

2023–2024

# ANNUAL REPORT

**CT STATE**  
COMMUNITY COLLEGE



Laying the Foundation for a  
Successful Future

*“Education is the most powerful weapon which you  
can use to change the world.”*

—MADIBA NELSON MANDELA



INNOVATIVE  
EDUCATION



EQUITY



POSITIVE  
CHANGE

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CT State Three Rivers student with  
Dean Rebecca Kitchell



### Manifesting Diversity, Equity, and Inclusion for All

To assure the success of ALL our students, CT State has invested heavily in Diversity, Equity, and Inclusion (DEI) policies and initiatives designed to build faculty and staff awareness and promote the implementation of inclusive teaching and administrative practices that have been shown to reduce opportunity gaps.





Our mission to provide accessible, rigorous education while promoting equity and positive change has been our guiding light.

# Letter from the President



Dr. John Maduko

## Dear Friends of Connecticut State Community College,

It is with immense pride that I present our inaugural annual report for the 2023-2024 academic year. This milestone marks the beginning of a new era in Connecticut's higher education landscape, as we celebrate the first year of our consolidated institution.

Our mission to provide accessible, rigorous education while promoting equity and positive change has been our guiding light. I am thrilled to report that we have made remarkable strides in our inaugural year:

- Ranked third in the nation among state community college systems by WalletHub, with four of our campuses placing in the top 20;
- Awarded over \$22 million in free tuition to more than 13,000 students through our Free Community College Program; and
- Achieved our first year-over-year enrollment increase since 2012 (pre-consolidation), surpassing national trends.

These achievements are a testament to the dedication of our 6,700 employees across 12 campuses and additional locations. Their unwavering commitment to excellence in teaching and student support has been truly inspiring.

Our focus on diversity, equity, and inclusion has also yielded tangible results. We've made significant progress in closing the racial/ethnic representation gap among our new hires, increased our DEI initiatives across all campuses, and received the prestigious Insight Into Diversity Higher Education Excellence in Diversity (HEED) Award.

As we look to the future, we remain committed to expanding access to livable wages for our graduates, partnering with industry leaders, and offering comprehensive support services to ensure the success of all our students.

This report is more than just statistics; it's a celebration of the power of education and the resilience of our college community. Though this report does not capture every element of our transformative work, it is certainly a story of how, together, we are building a more equitable and prosperous future for Connecticut.

I invite you to read this report and share in our pride and optimism for the future of Connecticut State Community College. Thank you for your continued support as we embark on this exciting journey.

Sincerely,

*John Maduko*

O. John Maduko, M.D.

*President, Connecticut State Community College*



# Introduction

## Laying the Foundation for a Successful Future

In the spring of 2017, the Board of Regents of the Connecticut State College and University (CSCU) system made the strategic decision to merge its 12 Community Colleges into a single institution.

This decision was driven by many factors, including the need to chart a more stable and sustainable financial future by streamlining operations and eliminating duplication and overlap in programs and services. It was, however, primarily driven by the fervent desire to create a more just and equitable institution that placed its highest value on success for all students. This desire was written into the mission statement of the new institution, which launched on July 1, 2023.

With innovation, student success, equity, and positive change written into its institutional DNA, CT State has, since its inception, gone about the business of forming itself into what Nelson Mandela called a “powerful weapon” for changing the world. This report will describe the progress that we have made, in our inaugural year of existence, toward achieving our goal of providing a high-quality, affordable, and accessible post-secondary education that enables students to achieve their dreams.

### MISSION STATEMENT

Connecticut State Community College provides access to academically rigorous and **innovative** education and training focused on student success. The college supports excellence in teaching and learning, makes data-informed decisions, **promotes equity**, and **advances positive change** for the students, communities, and industries it serves.



# Who We Are

The Connecticut State Community College, headquartered in New Britain, is a two-year public institution of higher education that serves more than 65,000 students through credit-bearing and non-credit programs offered on 12 campuses and 18 additional locations (including our presence in correctional institutions) that touch every corner of the state from the pastures of the Northeast Corner to busy suburbs of New York City.

While our many locations maintain their unique institutional culture and traditions, they share a common emphasis on teaching excellence, service to students, and celebration of diversity.

CT State reported a growth of 4% growth in headcount relative to Fall 2023, which is especially remarkable in light of the challenges the College faced during the 2023-24 academic year, which included:

- Consolidating and standardizing processes and procedures at 12 campuses and 5 satellite locations.
- Transitioning staff and reporting lines.
- Navigating unprecedented new federal regulations and process shifts.
- Collaborating with numerous internal and external stakeholders to merge our campuses (e.g., NECHE, US Department of Education, US Department of Homeland Security, US Department of Veteran Affairs, Office of Higher Education, National Student Clearinghouse, etc.).
- Implementing and improving the functionality of multiple technology platforms to better serve our students.

## ONE COLLEGE

12  
Branch Campuses

30  
Total Locations

6,700  
Outstanding Employees



### AFFORDABILITY RANKING

CT State Community College was ranked third-best statewide system in the nation by WalletHub in 2024 based on a comparison of 653 community colleges. This is the third year in a row that CT State has placed in the top three.

Four campuses ranked in the top 20: Naugatuck Valley (10), Northwestern (11), Manchester (12), and Capital (15).



### FREE COMMUNITY COLLEGE

In AY 2023–24, CT State awarded more than \$22 million dollars in free tuition to over 13,000 students through the Free Community College Program, formerly referred to as PACT. This represents a 46% increase relative to AY 2022–23.



### ENROLLMENT INCREASE

First year-over-year enrollment increase since Fall 2012, and the largest enrollment growth rate since Fall 2010.

Fall 2024 semester we are reporting 36,315 credit students filling 102,801 seats, enrolled in 325,623 credit hours, representing 21,708 full time equivalents (FTEs).

# CT State at a Glance

98%

of CT State students are from Connecticut, representing all Connecticut school districts.

## AY 2023-2024 STUDENT PROFILE



27

Average Age

65%

First-Generation Students

65,000

Students Served

- 85%** Receive financial aid
- 78%** Degree-seekers; the remainder are pursuing a certificate or short-term workforce training
- 57%** Work while going to school; **21%** parent while going to school
- 28%** Attend classes at more than one campus (up from 1% before the merger)
- 6%** Have a disability or accommodation need
- 56%** Take at least one class online

### Free Wrap-Around Student Services

- Career Services
- Disability and Accessibility Services
- Food Pantries
- Guided Pathway Advisors
- Laptop Loan Programs
- Mental Health and Wellness Support
- Onsite Childcare Centers
- Transportation
- Tutoring
- Veterans OASIS Centers

### Affordability

- Most affordable higher education option in the state – \$308/credit; \$5,218/year
- 45% of students paid \$0 in tuition and fees due to grant aid
- 13,003 Free Community College students served, totalling \$23,003,321 in funding
- Students receiving Free Community College tuition assistance have a 12% higher retention rate and 6% higher graduation rate than other CT State students
- Rated the #3 community college system by Wallet Hub, based on affordability and success

## CREDIT PROGRAM PROFILES

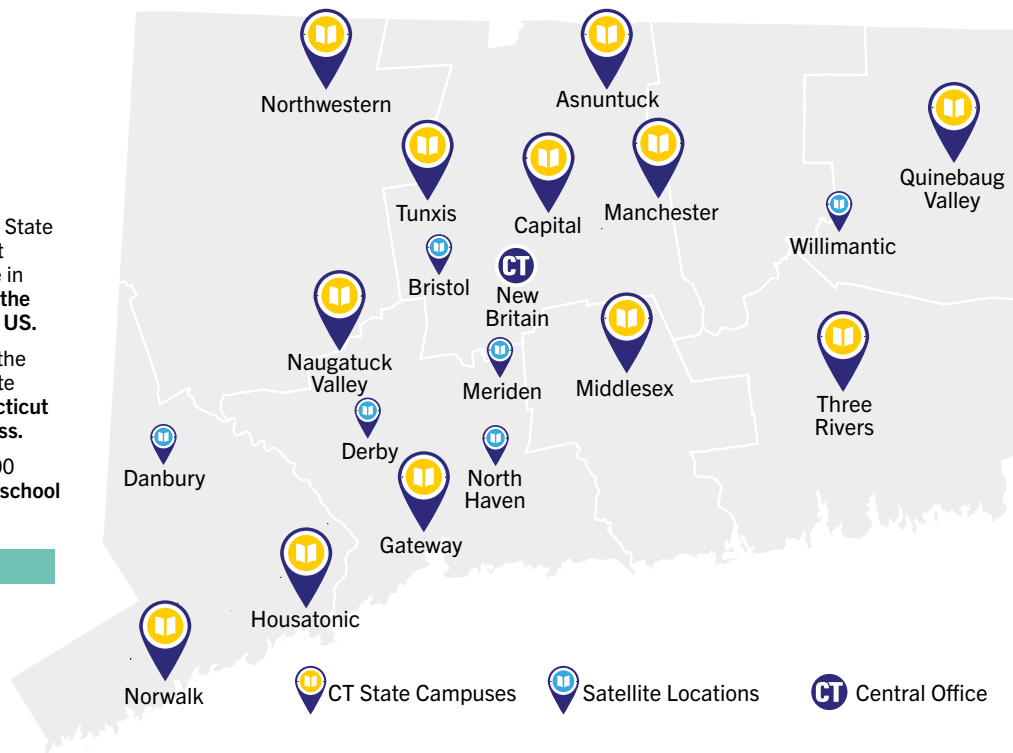
- General Studies is the largest transfer program
- Nearly **15,000** students enrolled in **General Studies and Liberal Arts**
- **7,500** credit, **2,100** noncredit students enrolled in the STEM areas (Sciences and Math, Engineering and Tech)
- CT State graduates the most early childhood education majors in the state; **more than 1,100** in the last five years
- **40%** of courses are **hybrid or fully online**, and **65%** of students take at least one hybrid or fully online class



In July of 2023, CT State became the largest community college in New England, and the sixth largest in the US.

We educate/serve the most undergraduate students in Connecticut and are open access.

We serve over 5,000 dual-enrolled high school students.



Connecticut's community colleges have a 60-year history of educating 250,000 alumni.

Over 90% of our alumni remain in Connecticut and are Connecticut taxpayers.

CT State is one of the largest employers in the state with 6,700 employees.

## Nursing and Health Careers

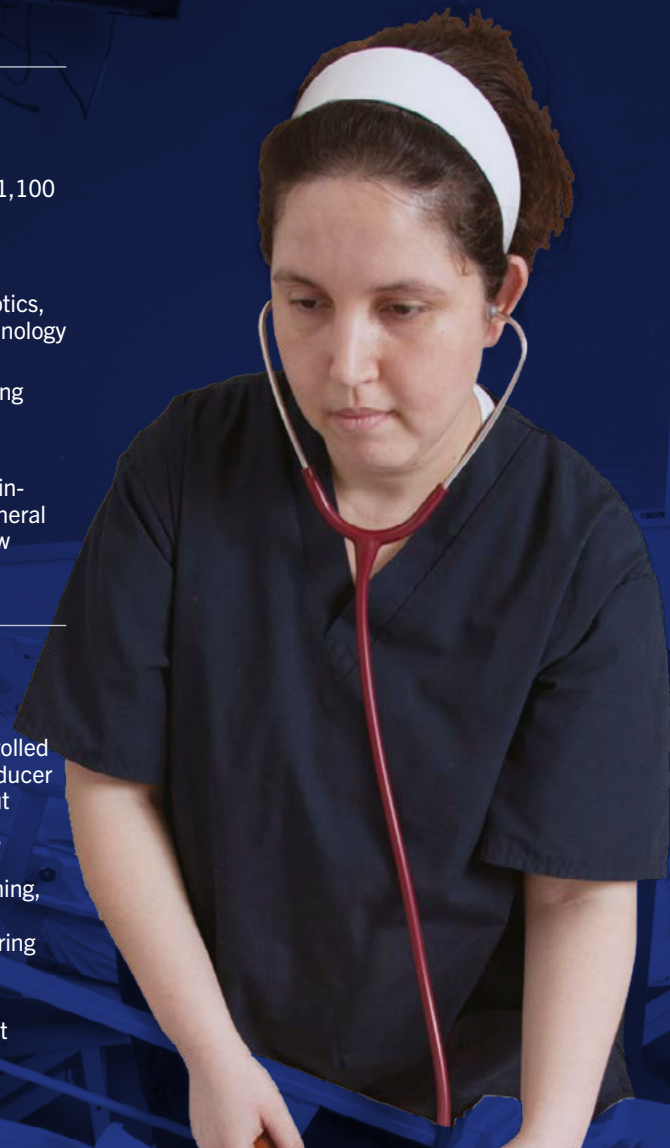
- More than 5% of total enrollment (3,800 students)
- Programs include Nursing, Radiologic Tech, Respiratory Therapy, Physical Therapist Assistant, Occupational Therapy Assistant, Surgical Technology, Dental Assistant, Dental Hygiene, Emergency Medical Technician, Paramedic, Medical Assistant, Medical Billing and Coding, Medical Lab Technician, Phlebotomy and Veterinary Technician
- Issued over 3,900 degrees and certificates since the start of the pandemic
- CT State is the largest producer of healthcare graduates in Connecticut and the largest number of nursing graduates from a public school
- 400 newly licensed nurses graduate annually
- \$40/hr, \$86k/year average wage for a starting registered nurse
- Partners include Hartford HealthCare, Yale New Haven Health, Veterans Health Administration and UConn Health, Nuvance Health and Eastern Connecticut Health Network
- 98% NCLEX pass rate

## Manufacturing

- 2,400 manufacturing students (1,100 credit and 1,300 non-credit)
- Programs include Computer Numerical Control, Welding and Fabrication, Mechatronics, Robotics, Manufacturing Engineering Technology and Precision Manufacturing
- \$29/hr, \$59k/year average starting salary in mechatronics
- 90% job placement
- Partners include Lockheed Martin-Sikorsky, Barnes Aerospace, General Dynamics, Electric Boat and New England Plasma

## Information Technology

- 2,800 credit, 500 non-credit enrolled in IT; CT State is the leading producer of IT professionals in Connecticut
- Programs include Cybersecurity, Cloud Computing, Networking, Programming, Mobile Programming, IT Support, Cisco, Software Development, Software Engineering and Web Development
- Partners include IBM, Infosys, Accenture, Synchrony and Factset



# The Economic Value of Connecticut State Community College

Reflects FY 2022-23

PUBLISHED DECEMBER 2024



## Economic impact analysis



**\$2.6 BILLION** Added income  
**ALUMNI IMPACT**

Impact of the increased earnings of CT State alumni and the businesses they work for



An economic boost similar to hosting the Super Bowl **7x**

**OR 24,053** Jobs supported



**\$379.9 MILLION** Added income  
**OPERATIONS SPENDING IMPACT**

Impact of annual payroll and other spending



Enough to buy **8,041** new cars

**OR 4,937** Jobs supported



**\$64.0 MILLION** Added income  
**STUDENT SPENDING IMPACT**

Impact of the daily spending of CT State students attracted to or retained in the state



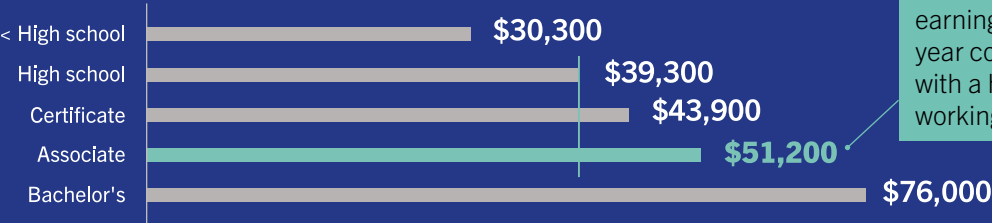
Enough to buy **4,362** families\* a year's worth of groceries

**OR 787** Jobs supported



Investment analysis

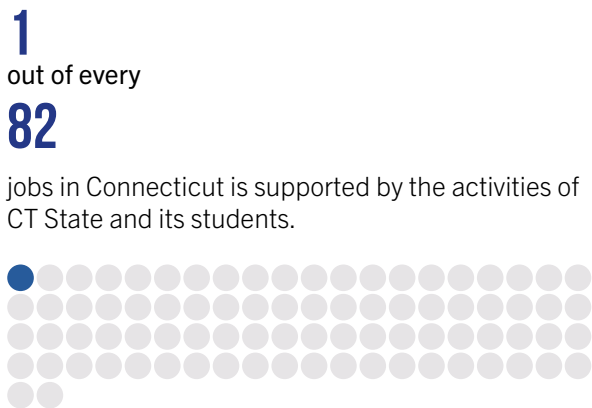
Average earnings by education level at career midpoint



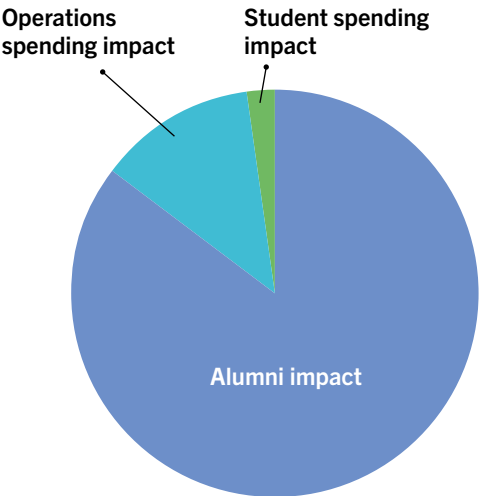
The average associate degree graduate from CT State will see an increase in earnings of \$11,900 each year compared to someone with a high school diploma working in Connecticut.



CT State jobs impact



CT State total annual impact



Sources: Lightcast Economic Impact Study; <https://apnews.com/article/super-bowl-nfl-sports-business-los-angeles-827ec0047d78d4585b88dec9a9cb882f>; <https://www.coxautoinc.com/market-insights/kbb-atp-february-2024/>; [https://fns-prod.azureedge.us/sites/default/files/resource-files/Cost\\_Of\\_Food\\_Low\\_Moderate\\_Liberal\\_Food\\_Plans\\_February\\_2024.pdf](https://fns-prod.azureedge.us/sites/default/files/resource-files/Cost_Of_Food_Low_Moderate_Liberal_Food_Plans_February_2024.pdf)



# What We Do

## Expanding Access and Ensuring Equal Opportunities

### Expanding Access to Livable Wages

Being ever mindful of the need to offer our students degrees and certificates that provide access to jobs with security, livable wages, and future growth, aligned with the needs of employers seeking employees trained in the latest technologies, the College developed the following new programs during the 2023-24 academic year:

- **CT State Norwalk** secured funding for equipment and course development to launch a non-credit certificate program in Optical Technology in AY 2024-25.
- **CT State Middlesex** opened an Associate of Science degree and a Certificate program in Plastic Injection Molding Technology that trains students in the underlying design principles and laboratory applications of the injection molding process.
- **CT State Gateway** introduced an Electronic Technician Certificate, designed for students seeking an entry level credential in the electronics industry.
- **CT State Three Rivers** opened a Land Surveying & Geographic Information Systems (GIS) Technician Certificate program that trains students to generate, analyze, interpret, and communicate data derived by using Land Surveying and GIS/GPS equipment, hardware, and software applications as well as the use of drones for mapping.
- **CT State Housatonic** increased its course offerings and faculty participation at the Garner Correctional Facility in Newtown, CT, to support our Second Chance Pell program, which provides Pell Grants to incarcerated individuals to enable them to participate in postsecondary education.

## All 12 CT State campuses

introduced a Professional Writing Certificate that offers students the opportunity to develop skills in preparation for a career in writing or to improve and enhance their writing skills in any professional career.





## Partnering for Equal Opportunity and Practical Skills Application

To support continuous quality improvement, CT State has actively pursued external partnerships to add a practical/applied dimension to its curriculum and provide authentic life experiences to its students. This year, these efforts included:

- A continuously expanding partnership between **CT State Three Rivers** and General Dynamic Electric Boat for job training.
- Numerous collaborative events at **CT State Asnuntuck** designed to provide services to the community, offer enhanced opportunities to our students, and address the needs of some of our most important external partners, including:
  - » A convention of the National Advanced Manufacturing Apprenticeship Program Convening (NAMAP).
  - » Graduation ceremonies for Capital Workforce Partners (CWP) students and Pratt and Whitney apprenticeship programs.
  - » Meetings of the Business Roundtable in collaboration with the Governor Lamont's Office, CT Department of Labor, Office of Workforce Strategy, and Advance CT, a nonprofit organization whose mission is to advance Connecticut's overall economic competitiveness.
- At **CT State Capital**, partnerships to provide employee training and student internships were developed with Accenture Global Professional Services, Travelers Insurance, and Pursuit Aerospace and continued with Eversource for electric line worker development, likewise at the **Housatonic campus**.
  - » **CT State Capital** also launched the Bridge to Morehouse program, allowing Black male scholars attending **CT State Capital** who complete an associate degree with a minimum GPA of 2.7 to transfer seamlessly to Morehouse College with junior status.
- At **CT State Central Office**, implementation of peer mentoring programs through a partnership with Let's Get Ready, a national non-profit organization that develops mentorship programs for under-served student populations.
- The **CT State Housatonic Equity and Social Justice Center**, hosted its first re-entry affairs symposium, Rebuild. Renew. Reinvest., developed in collaboration with the State of Connecticut Social Equity Council, and the United Way of Coastal and Western Connecticut, on April 30, 2024. This event attracted nationally recognized speakers and activists dedicated to reducing gun violence and improving re-entry and diversion services for people involved with the criminal justice system.
- At **CT State Naugatuck Valley**, two programs earned certifications: Manufacturing earned NIMS accreditation, and the campus is also now a CISCO Networking Academy. The campus also partnered with WERACE and Adult Education of Greater Danbury to offer two Teaching English to Speakers of Other Languages (TESOL) certification courses at the **Danbury Campus**, enabling K-12 faculty from multiple school districts to better serve nearly 1,100 English language learners in area schools.
- **CT State Tunxis** received a generous donation from the Farmington Community Chest to continue supporting veteran student re-entry, workforce development, and employment, and was considered by the CT Department of Veterans' Affairs to help implement a grant for \$245,000.00 to further support these efforts. More than 900 individuals completed the CT Motorcycle Rider Education Program hosted at the campus in partnership with CT's Department of Transportation.





## Leadership in Workforce Innovation & Development

Connecticut State Community College's (CT State) Workforce Innovations Division partnered with the states 5 Workforce Investment Boards to serve 11,738 students during the 2023-2024 academic year, in a range of workforce geared programs and personal enrichment experiences. Our 12 main campuses have workforce innovation departments, led by Directors of Workforce Development, have workforce innovation departments that locally provide short term training, industry recognized credentialing, and microcredentialing helping unemployed and underemployed workers gain skills in key industries to help them access employment opportunities in living wage fields. During 2023-2024:

CT State's Workforce Innovations Division awarded **3,340 certificates** or industry recognized credentials to **3,157 students**

The college awarded **655 certified nurses, 289 central sterile technicians, 190 phlebotomists** and **125 pharmacy technicians**

The college also awarded **114 shipbuilding** and **99 welding certificates** to support our manufacturing sector

The college issued **298 real estate certificates**

The college provided support to **1,150 multilingual learners** to improve their English skills

# 70% ADULT LEARNERS

The Workforce Division students are 70% adult learners, 25 years or older. This year CT State's Workforce Division also took over the In State Training Program for the State of Connecticut, becoming the premiere trainer for the State of Connecticut employees.





## Advancing Arts & Humanities

The arts and humanities play a vital role in shaping our understanding of the world and ourselves. They foster critical thinking, creativity, and empathy, equipping individuals with essential skills for navigating complex societal challenges. CT State believes that engagement with the arts and humanities can lead to personal growth, improved quality of life, and a greater appreciation for the world around us. As such, we center the arts and humanities not just as academic pursuits but essential components of a well-rounded society, contributing to our collective wisdom, cultural heritage, and ability to address the pressing issues of our time.

Our accomplishments in this area are many, namely:



### EXHIBITIONS AND EVENTS

- **Housatonic Campus** hosted “Hidden Gems” exhibition, showcasing its extensive art collection of **nearly 7,000 artworks**.
- **Capital** hosted “The Power of the Elements” exhibition, featuring works by artists with disabilities, and facilitated the Hartford Heritage Project presentation of events with Pulitzer Prize-winning author Quiara Alegria Hudes.



### FILM AND MEDIA

- **Housatonic Theater graduate Jason Coombs** founded the Bridgeport Film Festival with more than 90 films being shown last year, and one of them being hosted on the Housatonic campus.
- **Norwalk Professor Julie Casper-Roth** received a New York Emmy Award nomination for her documentary “Rooted Out”.
- **Manchester’s ICE Radio** received three nominations for the Intercollegiate Broadcasting System’s 2023 Radio Production Annual Awards.



### NOTABLE ACHIEVEMENTS

- **Dr. Jennifer Reynolds-Kaye, Housatonic’s Museum of Art Director**, was appointed as Board Member for the Association of Academic Museums and Galleries.
- **Chelsea Hyatt, a CT State Manchester student**, was a finalist for the Miami University Young Painters Competition.
- **Housatonic Museum of Art** was awarded a **\$25,000 grant** for community college art museum leadership convening.
- The **Music Studies program at Manchester** was reaffirmed for accreditation by the National Association of Schools of Music.



### RECOGNITION AND AWARDS

- **Julia Rosenblatt**, Theater Coordinator at **Capital**, recognized by HartBeat Ensemble for community storytelling.
- **Gateway Art instructor Peter Bonadies** and students won a Parade Award for their float design.
- **Professor Aiswarya Vincent at CT State Northwestern** received the CSCU 2024 Betsey Doane Award for digital accessibility and innovation in teaching.

# Who We Serve



## Students Are Our Inspiration

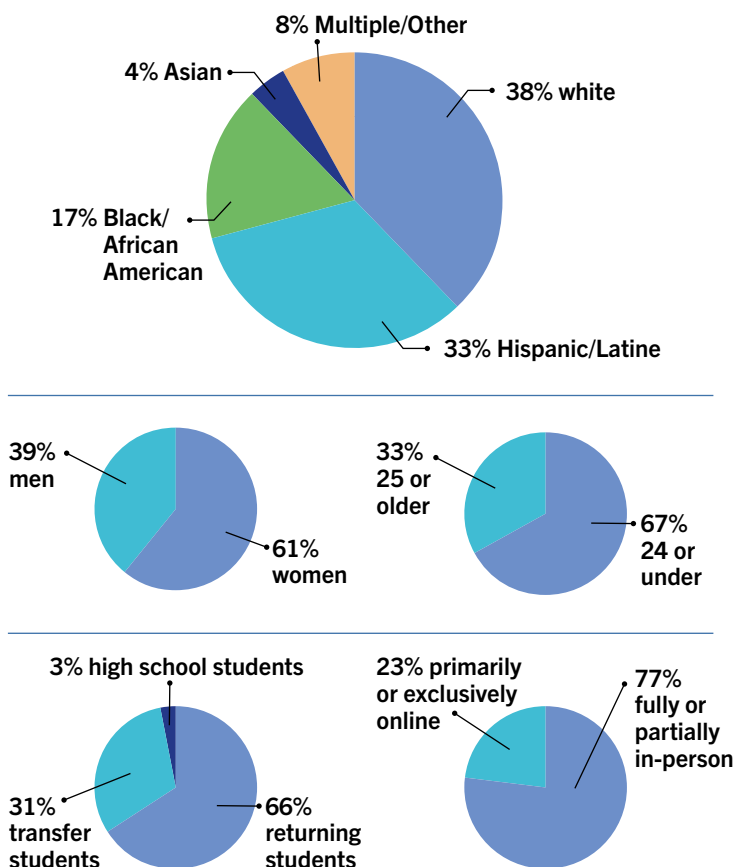
CT State believes that an annual report from a student-centered institution of higher learning should focus primarily on telling the stories of its students — who they are, their levels of academic success across multiple metrics and subgroups, their awards and accolades, and their success in accessing employment and/or additional postsecondary educational opportunities. The following tables and charts paint a picture of a student population blessed with remarkable diversity but with significant numbers of students from under-represented and under-served populations. Despite their challenges, they managed to find success in terms of progression, degree completion, multiple measures of academic success, and post completion transition to employment or further education.

## Credit-Bearing Student Profile

CT State students enrolled in credit-bearing programs have the following characteristics\*:

- Average age **27 years**
- **85%** of FAFSA applicants **receive financial aid**; **59%** **receive Pell Grants**
- **78%** are **degree-seekers**; the remainder are pursuing a certificate or short-term workforce training
- **66%** **attend part-time**
- **60%** are **students of color**, making us a minority-majority institution
- At least **57%** **work** while going to school
- At least **21%** **parent** while going to school
- **46%** **receive free tuition** through the Free Community College Program, formerly known as PACT, with numbers expected to climb in Fall 2024
- **33%** are **Hispanic or Latine**. Five of our campuses are Hispanic-serving institutions and we are in the process of applying for the distinction as a single institution.
- **28%** **attend classes at more than one campus** (up from 1% before the merger)
- **6%** **Have a disability** or accommodation need

Our credit bearing students are:



\*Source: CT State Office of Institutional Effectiveness and Planning

## Student Services & Dual Enrollment Opportunities

CT State offered a robust array of supportive services during AY 2023-24 to support the success of a student population that faces many challenges. Among them are key evidenced-based student services—**Guided Pathway Advising, Holistic Student Support, and Early College & Dual Enrollment**—that have been found to improve student success, especially among minority and underserved student populations.

GUIDED PATHWAYS  
ADVISING

HOLISTIC STUDENT  
SUPPORT SERVICES

EARLY COLLEGE AND DUAL  
ENROLLMENT



### Guided Pathways Advising

- Students who completed at least one appointment with a GPA persisted at a **16% higher rate** than students who did not attend an advising appointment.
  - » When students completed multiple Guided Pathways Advising appointments, the average persistence rate increased by 23%.
- A total of **18,817 students** participated in Guided Pathways Advising during the 2023-24 academic year, who reported the following when surveyed:
  - » **88%** of students agreed or strongly agreed that they felt listened to and respected as individuals by the Guided Pathways Advisors.
  - » **86%** of students agreed or strongly agreed that they were given the time and attention that they needed during their appointments when meeting with a Guided Pathways Advisor.
  - » **84%** of the students agreed or strongly agreed that they would recommend their Guided Pathways Advisor to other students who need guidance and support.

**GUIDED PATHWAY ADVISING** is an intensive, holistic, student-centered approach to academic advising that is grounded in modern theories of college student development and learning. In practice, Guided Pathways Advisors (GPAs) individualize their advising approach to the unique needs of each student in their caseload by providing personalized guidance, mentorship, and coaching in addition to traditional forms of assistance like registration and course selection.





## Holistic Student Support Services

Since many of our students experience life challenges that go beyond the classroom, the College also invested heavily in mental health services in AY 2023-24 by **providing access to a Wellness Counselor at all main campuses** and partnered with Timely Care to provide 24/7 access to support services. These individuals, all of whom were Licensed Mental Health Counselors or Clinical Social Workers, provided mental health services to students in need and a range of wellness programs on topics such as Substance Abuse, Stress Management, Mindfulness, and Self-Care. In addition, the College provided an array of high-quality wraparound services to support our veterans, students with disabilities, and those dealing with chronic stress, financial difficulties, and/or food insecurity. Specific examples included the following:



- **CT State Northwestern** Initiated an embedded peer mentoring program within CCS 1001: College and Career Success, the new first-year seminar course required for all students. In addition, the campus opened a new and expanded Veterans OASIS to better serve its veterans.
- **The Food Pantry at CT State Asnuntuck** recorded 8,474 transactions and delivered 64,465 pounds of food to its consumers in partnership with Enfield Food Shelf and Stop and Shop. In addition, its Student Activities Director was successful in writing a grant that will provide two new stand-up freezers for additional food storage.
- **CT State Naugatuck Valley** offered three mentoring programs to its students this year: Promoting Academically Successful Students (PASS), a minority advancement initiative that supported 80 students; CREAR Futuros (“to Create Futures” in Spanish), a peer-mentor initiative designed to improve Latino student success on the **Danbury campus**; and Women of Color Empowerment Collective (WCEC), a support/mentorship model for women of color, culminating in a leadership conference attended by local high school students. In addition, the campus added a diaper bank to its food pantry.
- **CT State Middlesex** offered a food pantry that was in such high demand that grant funding and private donations were needed to meet the needs of its consumers. The pantry operation included a garden and a weekly visit from the Food Share mobile pantry.
- **CT State Housatonic** provided a series of activities and programs associated with domestic violence and sexual violence to build advocacy and support for impacted individuals. In addition, its Food Pantry continues to be a source of pride and, thanks to a **\$10,000 grant**, plans to move to a larger location and add shelving and freezer space in Fall 2024.
- **CT State Manchester** offered its students access to a wellness center and a food pantry funded by its Charitable Foundation.
- **CT State Capital** sought and received increased donations to its food pantry and additional funding for micro/emergency grants to assist students in financial distress.
- **CT State Gateway** opened a health and wellness center to serve its students.
- **CT State Central Office** in New Britain completed the necessary approval processes for its Veterans Affairs services from the Office of Health Equity and the US Department of Veteran Affairs. It also hired an additional staff member, Associate Director of Veteran Affairs, to support the statewide certification process for veterans to secure educational benefits.
- **CT State Norwalk** utilized remaining HEERF funds to provide additional mental health support while searching for a wellness counselor. In addition, they saw a four-fold increase in food pantry visits and shifted funds to accommodate expanding services. The campus also increased investments in on-campus student internships to offset reductions in student worker allocations. Norwalk also continued its support to men of color through its UPlift program which provides additional support and transfer scholarships.
- **All 12 CT State campuses** established and/or re-affirmed CARE teams, charged with identifying and offering support to students who are in distress, exhibiting behaviors of concern, and/or indicating that they have unmet basic needs.
- **CT State Tunxis** faculty and staff were recognized by the Integrated Refugee and Immigrant Services (IRIS) for their work to assist recently arrived clients (Immigrants and Refugees with full and legal work authorization) to pursue their higher education.



## Early College and Dual Enrollment

President Maduko convened the Early College Taskforce, co-chaired by Acting Provost Karen Hynick. The taskforce:

- Included **27 members** representing each campus as well as the central office personnel, and a cross-representative group of management, faculty, and staff;
- Met biweekly from January through May 2024, to create a Dual Enrollment Policy and Procedure for Connecticut State Community College and share best practices among dual enrollment professionals.
- The policy and procedures cover the definitions associated with dual enrollment, student eligibility criteria, required student orientations, the criteria and eligibility for becoming a concurrent enrollment instructor, and requirements to maintain the ability to offer our courses at a high school, all in alignment with New England Commission of Higher Education (NECHE) and National Alliance of Concurrent Enrollment Partnership (NACEP) guidelines and standards.
- The policy went through the shared governance process for feedback and ratification. The policy is now at the System Office level for review, pending anticipated approval before the Board of Regents in AY 2025.

President Maduko also created an Executive K-12 Leadership Advisory Council. The Council meets quarterly and includes:

- **40 Superintendents**, representatives from the Connecticut Association of Public-School Superintendents, Connecticut State Department of Education, and Connecticut Technical Education and Career System.
- The group has provided input and feedback on and is supportive of the College's Dual Enrollment Policy and Procedure.
- Based on their feedback, the College scheduled 5 regional summits on dual enrollment and early college to take place in September and October 2024, to provide feedback on the draft policy and procedure and to forward plan for fiscal year 2025 implementation, targeting school districts and current CT State dual enrollment personnel.

## DUE TO EFFORTS LIKE THESE, IN AY 2024, CT STATE:

### ENROLLED

**5,684**

dual enrolled students who filled 8,894 seats across all campuses and dual enrollment courses.

Dual enrollment students took a combined total of

**27,737**

**CREDIT HOURS**

with 924.6 dual enrolled students being full-time equivalent students.

Dual enrollment students had a

**99%**

**OVERALL COURSE  
COMPLETION RATE**

with an overall GPA of 3.17






## Student Life, Success, and Gainful Employment

### Student Life & Activities

It is the belief of CT State leadership that a college education focused exclusively on classroom learning and devoid of human connections is, at best, a glass half full. So, to complement its academic offerings, the College provided a robust array of extra- and co-curricular activities throughout the 2023-24 academic year. These endeavors included guest speakers, discussion forums, wellness programs, student clubs, honor societies, opportunities for students to serve on campus and college-wide committees and governance bodies, opportunities for students to serve and/or mentor other students, and fun events like cookouts, movie nights, and ice-cream socials. Specific examples included the following:

- Active **Phi Theta Kappa (PTK) Honor Society** chapters on all campuses.
- The first **CT State Community College-wide Talent Show** hosted by the Student Government Association at the **CT State Naugatuck Valley** campus. **The Naugatuck Valley** SGA also hosted other CT State campuses' SGA leaders to attend and observe how Naugatuck's leaders conduct their meetings in full accordance with Roberts' Rules of Order.
- **Wellness seminars and workshops** on stress management, relaxation techniques, and drug/alcohol awareness offered on multiple campuses.
- **Mental health screening days** offered on multiple campuses.
- Launched **support groups** for student parents, students of color, LGBT+ students, and survivors of domestic and sexual violence.
- Elected **student representatives** on the CT State College Senate, Campus Senates, and other governance bodies and committees.
- **Peer-to-peer support programs** including mentorship, childcare, and support for veterans through the Veteran's Oasis centers on all campuses.
- A **community garden** at our **Middlesex** campus that provided fresh produce for the campus food pantry.
- **Wellness centers** on the **Gateway** and **Manchester** campuses that offered free access to health and fitness classes and equipment.
- **Dozens of student clubs** on all campuses, including clubs devoted to Animal Rights, Visual Art, Business, Creative Writing, Dance, Environmental Advocacy, Future Educators, Human Services, Music, Multi-Cultural Issues, Theater, Philosophy, Religion and Spirituality, STEM, and Gaming.
- **Numerous student associations**, including Black Student Associations, Hispanic Student Unions, LGBT+ Student Associations, and Veterans Groups.
- Student led support for students to attend **professional conferences**, such as the 2024 Toward Science Without Walls AAAS Conference February 15-17, 2024, in Denver Colorado.
- **Guest speaker series** and discussion groups like the "Lunch and Life" and "Chat and Chew" events at the **Housatonic** Campus offered in partnership with the Center for Family Justice, Life Reset, True You, and Women Overcoming Fear.
- **Activities to commemorate Black History Month and Hispanic Heritage Month** such as the Hispanic Heritage Flag Raising event that occurred in October 2023 on the **Asnuntuck** Campus.
- **CT State Tunxis** has begun reviving its student newspaper, the "Tunxis Sun" with renewed faculty and student interest as a collaborative endeavor across departments.



These events and activities represent our commitment to provide a wide range of learning opportunities to our students. They also reflect CT State's core belief in the value of higher education as a means of personal as well as economic and professional advancement.



Student Success & Accolades

The ultimate affirmation of the success of our students and our institution occurs in May of each academic year when, at commencement, we award the degrees and certificates that our students worked so hard to achieve. In May 2024, CT State proudly conferred 5,556 degrees and certificates in the following fields of study:

AY 2023-24 Degrees and Certificates Conferred

College of Study	AA/AS/AAS	Certificates	Totals
Arts and Humanities	444	76	520
Business and Hospitality	731	317	1,048
Engineering and Technology	561	299	860
Nursing and Health	897	144	1,041
Science and Mathematics	89	22	111
Social and Behavioral Sciences	1,835	141	1,976
Total CT State	4,557	999	5,556

Source: CT State Office of Institutional Effectiveness and Planning, 2024.



Graduation ceremonies are also a time for the College to acknowledge the individual achievements of our finest students, including:

**CARLA GALAISE**, a student at **CT State Northwestern** who became the only student in Connecticut to earn a prestigious Jack Kent Cooke scholarship.

**KATHERINE TOCTO QUITUISACA** and **MEGHAN SERPIS**, two Phi Theta Kappa officers from **CT State Middlesex** who were honored for outstanding scholarly achievements as All-Connecticut Academic Team members.

**JOSHUA GO**, a student at **CT State Three Rivers** who received the Phi Theta Kappa Outstanding Technical Education Student Award.

**LEAH THOMAS**, a student at **CT State Three Rivers** who was recognized as a New Century Workforce Pathway Scholar by Phi Theta Kappa.

## Transition to Gainful Employment

**Regarding the employment success of our graduates**, data on CT State post-consolidation is not available. However, the CSCU Employment Outcomes Summary Report (Graduates from 2009-10 thru 2019-20, June 2024) produced by the Office of Decision Support and Institutional Research (DSIR) provides some insight into employment outcomes for graduates of our 12 legacy campuses, approximately two-thirds of whom enter the workforce rather than continue their education at a four-year institution. The data on wages and wage growth reported in the following tables only pertains to individuals who work for employers in Connecticut that are covered by Unemployment Insurance (UI) law. Exclusions include those who work in states other than Connecticut, individuals who are self-employed, members of the Armed Forces, elected officials, most agricultural workers, most employees of railroads, some domestic workers, most student workers at schools, and employees of some types of non-profit organizations. Also excluded are individuals for whom a matches between education and UI records cannot be made due to the absence of a valid Social Security Numbers (SSNs) on file. The CSCU System Office estimates that 1% of records used for these reports have missing or invalid SSNs. **Altogether, at least 73% of our students are employed within eight quarters after graduation.**

### Wages for Graduates of Connecticut State Community College (2014-2020)

Metric	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	Averages
Average Quarterly Wages*	\$7,894	\$8,117	\$8,203	\$8,828	\$9,321	\$9,153	\$8,587
Hourly Wage Equivalents	\$20.24	\$20.81	\$21.03	\$22.63	\$23.90	\$23.46	\$22.01
National Living Wage**	\$15.12	\$15.84	\$16.07	\$16.07	\$16.54	\$16.54	\$16.03

\*Wage data includes everyone whether they worked full-time, part-time, or intermittently, and it does not include the number of hours or weeks individuals worked. Therefore, the total average wages reported for any given quarter are lower than what one would expect to earn if everyone in the calculation worked full-time and for all business days within the quarter.

\*\*Source: Glasmeier, A. (2024). Living Wage Calculator. Cambridge, MA: Massachusetts Institute of Technology Living Wage Institute.

### Wage Growth Over a Two-Year Period for Individuals with Sub-Baccalaureate Credentials

Degree Type	Count	Type	Pre Q1	Post Q1	Post Q2	Post Q3	Post Q4	Post Q5	Post Q6	Post Q7	Post Q8	Overall Increase Q1-Q8
Certificate	2,013	Gross	\$6,932	\$8,703	\$9,675	\$10,21	\$10,16	\$10,62	\$11,49	\$11,31	\$11,81	70.5%
		Hourly	\$17.77	\$22.32	\$24.81	\$26.20	\$26.07	\$27.24	\$29.47	\$29.01	\$30.30	
Increase by Quarter				25.5%	11.2%	5.6%	-0.5%	4.5%	8.2%	-1.6%	4.4%	
Associates	5,288	Gross	\$5,651	\$5,651	\$7,333	\$8,716	\$8,970	\$9,408	\$9,535	\$10,661	\$10,033	88.0%
		Hourly	\$14.49	\$18.80	\$22.35	\$23.00	\$24.12	\$24.45	\$27.34	\$25.73	\$27.24	
Increase by Quarter				29.8%	18.9%	2.9%	4.9%	1.3%	11.8%	-5.9%	5.9%	

Given that one-third of our students pursue further education rather than full-time employment and the data sources used in this analysis exclude some of our graduates due to the nature of their jobs, the 73% average rate of employment and \$22.01 hourly wage of our graduates over the past six years indicate that they are successful at finding jobs with incomes where then can earn a living wage. In addition, data on wage growth indicates that graduates of our degree and certificate programs experience a **25-30% increase in wages** immediately after completing their degrees and **increases ranging from 70% to 88%** over a two-year period following graduation.

# How We Do It

## Our Commitment to Shared Governance

The College’s commitment to shared governance and legislative engagement reflects a comprehensive approach to inclusive decision-making and external partnerships. This dual focus strengthens the institution’s ability to serve its stakeholders effectively while also advocating for its interests at the state and federal levels

### Shared Governance: A Foundation for Inclusive Decision-Making

CT State’s model of shared governance ensures that all key stakeholders — faculty, staff, students, and administration — have a voice in the decision-making process. This inclusive approach promotes transparency, accountability, and trust within the institution. The model is structured around two main deliberative bodies:

33

total members

#### CURRICULUM CONGRESS

Consisting of 33 members, including faculty, program coordinators, students, and the Provost (ex-officio). This body held 12 meetings between Fall 2023 and Summer 2024.

41

total members

#### CT STATE COLLEGE SENATE

Comprising 41 members representing faculty, staff, and campuses, with the President serving as ex-officio. The Senate convened 10 meetings during the same period.

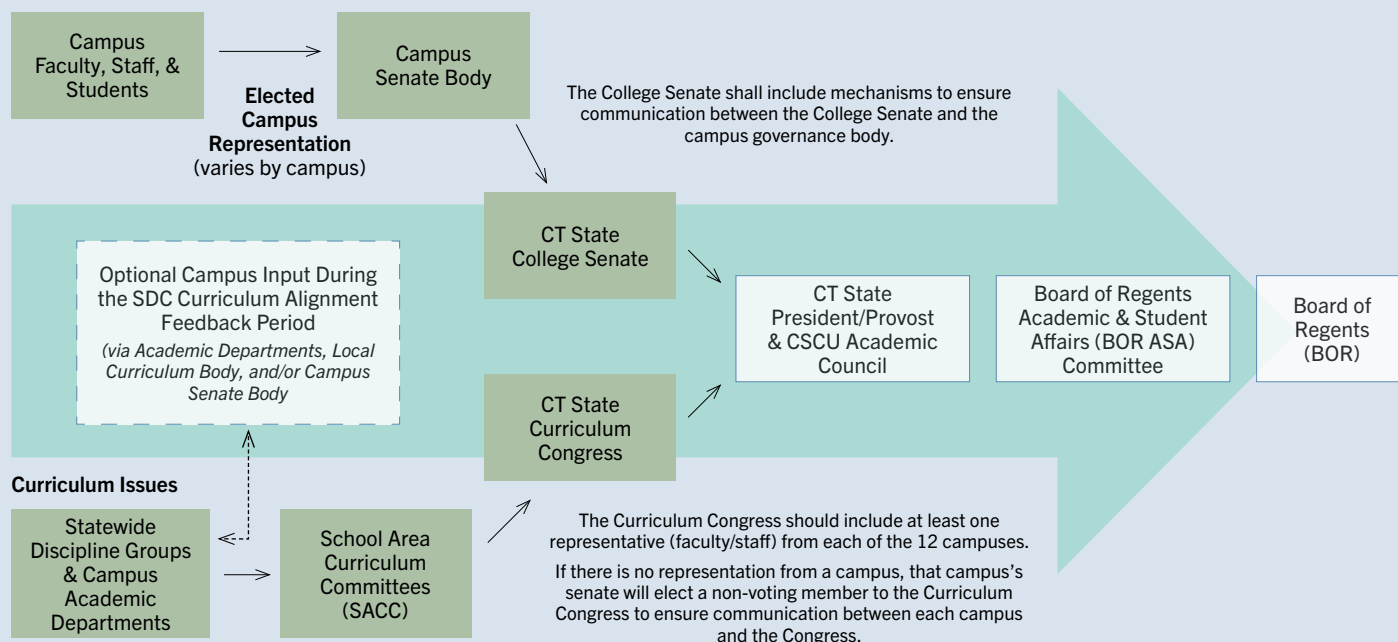
These bodies review curriculum issues and policy/non-curriculum matters, respectively, making decisions by majority vote that are then reviewed and acted upon by the CT State administration and the CSCU Board of Regents.





## CT State Governance Process:

### Policy/Non-Curriculum Issues



Note: CCP — Community College Professional; FT — Full-Time; SDC — Statewide Discipline Council

## Legislative Engagement: Reaching Beyond the College

While shared governance focuses on internal decision-making, CT State's legislative engagement shares the College's efforts and success with external stakeholders and policymakers. This outreach is crucial for securing support, funding, and favorable policies that benefit the college and its students. Key activities in this area include:



### LOCAL AND STATE-LEVEL ENGAGEMENT

Multiple meetings with state legislative representatives and 12 legislative breakfast convenings across Connecticut.



### FEDERAL-LEVEL ADVOCACY

Participation in the Association of Community College Trustees (ACCT) national summit in Washington, D.C., including meetings with all seven members of Connecticut's Congressional delegation.



### NATIONAL LOBBYING EFFORTS

CT State leaders joined 1,300 other community college leaders in lobbying Congress for increased support for Pell Grants, Second Chance Pell, and Workforce Development programs.

## Legislative Engagement: A Catalyst for Forward Progress

Active legislative engagement creates a powerful synergy for CT State. Insights gained from legislative stakeholders ensure that internal policies and decisions are aligned with broader educational and workforce development trends to meet the dynamic needs of our students, faculty and staff, state, and its citizens. This comprehensive approach allows CT State to:

1.

Develop policies and curricula that reflect diverse perspectives and needs.

2.


Advocate effectively for resources and support at state and federal levels.

3.

Align institutional goals with regional workforce development priorities.

4.

Build strong relationships with key stakeholders both within and outside the institution.



By leveraging proactive legislative engagement, CT State positions itself as a reliable partner and a **responsive, accountable, and influential institution** in the higher education landscape. Our commitment to engaging legislators ensures that the college can adapt to changing needs, secure necessary resources, and continue to serve its students and community effectively in an evolving educational and political environment.

# Why We Do It

## Manifesting Diversity, Equity, and Inclusion for All

### College-Wide Equity Highlights

As caretakers of a publicly funded community college system with a mission to promote equity and positive change, the correction of inequalities is one of our most important responsibilities. To assure the success of ALL our students, CT State has invested heavily in Diversity, Equity, and Inclusion (DEI) policies and initiatives designed to build faculty and staff awareness and promote the implementation of inclusive teaching and administrative practices that have been shown to reduce opportunity gaps. Over the past academic year, we have:

- **Established an Office of Compliance**, tasked with monitoring compliance with all relevant CSCU policies and all state and federal Equal Opportunity, Affirmative Action, and Civil Rights laws and regulations.
- **Improved adherence to equal opportunity in hiring** by CT state hiring managers.
- **Restructured DEI** to be a service to the rest of the institution by creating DEI committees/councils/centers across all 12 campuses.
- Facilitated and participated in **campus-led DEI initiatives**.
- **Appointed Equity Coordinators and Deputy Title IX Coordinators** on all campuses and set up the DEI Coordinating Council to facilitate communication between CT State and the local campuses, and assist in the development of systemwide events and trainings.
- **Established a DEI curriculum review committee** within the CT State Curriculum Congress,
- Secured a commitment from the Provost's Office to **review and revise disability and ELL/ESOL programs**.
- Launched the **first CT State Campus Climate Survey**

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As a result of these efforts,  
we received a

### HIGHER EDUCATION EXCELLENCE IN DIVERSITY (HEED) AWARD

from Insight into Diversity, our nation's oldest and largest higher education diversity magazine and website. HEED awards are given annually to colleges and universities that demonstrate an outstanding commitment to diversity and inclusion through initiatives, programs, and outreach; student recruitment, retention, and completion; and hiring practices for faculty and staff.





## Campus-Specific Equity Highlights

- **Asnuntuck:** Conducted Listening Tours, celebrated cultural events, and sponsored awareness initiatives.
- **Capital:** Center for Diversity, Equity, and Inclusion distributed \$18,772 in microgrants and \$13,649 in book/course material scholarships. It hosted an art exhibition showcasing work by artists with disabilities and offered mentoring programs for Black and Latino/a students.
- **Gateway:** Began establishing the Melton/McAvay Center for Equity and Social Justice. Hosted "Roll of the Dice" event exploring racial and economic disproportionality. Collaborated on The Identity Project, a public art display.
- **Housatonic:** Organized the Business of Black Excellence conference, showcasing Black-owned businesses, in partnership with the Werth Center for Innovation and Entrepreneurship, Small and Minority Business Enterprise, the Entrepreneurship Foundation Inc., and the City of Bridgeport. Established a new Center for Equity and Social Justice, focusing on uplifting disenfranchised populations.
- **Manchester:** Held monthly Cultural Cafes and a Martin Luther King Day Celebration featuring a musical performance based on Dr. King's work by Professor Deborah Simmons
- **Middlesex:** Celebrated its first International Day with cultural performances, ethnic foods, and a lecture by Assistant Professor of African American Studies, Marina Bilbija, on her current book manuscript, *Worlds of Color: Black Print Networks and the Making of the Anglophone World*.
- **Naugatuck Valley:** Hosted 5th annual Fresh Check Day for suicide prevention sponsored by the Jordan Porco Foundation, attracting 360 students. Organized discussions about consent on the Naugatuck-Danbury Campus. Hosted the first CT State-wide Pride Prom, open to students from **all campuses**.
- **Northwestern:** Implemented DEI Excellence Award program for students. Partnered with Susan B. Anthony Project for programs including "The Clothesline Project" for Sexual Assault Awareness Month.
- **Norwalk:** Sponsored viewing of "The Black Church" documentary by Henry Louis Gates with soul food and discussions. Offered a workshop on Bomba, a Puerto Rican dance with African roots.
- **Three Rivers:** Offered a DEI certificate program for faculty and staff entitled Diversity, Equity, and Inclusion: Laying the Foundation for an Equity-Minded Campus. Held seventh annual Lavender Graduation honoring LGBT+ students.
- **Tunxis:** Held an event recognizing the UN International Day for Persons with Disabilities, featuring student testimonials.
- **Quinebaug Valley:** Organized cultural celebrations including Hispanic Heritage Month, Black/African American History Month, and Chinese New Year. Sponsored the annual Sokenu Poetry Competition.

These initiatives demonstrate CT State's commitment to fostering an inclusive environment across all campuses, addressing various aspects of diversity, equity, and inclusion while tailoring efforts to each campus's unique community and needs.



# What Do We Need in Order to Fulfill Our Mission?

## Finances

It is well known that 2023-24 was a challenging budget year for the College that necessitated many adjustments and sacrifices, including the curtailment of nonessential services, the elimination of central office administrative positions, and the imposition of painful budget cuts across the college.

**Every campus was required to submit a budget mitigation plan**, a process that demonstrated the creativity and resilience of our staff. In response, all of our locations implemented cost saving measures and formed external partnerships to assist with gaps and short falls. In addition, many of our campuses were able to avoid major disruptions to student services through creative staffing solutions, fund raising initiatives, charitable donations, and/or grant funds that, in some instances, allowed them to expand some of their programs. These efforts included the following:

- **Multiple campuses** reduced energy costs by installing LED lighting and implementing energy reduction plans.
- **CT State Capital** was able to offer its students on campus dining by negotiating a no cost food services contract. It was also able to redirect grant funding to offset general funds lost and raise additional revenue through its charitable foundation.
- **CT State Three Rivers'** guided pathway advisors assisted with open houses and high school visits. The campus' charitable foundation also funded areas of critical need.
- **CT State Northwestern** reformulated its development operations within its charitable foundation and initiate a successful new fundraising appeal.
- **CT State Manchester** raised \$1 million through its foundation this year, including a \$100,000 donation from an MCC alum and a \$500,000 bequest.
- **CT State Norwalk** partnered with its charitable foundation on 3-year strategic plan to prioritize fund raising efforts, especially for student wraparound services, increased investments in technology, and the allied health sectors.
- **CT State Asnuntuck** secured a \$62,000 grant from the Connecticut Health and Educational Facilities Authority (CHEFA) to provide speakers, lunch and learns, and other staffing development opportunities. The campus also received a grant from the Metallica Scholars Initiative and the American Association of Community Colleges (AACC) to fund scholarships and safety initiatives for its Advanced Manufacturing students.

## Grant Funding

In addition to financial support from state funds, CT State actively pursues and has received substantial grant funding. Some of our notable awards are:

### **U.S. Department of Education, Title V Higher Education Institutional Aid**

*Project: "Cultivating All-Inclusive Student Achievement (CASA) Pathways"*

Award: \$2,986,278

Period: 10/01/2020 – 09/30/2025

This project aims to increase persistence to graduation for Hispanic and low-income students. It uses a guided pathways framework, offering curriculum maps, improved program selection, and career contextualized courses. The project provides unified student support programs and bilingual coaches to keep students on track.

### **U.S. Department of Labor, Strengthening Community Colleges Training Grants**

*Project: "CT Statewide Healthcare Industry Pathways Project" (CT SHIP)*

Award: \$3,400,000

Period: 2/1/2021 – 1/31/2025

This project addresses gaps in postsecondary credential attainment in healthcare. It offers accelerated training, expands virtual instruction, and provides opportunities for stackable credentials. The project has impacted approximately 2,200 students in healthcare career pathways.

### **National Science Foundation, Louis Stokes Alliances for Minority Participation**

*Project: "Louis Stokes B2B Alliance: Shoreline-West STEMConnect"*

Award: \$1,000,000

Period: 6/14/2023 – 2/31/2026

This program recruits underrepresented students in STEM fields. It provides support

and opportunities for students to excel in STEM majors and transfer to baccalaureate institutions. The program offers guided pathways advising, tutoring, mentoring, and STEM activities.

### **U.S. Department of Education, Federal TRIO Programs: Student Support Services**

*Project: "CT State Manchester TRIO SSS STARS"*

Award: \$1,309,440

Period: 9/1/2020 – 8/31/2025

This program serves first-generation low-income students and students with disabilities. It provides academic tutoring, counseling, financial aid assistance, and various support services to improve persistence, academic standing, and graduation and transfer rates.

### **Connecticut Office of Higher Education, Higher Education Mental Health Services Initiative**

Award: \$1,101,780

Period: 9/1/2023 – 8/31/2024

This grant aims to build capacity for student mental health services across all twelve CT State Community College campuses. It funded training for faculty, staff, and students, hired new counselors, and increased access to services through Timely Care, an online counseling resource.

# \$3,986,278

U.S. Department of Education,  
Title V Higher Education  
Institutional Aid

# \$3,400,000

U.S. Department of Labor,  
Strengthening Community  
Colleges Training Grants

# \$1,000,000

National Science Foundation,  
Louis Stokes Alliances for  
Minority Participation

# \$1,309,440

U.S. Department of Education,  
Federal TRIO Programs: Student  
Support Services

# \$1,101,780

Connecticut Office of Higher  
Education, Higher Education  
Mental Health Services Initiative





## Facilities



Regarding facilities, CT State has, over the past year, invested in capital improvements that support innovation and provide safe, comfortable, and welcoming learning environments for our students. These projects included the following:

- **CT State Housatonic** broke ground on an Advanced Manufacturing Technology Center renovation.
- **CT State Manchester** created a new “Maker Space” in the campus library. This project provided a place equipped with various high-tech devices, such as 3D printers, where students with shared interests can gather and work together on projects by sharing ideas, equipment, and knowledge.
- **CT State Quinebaug** opened a redesigned Student Success Center, which co-located Admissions, Enrollment Services, and Advising in one suite. In addition, to better serve its students in the Willimantic area, the campus renovated its Main Street site with the help of a generous donation from Steven and Marjolaine Townsend. This site, which officially opened on May 15, 2023, is a vibrant new space that will provide students with opportunities to pursue studies in Practical Nursing, General Education, Liberal Studies, Entrepreneurship, and Human Services.
- **CT State Gateway** began construction on the Melton/McAvay Center for Equity and Social Justice which will have its grand opening celebration in Fall 2024.
- **CT State Asnuntuck** purchased a One Click Metal Additive Machine, an advanced 3D metal printing system for its Advanced Manufacturing program. It will be the only college in the northeast that will have this type of training.
- **CT State Norwalk** renovated classroom space to support an expansion of its Nursing program, which resulted in the largest nursing class in Norwalk history. The campus also completed an expansion of its Child Development Lab School, which included a new infant/toddler room, in response to community childcare needs.



# Special Thanks

## to Our CT State Community College Foundations

We extend our heartfelt gratitude to the 12 CT State Community College Foundations for their invaluable support, which has been instrumental to our college’s success. Their contributions have significantly impacted our students’ lives and enhanced our educational offerings.



### SCHOLARSHIPS AND PROGRAM ENHANCEMENT

The Foundations’ generous support of scholarships has made higher education accessible to many who might otherwise have been unable to pursue their academic dreams. Their commitment to program enhancement has enabled us to offer cutting-edge curricula and state-of-the-art equipment, ensuring our students receive the best possible education.



### WRAP-AROUND SERVICES

We are especially grateful for their funding of wrap-around services, which have been vital in helping our students overcome challenges and stay on track to achieve their goals. These services have provided critical support to students facing various hardships, offering not just financial assistance but also academic, career, and personal guidance.



### COMMUNITY ENGAGEMENT

Our foundations have also strengthened our community ties through fundraising events, outreach initiatives, and partnerships with local businesses, creating a network of support that extends beyond our campus walls.

**Thank you for being an essential pillar of support for our students, faculty, and staff. Your tireless efforts and generous contributions have truly embodied the spirit of community and the power of education to transform lives!**

- |  |  |  |
|--|--|--|
| 1. Asnuntuck Foundation, Inc.                                    | 5. Manchester Community College Foundation       | 9. Norwalk Community College Foundation                          |
| 2. Capital Community College Foundation and Advisory Board, Inc. | 6. Middlesex Community College Foundation        | 10. Quinebaug Valley Community College Foundation                |
| 3. Gateway Community College Foundation Inc.                     | 7. Naugatuck Valley Community College Foundation | 11. Three Rivers College Foundation                              |
| 4. Housatonic Community College Foundation                       | 8. Northwestern Community College Foundation     | 12. Tunxis Community College Foundation and Advisory Board, Inc. |

# The Road Ahead

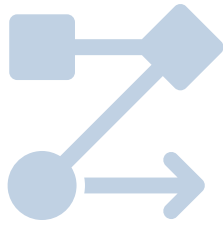
## Charting the Course for a Brighter Future

When queried regarding their goals for the future, responses from campus leaders focused on the following nine areas:

1. Continuing to fine tune the merger and budget mitigation processes by filling critical staff positions and clarifying policies, procedures, and reporting lines.
2. Enhancing student life by providing a more robust schedule of social and cultural events.
3. Improving, upgrading, and/or renovating campus facilities.
4. Enhancing external funding in the form of grants and charitable donations.
5. Expanding faculty and staff development opportunities, especially regarding the ethical uses of AI to enhance learning.
6. Pursuing external partnerships that provide more holistic resources to our students, including articulation agreements with other academic institutions that build/strengthen our academic programs, grow our enrollment, and allow a smooth transition for our students as they pursue the next stage of their journeys.
7. Expanding community engagement to better assist the people who live in the communities we serve with the issues that affect their lives.
8. Improving student recruitment through better marketing, outreach, and alumni involvement.
9. Launching new programs and improving/expanding existing programs, especially those that provide access to careers in Healthcare and STEM fields.







Specific continuing and future projects include the following:

- At **CT State Asnuntuck**, installing EV charging stations and encouraging utility conscious practices, developing a partnership with Trinity Health New England to provide educational opportunities for our students, continuing to work with the CT Department of Corrections to become a Prison Education Program, continuing to work with Enfield Social Services and Enfield Together Coalition to provide resources and services at our Fresh Check Day for our students, and partnering with local public and non-profit health organizations like Community Health Resources (CHR) and the North Central District Department of Health to provide depression screenings and free flu clinics for our students and residents of the Enfield community.
- At **CT State Three Rivers**, upgrading the MAC lab and seeking funding for internships for students through Community Foundation.
- At **CT State Housatonic**, continuing the renovation of the Advanced Manufacturing Center and further developing the Werth Center for Innovation and Entrepreneurship.
- Launching the Licensed Practical Nurse program at **CT State Quinebaug Valley**.



# Conclusion: An Open Letter to Our College Community

As we reflect on the remarkable journey of CT State Community College, it is with profound gratitude that we extend our heartfelt thanks to our faculty, staff, students, and community partners. Your unwavering dedication and collaborative spirit have been the cornerstone of our institution's growth and success.

**To our esteemed faculty:** Your commitment to excellence in teaching and innovative approaches to community-engaged scholarship have not only enriched our students' learning experiences but have also strengthened our ties with the local community. Your efforts in developing courses with service-learning components and conducting research that addresses community needs have been invaluable.

**To our dedicated staff:** Your tireless work behind the scenes ensures that our college runs smoothly and efficiently. Your support for our students and your contributions to creating a welcoming and inclusive environment are deeply appreciated.

**To our inspiring students:** Your enthusiasm for learning, your engagement in civic activities, and your fresh perspectives continue to energize our campuses. Your participation in community-based projects and volunteer efforts demonstrate the true spirit of active citizenship.

**To our community partners:** Your collaboration has opened doors to countless learning opportunities for our students and has helped us address real-world challenges. Your willingness to work alongside us in fostering civic responsibility and social change is truly commendable.

**Together,** we have built a culture of care, mutual respect, and shared governance that defines CT State Community College. As we move forward, let us continue to work hand in hand, embracing our diversity and striving for excellence in all that we do. Your contributions are not just shaping our institution; they are positively impacting our communities and paving the way for a brighter future.

**Thank you for your dedication, your passion, and your unwavering commitment to our shared mission.**







**CT STATE**  
COMMUNITY COLLEGE

2023–2024

# ANNUAL REPORT



<https://ctstate.edu>