



October 12, 2022

Dr. John Maduko
President
Connecticut State Community College
61 Woodland Street
Hartford, CT 06105

Mr. Terrence Cheng
President
Connecticut State Colleges & Universities
61 Woodland Street
Hartford, CT 06105

Dear Presidents Maduko and Cheng:

I write to inform you that at its meeting on September 23, 2022, the New England Commission of Higher Education considered the progress report submitted by Connecticut State Community College and Connecticut State Colleges and Universities and took the following action:

that the progress report submitted by Connecticut State Community College (CT State) and Connecticut State Colleges and Universities (CSCU) be accepted;

that the report requested for submission by February 10, 2023 for consideration at the Commission's March 2023 meeting be confirmed;

that, as indicated in our letter of March 21, 2022, the February 2023 report include: (1) an update on enrollment and budget projections for CT State, with attention to the institution's success in addressing the operating deficit; (2) an analysis of the impact of anticipated faculty and staff retirements and the institution's plans to ensure it has sufficient appropriately qualified personnel; (3) evidence of CT State's success in achieving the six items specified on page 3 of the March 21, 2022 letter; and (4) an update on progress to accomplish any tasks and goals not completed during the prior time period;

that, in addition to the matters specified above, the February 2023 report provide an update on the institution's consolidation/transition of its data systems and the impact of these consolidations/transitions on the student experience;

that the report requested for submission by June 1, 2023 for consideration at the Commission's June 2023 retreat be confirmed.

The Commission gives the following reasons for its action.

The report submitted by Connecticut State Community College and Connecticut State Colleges and Universities was accepted because it was responsive to the requests made by the Commission in its letters of March 21, 2022 and March 31, 2022.

The Commission commends CT State and CSCU on their preparation of a well-written report that clearly documents the progress to date on the consolidation of the 12 Connecticut community colleges into Connecticut State Community College. The “Progress on Tasks” chart provided at the start of the report was particularly helpful, and we urge CT State to follow a similar format and include a similar chart in each of its subsequent reports. The Commission also notes with favor the participatory process used to develop the report as well as the inclusiveness and transparency of recent outreach and communication efforts, including all-college meetings at two campuses and six “live informational webinars” that drew more than 950 participants. We appreciate the commitment of CT State leadership to “bridging communication gaps” and to implementing a new governance process that will “give a voice to all within the organization.”

The Commission is gratified to learn that, as documented in the report and its accompanying detailed appendices, 13 of the 18 items specified for completion by the time of the report’s submission have been accomplished, and substantial progress has been made on the others. We note with particular favor that: the data governance council has completed its product review and is working on the policy-making process for data standards, security, and auditing; the credit curriculum alignment process has been completed and the aligned programs have been approved by the Connecticut Board of Regents (BOR); a first draft of the Academic Program Review procedures, report format, and data forms have been finalized; outcomes for the general education core, including outcomes for the embedded diversity requirement, have been finalized; the enrollment management plan has been updated; marketing of the Pledge to Advance Connecticut (PACT) has begun; 181 Guided Pathway Advisors have been hired or transitioned into their position; the Federal E-App, with all programs and locations, has been submitted; a draft template for the electronic Connecticut State Student Handbook has been completed, with distribution anticipated for Fall 2022; five of the six academic deans have been hired as have a permanent Vice President for Diversity, Equity, Inclusion, communications specialists, and a web services manager; and the new CT State website and logo are in place.

The report also provides updates on enrollment, budget, and the impact of faculty and staff retirements, as requested in the Commission’s letter of March 21, 2022. The Commission is pleased to learn that, as of the time of the report’s submission, enrollment trends for Fall 2022 were “encouraging,” with year-over-year enrollment increases of 20% among first-time new students, 44% among readmitted students, and 13% among transfer students. We also note, however, that the FY2023 enrollment projection of 25,339 full-time equivalent (FTE) students is “conservative” and “below FY2020 pre-pandemic levels.” With respect to budget, the report notes that, due to “prudent fiscal management and the strategic use of HEERF funds,” the FY2022 unrestricted net position is expected to be \$61 million, exceeding the original forecast by \$4.3 million. A revenue increase of 12.4% is projected for FY2023, based on a BOR-approved tuition and fee increase of \$12 per credit combined with anticipated enrollment recovery. However, fiscal stability, to be achieved by “improving revenue through increasing enrollment, stabilizing retention, and reducing non-student-facing costs,” is still not expected until FY2028. In terms of faculty and staff retirements, we understand that, as of July 1, 2022, 98 full-time faculty and 71 full-time unclassified professional staff had retired, representing 13.3% of the total full-time faculty/unclassified professional staff employee headcount, far below the 30% anticipated in earlier reports submitted to the Commission. We note with favor that the campuses are engaged in an “unprecedented number of searches,” and we look forward to learning of the success of these searches in subsequent progress reports.

The Commission confirms the report requested for submission by February 10, 2023 for consideration at the Commission’s March 2023 meeting. We remind you that, as indicated in our letter of March 21, 2022, the February 2023 report is to include updates on enrollment, budget, and faculty and staff retirements as well as evidence of CT State’s success in achieving the six items specified on page 3 of the March 21, 2022 letter. The March 21, 2022 letter also stipulates

that the February 2023 report is to provide an update on progress to accomplish the tasks and goals not completed during the prior time period. As indicated in the current report, there are five such items: (1) completion and final Board of Regents approval of the CT State Strategic Plan; (2) implementation of an integrated Institutional Effectiveness and Planning (IE & P) structure; (3) implementation of CT State's governance structure; (4) adoption of the Alignment and Completion of Math and English (ACME) curricula proposals into all CT State degree programs; and (5) completion of all hiring. We are gratified to learn of the progress that has been made toward accomplishing these items and understand that, according to the revised timeline included in CT State's report, each is expected to be completed by the end of the calendar year. We look forward to hearing of the institution's success with these matters in the February 2023 report.

In addition, the Commission requests that the February 2023 report give attention to an item related to our standard on *Institutional Resources*. The report notes that several of CT State's data systems are in the process of being consolidated, are in transition to different versions, or are under consideration for replacement with different systems. Systems mentioned in the report include Banner, Blackboard, Survey DIG, Accruent, Starfish, Linked-In Learning, Single Stop, and TracCloud. As implementation of these systems will have a direct impact on the student experience both inside and outside the classroom, the Commission requests an update about this matter in the February 2023 report, as evidence that the institution "effectively uses information technology to ensure its efficient ability to plan, administer, and evaluate its program and services" (7.26).

The Commission confirms the report requested for submission by June 1, 2023 for consideration at the Commission's June 2023 retreat. We refer you to our letter of March 21, 2022 which specifies matters to be addressed in that report.

The Commission expressed appreciation for the report submitted by Connecticut State Community College and Connecticut State Colleges and Universities and hopes its preparation has contributed to institutional improvement. We appreciate your cooperation with the effort to provide public assurance of the quality of higher education.

You are encouraged to share this letter with all of your constituencies. Consistent with Commission policy, we will inform the chair of the governing board of the System of this action by sending a copy of this letter to Mr. Matt Fleury in a few days. You are free to release information about the report and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

If you have any questions about the Commission's action, please contact Lawrence M. Schall, President of the Commission.

Sincerely,



Russell C. Carey

RCC/jm

cc: Mr. Matt Fleury
Dr. William Brown, Gateway Community College
Ms. Michelle Coach, Asnuntuck Community College
Ms. Cheryl DeVonish, Norwalk Community College
Dr. Lisa Dresdner, Naugatuck Valley Community College
Dr. G. Duncan Harris, Capital Community College

Dr. John Maduko and Mr. Terrence Cheng

October 12, 2022

Page 4

Dr. Karen Hynick, Quinebaug Valley Community College

Dr. Mary Ellen Jukoski, Three Rivers Community College

Ms. Kimberly Hogan, Middlesex Community College

Dr. Darryl Reome, Tunxis Community College

Dr. Michael Rooke, Northwestern Connecticut Community College

Dr. Dwayne Smith, Housatonic Community College

Dr. Nicole Esposito, Manchester Community College

Enclosure: Public Disclosure of Information about Affiliated Institutions