will be informed by discussions related to interdisciplinary, project-based, integrative learning experiences. AA, BA
 - Hire a consultant to evaluate the Master Schedule BA (Fall 2014)
 - Identify existing assessment of capacity/asset utilization (Master Plan) and other related data; review various scheduling models and their application to our unique environment
 - Consultant’s report (Fall 2015); possible implementation of new master schedule by Fall 2016
 - Distribute indirect assessment and academic program/course metrics to all department chairs (Spring 2014)
 - Use data to determine where resources should be focused

Effectiveness – Related Actions

- II. Increase utilization of existing data reports on budget, enrollment, etc. and expand distribution to the broader college community. (Fall 2104)
 - Use data from these reports to determine where resources should be focused

- III. Improve grant utilization and incorporation into college mainstream activities. AA, BA, SA, CWCE
 - Establish cross-functional teams to identify potential grant opportunities and areas that require an infusion of resources in order to effect institutional change (Spring 2014)

Theme 5: Affordability

Goal: Establish a financial plan that enables the college to provide affordable access to quality education while maintaining service and upkeep of the college's assets for the benefit of current and future students

Objectives:

Maximize organizational efficiency and resource utilization.	Review tuition models that minimize student indebtedness and support student success.	Identify opportunities for generating additional revenue and resources.	Develop a data-driven budget process that conforms to the college's mission and strategic priorities.	Support "green initiatives" and energy saving/reduction programs.	Strengthen and expand emergency, in-house financial aid assistance programs.
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Affordability – Related Actions

Related Actions:

1. Undergo a comprehensive Review of Fees, including application fees and tuition. (Fall 2014)
 - Implementation of fee recommendations (Fall 2015)
 - Evaluate a per-credit tuition program (Fall 2014)
 - Determine economic effect of charging students for credits earned vs. our current comprehensive tuition fee
 - Evaluate impact on students and establish equitable tuition fee (Fall 2016)
2. Use newly-formed, cross-departmental Budget and Resource Committee to create a predictive budget model of expenditures aligned with enrollment projections. (Spring 2015)

Theme 6: Leadership

Goal: Create leadership systems and programming as a basis for quality assurance and enabling institutional improvement

Objectives:

Establish systems for determining the training needs of those currently in leadership positions and those seeking leadership roles.

Develop a Leadership Forum, beginning in 2013-2014, to address the key areas of need identified by those in current leadership roles.

Develop a Leadership Development Series, beginning in 2013-2014, to provide opportunities for those seeking to assume greater responsibility while simultaneously developing more depth of skilled leadership within each area of the college.

Leadership – Related Actions

Related Actions:

- I. Establish a formal Peer-to-Peer Mentorship Program for new staff and faculty. BA
 - Identify faculty and staff interested in being mentors (Fall 2014)
 - Create a job-specific mentoring process, including assessment and budget (Fall 2014)

2. Create a leadership program to develop current and next-generation leadership at CCRI.
 - Provide opportunities for current staff and faculty to raise their leadership acumen (e.g., running training programs in-house) BA (Spring 2014)
 - Initiate a sustainable and meaningful commitment to leadership development BA (Spring 2014)

- Expand New Faculty Orientation. AA, BA
 - Expand New Faculty Orientation to include an ongoing series of programs and workshops to engage new faculty, create community and assist them in transitioning to teaching the CCRI population (Fall 2013)

Theme 7: Community

Goal: Create a CCRI culture that is guided by the Mission, Vision and Values and that is committed to deporting itself in a manner that is conducive to creating a vibrant, inclusive community.

Objectives:

Create a governance system that appropriately draws on the expertise of its employees to assist leaders across the college anticipate the complex implications of decisions.	Provide the professional development and training essential to creating a community with shared values.	Encourage employees to treat each other with professionalism, respect and civility.	Acknowledge positive contributions to creating a positive culture.
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Community – Related Actions

Related Actions:

- I. Assess the revised Governance System introduced in Fall 2013 with recommendations for improvement/change. AA, BA, SS, CWCE (April 2014)
 - Survey faculty and staff for satisfaction of Governance System (April/May 2014)
 - Review alternate systems/solutions for improvement; make recommendations
 - Implement adjusted system (Spring 2015)
- II. Create a Values statement for the institution. AA, BA, SS, CWCE (Fall 2014)
- III. Initiate an Employee of the Month award. BA (Fall 2013)
- IV. Articulate professional expectations in the form of policy. EXEC (Spring 2014)