

CT STATE
COMMUNITY COLLEGE

24-25

ANNUAL REPORT



CT State Asnuntuck Theater Students (2025)

One College. Twelve Campuses. Unlimited Possibility.

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The Economic Value of Connecticut State Community College

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Manifesting Diversity, Equity, and Inclusion for All

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Letter from the President

Dear Friends of CT State Community College,

Maya Angelou once said, “When you learn, teach. When you get, give.” These words have never resonated more deeply than they do today at Connecticut State Community College, where generosity is not just a value we espouse, but the very foundation upon which we build our future.

Truly, I am humbled by the remarkable impact our institution continues to have across Connecticut. Our economic footprint speaks volumes—\$3 billion in annual economic impact, supporting nearly 30,000 jobs across the state. That’s the financial equivalent to hosting the Super Bowl seven times over. But numbers alone cannot capture the true measure of our success.

The real story lies in our students who embody Angelou’s wisdom every single day. They come to us seeking knowledge, and in return, they give back to their communities. They arrive as learners and leave as teachers, mentors, and leaders, not just enriching their own lives, but elevating the businesses they work for and the communities they serve. This is the beautiful cycle of learning and giving that Angelou envisioned.

Our twelve campuses stand as beacons of unlimited possibility, where academically rigorous education meets affordability and access. We are committed to ensuring that our students don’t just prepare for rewarding careers—they prepare for lives of meaningful service. This commitment flows through everything we do: from our data-informed decision-making to our unwavering focus on equity; from our excellence in teaching to our partnerships with the industries and communities we serve.

Generosity, we’ve learned, is indeed the hallmark of a good education. It shapes worldviews, cultivates cognitive and emotional capacities, and enhances awareness of societal challenges. It increases perceptions of fairness and equality as drivers of harmony and peace. This is the transformative power we witness daily in our classrooms, laboratories, and theaters.

As we move forward, I am inspired by the dedication of our faculty and staff who model this spirit of generosity in their tireless service to our students. Together, we are building not just a stronger Connecticut, but a more compassionate and equitable society.

Thank you for being part of our journey. Together, we continue to prove that when education is rooted in generosity, the possibilities are truly unlimited.

With gratitude and purpose,

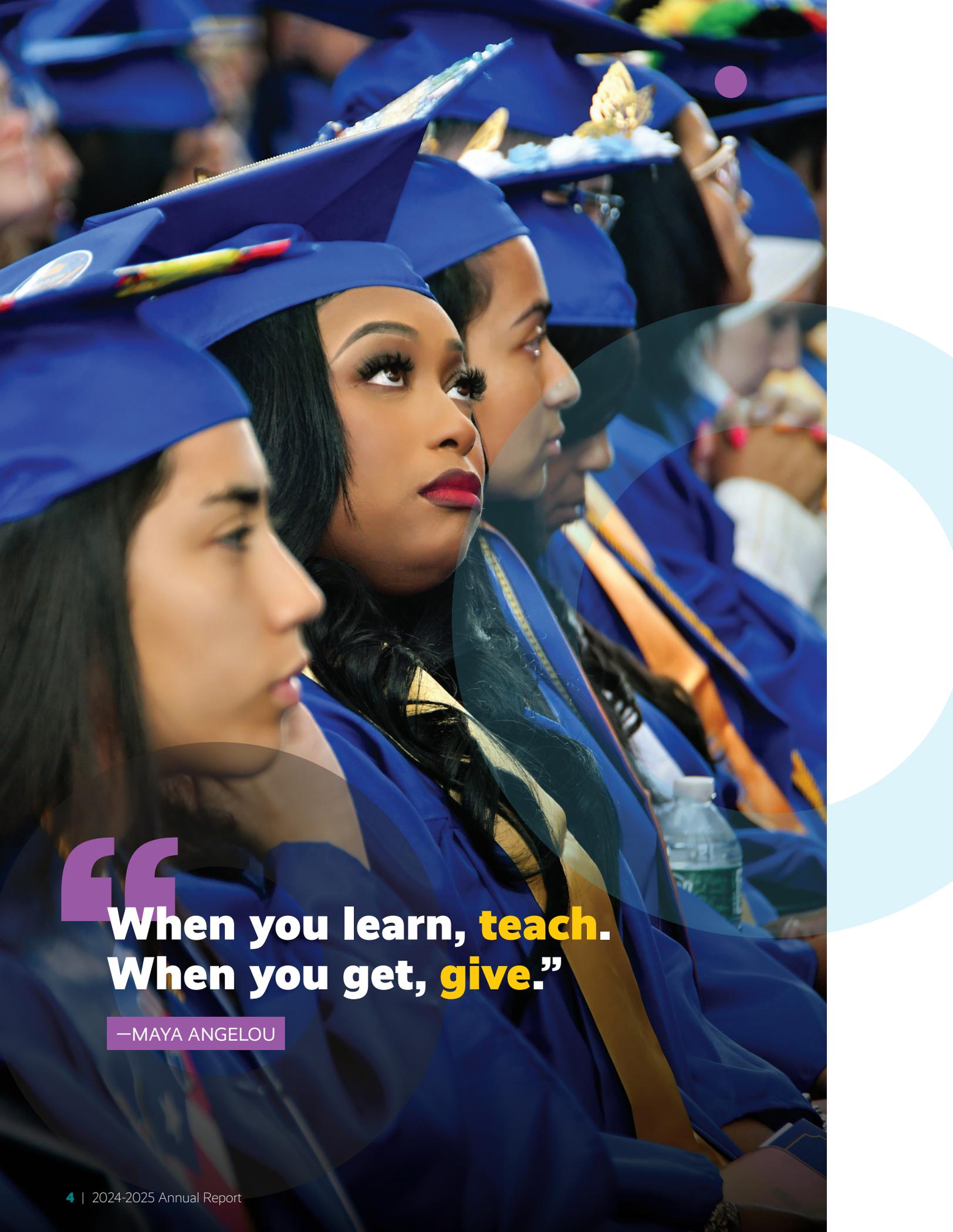
Christina Royal

Dr. Christina Royal
Interim President
Connecticut State Community College



Dr. Christina Royal

**One College.
Twelve Campuses.
Unlimited Possibility.**



“

When you learn, **teach.
When you get, **give.**”**

—MAYA ANGELOU

Introduction

Generosity is the hallmark of a good education. Beyond simply improving knowledge, a good education shapes a person's worldview and cultivates the cognitive, emotional, and social capacities necessary for generosity to flourish. Cognitively, it develops the ability to analyze and critique social conditions and **enhances students' awareness of societal problems**. It also **increases their perceptions of fairness and equality** as key drivers of harmony and peace.

Generosity informs CT State's efforts to fulfill its mission, which is to provide its students with an affordable, academically rigorous education that prepares them not just for rewarding careers but also for a lifetime of service to others. It guides the actions of the College's dedicated faculty and staff, just like the students they serve.

The College's focus on giving back ensures that its graduates not only thrive professionally but also contribute meaningfully to the betterment of the world around them. Generosity is the principle that unifies who we are, what we do, and how we do it.

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

One College, 12 Main Campuses, 5 Satellite Locations, 33 total instructional sites, and over 5,300 Outstanding Employees

Connecticut's community college has a network of **260,000 alumni, 90% of whom live and pay taxes in Connecticut.** In July 2023, following its consolidation from 12 separate institutions to one, unified college, the Connecticut State Community College (CT State) became the **largest community college in New England** and **fourth largest open enrollment public college in the U.S.** granting associate degrees exclusively. It now serves more than **65,000 degree-seeking, workforce development, and continuing education students** and **6,182 dual enrolled high school students** throughout the state. Centrally administered by an Office in New Britain, CT State offers programs on **12 campuses, five satellite campuses and 33 total instructional sites** ranging from the bucolic pastures of the Northeast Corner to the bustling suburbs of New York City.

During the 2024-25 academic year, the College achieved success in many areas, reflecting accomplishments in student recruitment, student success, equity, operational excellence, and community engagement. Through facility enhancements, Diversity, Equity, and Inclusion initiatives, partnerships, and innovative programming, CT State strengthened its capacity to serve students, faculty, and the broader community while fostering a culture of excellence and inclusion.

THE COLLEGE'S ACCOMPLISHMENTS IN ACADEMIC YEAR 2024-25 INCLUDE THE FOLLOWING:

- Being ranked **fourteenth in the nation for affordability** by WalletHub in 2025 based on a comparison of 653 community colleges across 18 metrics. This is the **fourth year in a row** that CT State has placed in the top fifteen.
- Being **one of 113 institutions** in the United States to receive a Higher Education Excellence in Diversity (HEED) Award from Insight into Diversity, our nation's oldest and largest higher education diversity magazine, and website.
- Awarding more than **35 million dollars in free tuition to over 20,000 students** through the Mary Ann Handley Awards, formerly referred to as PACT. This represents a **45% increase** compared to AY 23-24.
- Achieving, in fall 2025, a **4% year-over-year enrollment increase**, the College's first consecutive year increase since 2010 and its **highest level since fall 2020.**
- Achieving an **83% course section fill-rate**, which is a key metric in higher education scheduling that measures the ratio of enrolled students to the available seats in a course section.
- Achieving a **72% fall to spring retention rate in spring 2025**, the **highest community college retention rate in New England.**
- Transformative gains in student success, including a **graduation rate that almost doubled.**

14th

most affordable
community college in
the US

\$35.5
million

in free tuition

4%

year-to-year enrollment
increase

83%

course section fill-rate

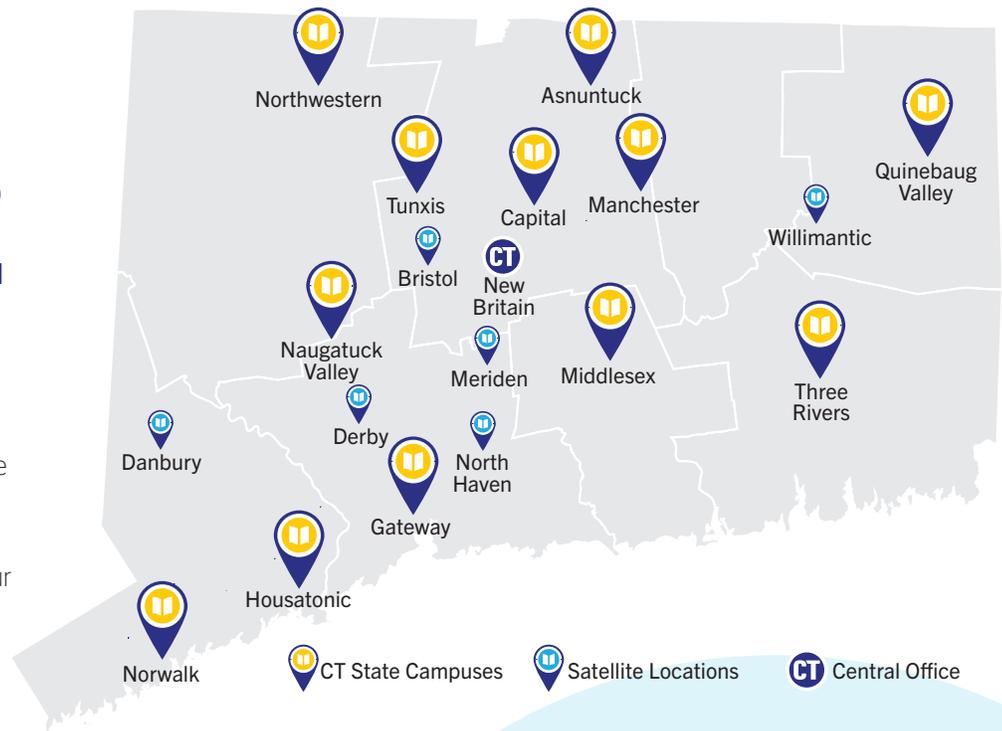
72%

fall to spring retention rate

CT State at a Glance

FALL 2025 FAST FACTS:

- In July 2023, CT State became the largest community college in New England and **fourth largest** open-enrollment public college in the U.S. serving approximately **65,000 students**.
- Educated over **6,182 dual-enrolled high school students**.
- **Average student age 27**; median student age 22. 35% are age 25 or older.
- One of the largest employers in the state with **5,367 employees**
- **60 year history of educating 260,000 alumni**. Over **90%** of our alumni remain in Connecticut and are Connecticut taxpayers.



CREDIT STUDENT PROFILE

93% credit degree- and certificate-seekers

67% attend part-time

34% identify as Latine

65% take at least one online class

67% first generation students

98% of CT State students are from Connecticut, representing all Connecticut school districts.

93%

credit degree- and certificate-seekers

67%

first-generation students

65%

take at least one online class



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 Early Childhood Lab Schools
- Transportation
- Tutoring
- Veterans OASIS Centers

AFFORDABILITY

- **Most affordable higher education option in the state** - \$308/credit; \$5,218/year
- 41% of applicants (25% of credit students; 19,776 overall) received **\$35,505,595 in Mary Ann Handley grants** for free community college
- Students receiving Free Community College tuition assistance have a **12% higher retention** rate and **6% higher graduation rate** than other CT State students

CT STATE FY25 BUDGET

The below revenue and expenditures supported the College's service to students and the community in FY 25:

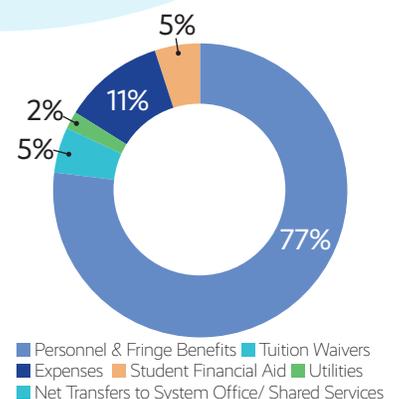
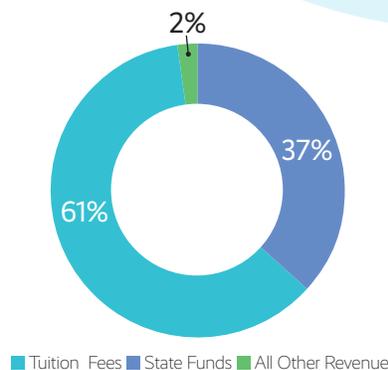
REVENUE (in millions)

Tuition Fees	\$173.7
State Funds	\$287.1
All Other Revenue	\$10.1
TOTAL	\$470.9

EXPENDITURES (in millions)

Personnel & Fringe Benefits	\$323.8
Student Financial Aid	\$19.3
Tuition Waivers	\$2.3
Utilities	\$9.6
Expenses	\$44.8
Net Transfers to System Office/Shared Services	\$21.4
TOTAL	\$421.2

Surplus \$49.7



CREDIT PROGRAM PROFILES

- General Studies is the **largest transfer program**
- Nearly **16,000 enrolled in General Studies and Liberal Arts**
- **8,100 credit, 1,700 noncredit students enrolled in the STEM areas** (Sciences and Math, Engineering and Technology)
- CT State awards **more undergraduate degrees in early childhood education than any other school in the state**

NURSING AND HEALTH CAREERS

- **12,136 credit and 2,400 noncredit students** in nursing, health and related programs
- Most popular majors are Nursing, Medical Assisting, Radiography, Drug and Alcohol Counseling, Health Science, Medical Coding, Respiratory Care, Veterinary Technician, Physical Therapist Assistant, Medical Laboratory Technician, Paramedic, Ophthalmic Design and Dispensing, Nutrition and Dietetics, and Surgical Technology
- CT State has awarded over **7,300 undergraduate credit degrees and certificates in health professions** since 2020, plus several thousand more workforce certificates, more than any other school in the state
- CT State has awarded nearly **3,400 undergraduate credit degrees in registered nursing** since the pandemic, the most of any CT public institution, plus **1,700 certified nurse's aid workforce certificates**
- Partners include Hartford Health Care, Yale New Haven Health, Veterans Health Administration, UConn Health, Northwell/ Nuvance Health and Eastern Connecticut Health Network

MANUFACTURING

- **2,400 manufacturing students with 96% job placement** (1,100 credit and 1,300 non-credit)
- Programs include Computer Numerical Control, Welding and Fabrication, Mechatronics, Robotics, Manufacturing Engineering Technology
- Partners include Lockheed Martin-Sikorsky, Barnes Aerospace, General Dynamics, Electric Boat and New England Plasma

INFORMATION TECHNOLOGY

- **2,700 credit and 400 noncredit** enrolled in IT
- Most popular majors include Computer Science (Transfer), Software Engineering, Web Development, Software Development, Programming, Cybersecurity, IT Support, Networking, Computer Engineering Technology and Data Analytics
- CT State awards **more undergraduate degrees in computer and information sciences and support than any other school in the state** (nearly 1,500 in the last five years)



298

Credit Programs



Workforce Programs

136



18

Average Class Size



Student-to-Faculty Ratio

15:1



The Economic Value of Connecticut State Community College

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



\$379.9 million added income
Operations spending impact

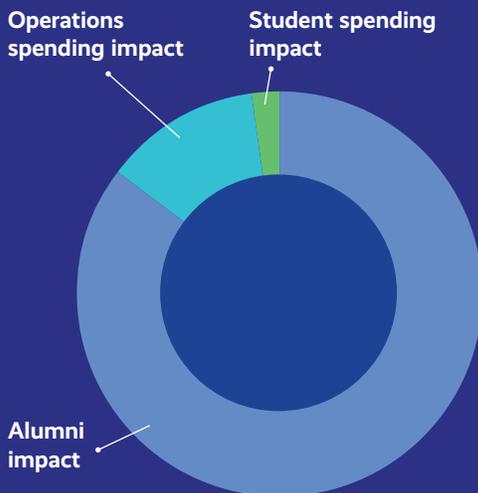
Impact of annual payroll and other spending



\$64.0 million added income
Student spending impact

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

CT STATE TOTAL ANNUAL IMPACT



CT STATE JOBS IMPACT

An economic boost similar to hosting the Super Bowl **7x** or **24,053** jobs supported

Enough to buy **8,041** new cars or **4,937** jobs supported

Enough to buy **4,362** families* a year's worth of groceries or **787** jobs supported

1 out of every
82

jobs in Connecticut is supported by the activities of CT State and its students.

\$3 billion

Added income

or

29,777

jobs supported

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

What We Do

Expanding Access and Ensuring Equal Opportunities

EXPANDING ACCESS TO LIVABLE WAGES

CT State remains ever aware of the importance of equipping students with educational credentials that facilitate entry into careers offering stability, sufficient earnings, and upward mobility, while responding to workforce needs for employees trained in modern technologies. As a result, the College introduced the following new programs in the 2024-2025 academic year:

- A revised and re-launched **Surgical Technology Degree** at **CT State Housatonic**.
- A **Plastic Injection Molding Certificate and Degree** in the Advanced Manufacturing program at **CT State Middlesex** along with the campus' **Health Information Management Program** being nationally selected as a Future Educational Model Program by the Commission on Accreditation for Health Informatics and Health Information Management (CAHIM).
- The launch of a four-week non-credit course open to anyone in the Connecticut community entitled **"Introduction to Generative AI"** at **CT State Norwalk**.
- The launch of the **Optics Fabrication and Metrology Non-Credit Certificate** at **CT State Norwalk**, designed to prepare students for entry-level positions in the fields of optics manufacturing, metrology, and optical fabrication supporting the defense, aerospace, healthcare, telecommunications, and environmental monitoring industries.
- Full implementation of the **Practical Nursing Certificate** program at **CT State Quinebaug Valley** to address the critical shortage of basic care nurses in the Northeast corner of the state.

PARTNERING FOR EQUAL OPPORTUNITY AND PRACTICAL SKILLS APPLICATION

It is impossible for CT State to achieve its mission without the support of internal and external partners. We proudly cultivate partnerships to add practical, applied dimensions to our curriculum and provide authentic life experiences to our students.

THIS YEAR'S EFFORTS INCLUDED:

- A collaboration between **CT State Asnuntuck** and **Trinity Health** to develop employment pipelines for LPNs and Medical Assistants.
- A new **Health Career Pathways for Youth Initiative** launched by **CT State Norwalk** and **Housatonic**, in collaboration with **Fairfield County's Community Foundation, Northwell Health, Norwalk Hospital,** and **Family and Children's Agency**, representing a deep investment in the future of the healthcare workforce.
- A new **Spanish language Early Childhood Education Program** developed at **CT State Naugatuck Valley** in collaboration with the **United Way of Coastal and Western Connecticut** and a separate program to facilitate financial literacy education developed by **CT State Naugatuck Valley** in partnership with **ION Bank**.
- An "Economic Breakfast and Job Fair" with **Governor Lamont** and multiple public service events offered by the **Enfield Together Coalition** with **Lt. Governor Susan Bysiewicz** and **Senator Chris Murphy** at **CT State Asnuntuck**.
- A successful **GEAR UP partnership** between **CT State Middlesex** and **Meriden Public High Schools** resulted in the graduation of participating students in June 2025.
- **CT State Northwestern** strengthened its role as a catalyst for **regional economic development** by expanding partnerships focused on entrepreneurial support, providing aspiring entrepreneurs with resources, mentorship, and business development assistance.
- A new series of summer classes offered at the **CT State Danbury** location leading to certification as a Teacher of English to Speakers of Other Languages (TESOL) in collaboration with **Danbury Adult Education, the Danbury Board of Education,** and other **community agencies**.
- A **new enrollment center** to serve high school dual and concurrent enrolled students and their families at **CT State Housatonic** developed in collaboration with **Bridgeport Public Schools**.
- Multiple collaborations at the **College level** to advance healthcare education, dual enrollment, and public safety, such as:
 - » Agreements with **Hartford Health Care** and **Yale New Haven Hospital** to expand health care programming.
 - » Partnerships with the **Connecticut State Department of Education** and **Connecticut Technical Education and Career System** to promote dual and concurrent enrollment opportunities for Connecticut High School students.



LEADERSHIP IN WORKFORCE DEVELOPMENT, INNOVATION, AND PARTNERSHIPS

CT State's Workforce Innovations Division partnered with the state's **5 Workforce Investment Boards** to serve **10,292 students** during the 2024-2025 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, that locally provide short term training, industry recognized credentialing, and micro-credentialing helping unemployed and underemployed workers gain skills in key industries to help them access employment opportunities in living wage fields.

5

workforce investment boards

10,292

workforce innovations division students

12

workforce innovation departments

DURING 2024-2025:

- CT State's Workforce Innovations Division awarded **3,666 certificates or industry recognized credentials to 3,435 students**
- The college awarded **2,128 credentials in healthcare fields**, including 735 certified nurses, 289 central sterile technicians, 173 phlebotomists and 123 pharmacy technicians
- The college also awarded **605 credentials in manufacturing fields**, including 203 in machining, 36 shipbuilding, and 145 welding certificates to support our state's manufacturing sector
- The college issued **330 real estate certificates**
- The college awarded **152 computer information technology credentials**, including 83 in CompTIA A+ and 24 in Artificial Intelligence
- The college provided **support to 690 multilingual learners** to improve their English skills
- The Workforce Division students are **67% adult learners**, 25 years or older.



ADVANCING ARTS AND 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. 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:

- **CT State Gateway** launched its **two-year associate's degree in Music** in Fall 2024.
- Four students from **CT State Gateway's** music program were cast in theater productions across the state: **Clover Parkin** was hired by the **Westport County Playhouse**, one of the oldest theaters in New England (1931), for the production of *Native Gardens*, and three other **CT State Gateway** students, **Roberto DeSantis**, **Kylee Taylor**, and **Isaiah Rodriguez**, were selected to showcase their skills in the **Center Stage Theater's** production of *Guys and Dolls*. All four students have been trained by **CT State Gateway Professor Barbie Harger**.
- **CT State Capital's Adjunct Art Instructor Molly Gambardella**, participated in a 3-year renovation project of **Maison Courvoisier** which is the home of Félix Courvoisier, the founder of the famous cognac brand.
- **Professor Rachel Jasiczek** of **CT State Norwalk** and the **Writing Across the Curriculum** team received the esteemed Program of **Promise Award** from the **National Organization for Student Success (NOSS)** after previously winning the national **2024 Exemplary Emerging Writing Across the Curriculum Program Award** from the **Association of Writing Across the Curriculum (AWAC)** and the **WAC Clearinghouse**.
- **Professor Stephania Davis**, chair of the Communication Department at **CT State Manchester** was named to the **University of Vermont's Center for Community News Faculty Champions cohort** which supports people running local news reporting programs at US colleges and universities.
- Under the direction of **CT State Naugatuck Valley Professor Gil Harel**, the campus's **Cabaret Theater Troupe** performed at venues in **New York, Connecticut, Massachusetts**, and **New Jersey**, and raised more than **\$3,000** for the **Naugatuck Valley Music Society** student club.
- **Professor Tracy Smith** of **CT State Northwestern** received the **CSCU Board of Regents Teaching Award** for her work serving as the **Peer2Peer Mentoring Program Coordinator** and facilitating the **Kids Kloset**, which supports **CT State Northwestern** students while they embark on their academic journey.
- **CT State Tunxis Professor Dr. Forrest Helvie** was elected **President** of the **Learning Assistance Association of New England (LAANE)**, an affiliate of the **National Organization for Student Success (NOSS)**
- **CT State Housatonic Museum of Art** received the **American Association for State and Local History (AASLH) Award of Excellence** for its exhibit *The Making of an Icon: Walter loos and Sports Photography*. This is the **second year in a row** the campus has received this award for outstanding exhibits.



LEADING AT THE CUTTING EDGE: INAUGURAL COHORT OF PRESIDENTIAL AI FELLOWS



37

presidential
AI fellows

In an era where artificial intelligence is fundamentally reshaping higher education and the workforce, CT State launched the **AI Presidential Fellows Program** to position the institution at the forefront of responsible, equitable AI integration. This groundbreaking initiative represented a transformative investment in building institutional capacity for strategic AI adoption across all 12 campuses.

THE FELLOWS REPRESENTED THE FOLLOWING CAMPUSES AND BROUGHT UNIQUE EXPERTISE TO THE INITIATIVE:

- **CT State Asnuntuck:** Charles Knurek, Bonnie Solivan
- **CT State Capital:** Odile Dilone, Saaid Elhadad, Michelle White
- **CT State Gateway:** Christopher Amoako-Kwaw, Monica Madeux, Kristina Veselak
- **CT State Housatonic:** Frederick Tapper, Farshad Ravanshad, Stephane Kirven
- **CT State Manchester:** Mehrdad Faezi, Negussie Tirfessa, Yoli Bergstrom-Lynch
- **CT State Middlesex:** Kimberly Hogan, Hilary Phelps, Kegan Samuel, Phillip Fox
- **CT State Naugatuck Valley:** Robert Sheftel, Peter Angelastro, H. Justin Moore
- **CT State College Office:** Nicholas D'Agostino, Adrienne Dunham, Cynthia Isales
- **CT State Northwestern:** Allen Deane, John Jagtiani
- **CT State Norwalk:** Ezechiel Dominique, Mobin Rastgar Agah, Mario Haimindra
- **CT State Quinebaug Valley:** Tamara Greer
- **CT State Three Rivers:** Brian Keiser, Andrew Marvin, Alexa Shelton
- **CT State Tunxis:** James Schlatter, Michael Zych

59

individualized AI executive coaching sessions

weekly

just-in-time learning modules

15+

institutional AI projects

A Scalable Model for Higher Education Transformation

- **59 individualized AI Executive Coaching Sessions** providing personalized guidance to institutional leaders
- **Weekly just-in-time learning modules** addressing emerging AI tools, ethics, and applications
- **15+ institutional AI projects** actively developed by fellows to address real campus challenges, for example:
 - » An **AI Powered Nursing Microlearning YouTube Channel** featuring short, focused videos on specific nursing skills accessible via QR codes in clinical settings, accumulating hundreds of views in its first semester
 - » A **Paralegal Program Support Chatbot** providing immediate answers to program-specific questions and assisting with legal research and document completion

A National Model for Community Colleges

The success of the CT State AI Presidential Fellows Program has positioned the College as a leader in responsible AI integration within community colleges nationwide. By equipping leaders across all campuses with AI fluency and strategic implementation skills through an emphasis on diverse perspectives, psychological safety for experimentation, and continuous learning, CT State has demonstrated that community colleges can move at the speed of business while maintaining their core mission of access, equity, and student success. The fellows now serve as institutional ambassadors, providing peer support and expertise throughout the college as AI technologies continue to evolve.

CELEBRATING OUR COMMUNITY: THE INAUGURAL, COLLEGE-WIDE, DISTINGUISHED PRESIDENTIAL AWARDS

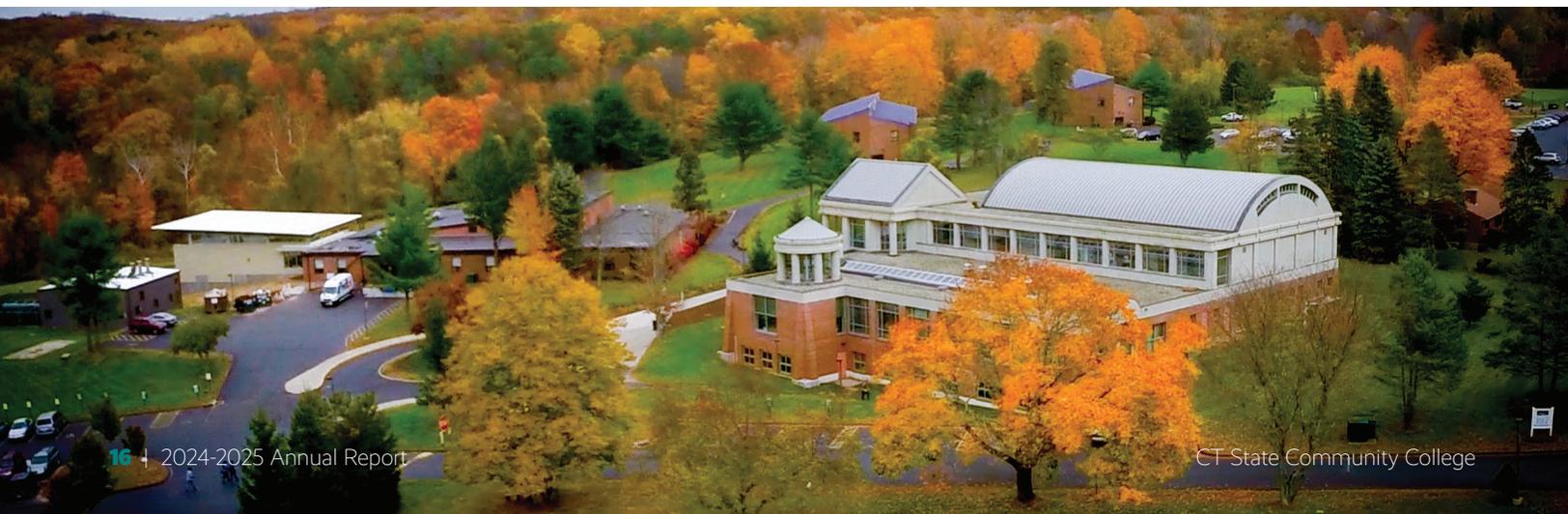
In a historic first for CT State, the institution celebrated excellence across its entire community through the inaugural Distinguished Presidential Awards ceremony held on May 1, 2025, at **CT State Middlesex**. This momentous occasion honored the remarkable achievements, unwavering dedication, and inspiring contributions of faculty, staff, and students whose efforts exemplify the College's commitment to perseverance, innovation, and genuine commitment to growth.

The ceremony represented a college-wide effort, with an extensive nominations review committee comprised of faculty and staff from each campus and the College Office evaluating **177 nominations** across **13 award categories**. The overwhelming response demonstrated the depth of talent and dedication that exists throughout the CT State community.

THE 2025 DISTINGUISHED PRESIDENTIAL AWARD RECIPIENTS INCLUDED:

- **Classified Staff Impact Award:** Jenna-Marie Jonah (CT State Asnuntuck)
- **Collaboration and Teamwork Award:** Office of Institutional Effectiveness and Planning (OIEP) – JD Mathewson, PhD (CT State College Office)
- **Community Engagement Award:** Ruth Gonzalez (CT State Northwestern)
- **Diversity and Inclusion Champion Award:** Eva Jones (CT State Middlesex)
- **Excellence in Teaching Award:** Pamela Gordon (CT State Norwalk)
- **Innovation and Technology Award:** Peter Kootsookos (CT State Middlesex)
- **Leadership Excellence Award:** Andrea Levy (CT State Middlesex)
- **Outstanding Staff Achievement Award:** Deborah Mendoza (CT State Tunxis)
- **Part-time Employee Contribution Award:** John Smeraglia (CT State Gateway)
- **Rising Star Award:** Luciano Mastrangeli (CT State College Office)
- **Student Success Award:** Jesselica Rodriguez (CT State Gateway)
- **Student Workers Commitment Award:** Kelsey Pringle (CT State Middlesex)
- **Presidential Award of Excellence:** James Gentile (CT State Manchester), Genesis Mosquera (CT State Norwalk)

These awardees represent the very best of what CT State stands for, transforming classrooms, supporting students through challenges, and achieving academic, administrative, and operational distinction. Their accomplishments don't just enhance their own journeys—they elevate the entire institution and the students and communities we serve. The inaugural Distinguished Presidential Awards program stands as a testament to the extraordinary talent, dedication, and impact of the CT State community, ensuring that excellence is recognized and celebrated across all 12 campuses.

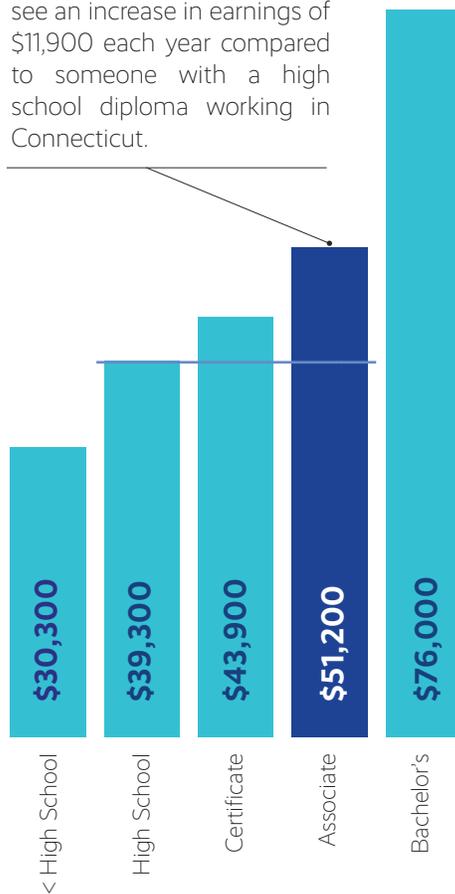




Investment analysis

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.



FOR EVERY \$1



Students gain \$5.50
in lifetime earnings



Taxpayers gain \$1.10
in added tax revenue and public sector savings



Society gains \$6.80
in added income and social savings

Who We Serve

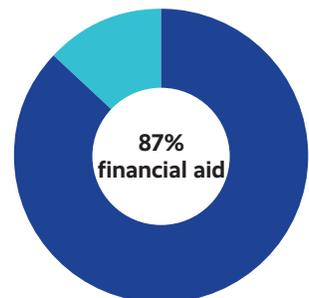
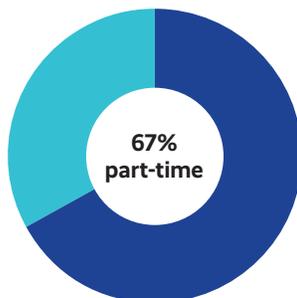
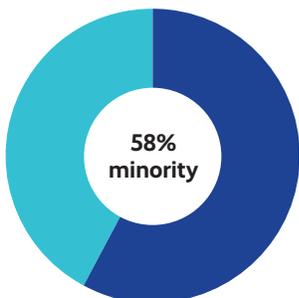
Students Are Our Inspiration

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.

STUDENTS ENROLLED IN CREDIT-BEARING PROGRAMS AT CT STATE HAVE THE FOLLOWING CHARACTERISTICS*:

- **93% Credit degree- and certificate-seekers**
- **67% Attend part-time**
- **58% Minority;** we are a minority-majority institution
- **34% Hispanic or Latine;** six of our campuses are Hispanic-serving institutions;
- **39% Attend classes at more than one campus**
- **6% Have a disability** or accommodation need
- **87% Applicants** (54% of credit students) **receive financial aid**
- **71% Applicants** (44% of credit students) **receive Pell Grants**
- **41% Applicants** (25% of credit students; 19,776 overall) **received \$35,505,595 in Mary Ann Handley grants for free community college**



*Source: CT State Office of Institutional Effectiveness and Planning

STUDENTS IN CREDIT-BEARING PROGRAMS

average age

27

41%

Connecticut Free Tuition

67%

first generation

93%

credit degree- and certificate-seekers

Demographic Breakdown

Asian	4%
Black	17%
Hispanic or Latine	34%
Various/Multiple/Unknown	8%
White	36%

STUDENT SERVICES AND 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 Pathway Advising

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.

The College's research has found that:

- **Students who completed at least one appointment with a GPA persisted at a 28% higher rate** than students who did not attend an advising appointment.
- **Students who completed two or more Guided Pathways Advising appointments persisted at a 36% higher rate** than students who did not attend an advising appointment.
- **Students who completed multiple advising appointments attempted and completed significantly more credits** than students who did not attend an advising appointment.

88%

of students felt listened to and respected as individuals by the Guided Pathways Advisors

These improvements were noted across multiple demographic categories including gender, race, and ethnicity. Furthermore, the results of student satisfaction surveys revealed the following:

- **88% of students reported that they agreed or strongly agreed that they felt listened to and respected as individuals by the Guided Pathways Advisors.**
- **86% of students reported that they 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 reported that they agreed or strongly agreed that they would recommend** their Guided Pathways Advisor to other students who need guidance and support.

Based on these results, the College has **continued to expand and support the Guided Pathways advising model** by filling open positions, **adding a GPA advisor at the Danbury location**, providing GPA advisors with ongoing professional development opportunities; **expanding GPA advising services to dual enrolled, advanced manufacturing, and Second Chance Pell students**, and continuing to collect data on the model's effectiveness in supporting student success.



HOLISTIC STUDENT SUPPORT SERVICES

Since many of our students experience life challenges that go beyond the classroom, the College has traditionally invested in an array of holistic student services including technology assistance, support for mental health and wellness, financial assistance, basic necessities assistance, veteran's services, and, on some campuses, childcare.



provide computer labs, tablets, laptops,
and cellular modems

In AY 2024-25 the College expanded services in all these areas, including the following:

Technology Assistance:

- **All CT State campuses** provide assistance to students who have limited access to technology by offering computer labs and low or no cost tablet, laptop, Chromebook, and cellular modem programs.
- In AY 24-25, the College focused on implementing **new technology platforms** that streamline and **simplify the student experience** and are **accessible on multiple devices**, including cell phones.

Mental Health and Wellness:

- Last year, the College **filled Health and Wellness Counselor positions at all 17 of its locations**, providing mental health services to students in need and a range of wellness programs on topics like Substance Abuse, Stress Management, Mindfulness, and Self-Care.
- **Several CT State campuses** held **wellness fairs and tabling events** and offered wellness related clubs and support groups, including a men's health group and support groups for LGBT students, and **implemented early alert systems for at-risk students**.
- The College **provided training for all Concern, Assessment, Response, and Evaluation (CARE) Teams** on how to identify and support college students at risk for personal, behavioral, or academic distress.

- The College has **contracted with TimelyCare** to provide crisis intervention support and up to seven virtual mental health counseling sessions to any student in need.

Financial Assistance:

- The **CT State Manchester Foundation** distributed more than **\$1.2 million** in institutional support for both scholarships and programs in AY 2024-25. Separately, **CT State Manchester** was renewed for the **Gene Haas Foundation Scholarship** for its Advanced Manufacturing program students, **Connecticut's most efficient and comprehensive** public or private credit-bearing manufacturing program. **CT State Manchester** also was honored with a transformative gift of **\$1 million** dollars from the **Estate of Attorney Thomas F. Goldman** dedicated specifically to support scholarships and unpaid internships for paralegal students.
- **CT State Norwalk** expanded its emergency aid fund to assist students and started an emergency grant program to assist nursing students with the purchase of books, uniforms, and supplies while its **Career Development and Experiential Center** developed a paid internship program to support students interested in non-profit careers.



Basic Needs Assistance:

- The **Food Pantry at CT State Gateway** was approved for a **partnership with Food Share**, which enabled it to effectively meet the food insecurity needs of the campus community.
- **CT State Asnuntuck** reported **6,633 transactions** in its Food Pantry during AY 2024-25.
- The Food Pantry/Basic Needs program at **CT State Norwalk expanded its partnerships** to include the newly opened **Wegmans** in Norwalk that now provides shipments on a weekly basis. In addition, the campus partnered with **Suzie's House**, which allows students to live in a safe environment and attend CT State Norwalk.
- **CT State Three Rivers** offered a "Pop-Up Clothes Closet," that **provided clothing to 175 students** over a four-day period.

Veterans Services:

- At the College level, **CT State's Office of Enrollment Management** aligned the College's status as a single institution with the requirements of the **U.S. Department of Veterans Affairs** to achieve full federal recognition, streamlining the delivery of Veteran's services across the 12 campuses.
- **All CT State campuses** now **offer Veteran's lounges or oasis facilities**, where student veterans can gather to socialize, share resources, and support one another. The facility at **CT State Gateway** was upgraded in 2024-25.

Childcare:

- **CT State Norwalk** completed a significant **expansion of its childcare facilities** in fall 2024, effectively doubling its capacity and enabling more students to enroll their children in affordable, high-quality childcare services on campus.

DUAL ENROLLMENT

Connecticut is experiencing a transformative moment in higher education access, as CT State leads a comprehensive expansion of dual and concurrent enrollment opportunities for high school students across the state. Building on new 2025 legislation **informed by CT State, CSCU, UCONN, CSDE, and CCIC**—and reinforced by **Governor Lamont's \$7 million FY 27 investment**—CT State has reimagined early college access through groundbreaking policy reforms, technological innovation, and strategic partnerships with secondary schools statewide.

Last year:

- **6,182 dual enrolled students** filled **9,745 seats** across all campuses and dual enrollment courses.
- Dual enrollment students took a combined total of **30,095 credit hours, representing 1,003 full-time equivalent (FTE) students.**
- Dual enrollment students had a **94% overall course completion rate** and achieved an **average overall GPA of 3.30** on a 4.0 scale.
- CSCU approved a **new Dual and Concurrent Enrollment Policy and Procedure** in the summer of 2025. This new policy laid the groundwork for CT State to **open access to high school students beginning in the 9th grade** with a **minimum of a 2.0 grade point average** as long as they meet the same prerequisites as any other student.
- CT State launched **new dual enrollment admissions and registration software**, DualEnroll, to improve the application process.
- CT State **hosted 5 regional summits** in the fall with secondary partners to overview the new dual and concurrent enrollment policy and procedures and to overview faculty credentialing requirements and NACEP accreditation requirements.
- CT State hosted its **first Concurrent Enrollment Teacher Professional Development Day** in July through a partnership with the college's Center for Teaching.
- **CT State partnered with The College Tour** to have a special segment on Dual and Concurrent Enrollment.



Why We Serve

Manifesting Diversity, Equity, and Inclusion for All

As caretakers of a publicly funded community college system with a mission to promote equity and positive change, the correction of inequity is one of our most important responsibilities. So, to ensure the success of ALL its students, CT State has invested in the implementation Diversity, Equity, and Inclusion (DEI) policies, procedures, and practices.

At the **College level**, these efforts in AY 24-25 have included the **establishment of 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.

At the campus level, these efforts have included:

- The establishment or enhancement of **Centers for Equity and Social Justice** on two campuses.
- The formation or strengthening of **DEI committees and Campus Climate Committees on all campuses.**
- DEI focused faculty/staff development activities on DEI on **nine campuses.**
- DEI-focused internal and external partnerships on **seven campuses.**
- Initiatives to promote the **adoption of inclusive teaching and grading practices** on **six campuses.**
- DEI informed policy/procedural changes on **five campuses.**
- Cultural and Heritage Programming on **all campuses.**

Specific examples of these initiatives include the following:

- The use of external platforms like **Go2 Knowledge** to provide web-based DEI training for faculty and staff.
- Integrating DEI principles into curriculum development through the **Curriculum Congress DEI committee.**
- **Adding syllabus language** to support **religious accommodations.**
- Collaboration with **local and statewide DEI and Civil Rights Organizations** like the NAACP, Special Olympics, and Achieving the Dream.
- Offering, through the **CT State Office of Disability and Accessibility Services**, a series of initiatives to enhance accessibility and inclusion, including awareness campaigns, certification programs, video challenges, and Autism Awareness Month activities.

Together, these efforts have strengthened campus understanding of accessibility, elevated student voices, and created more inclusive spaces for all.

In 2024-2025, CT State has:

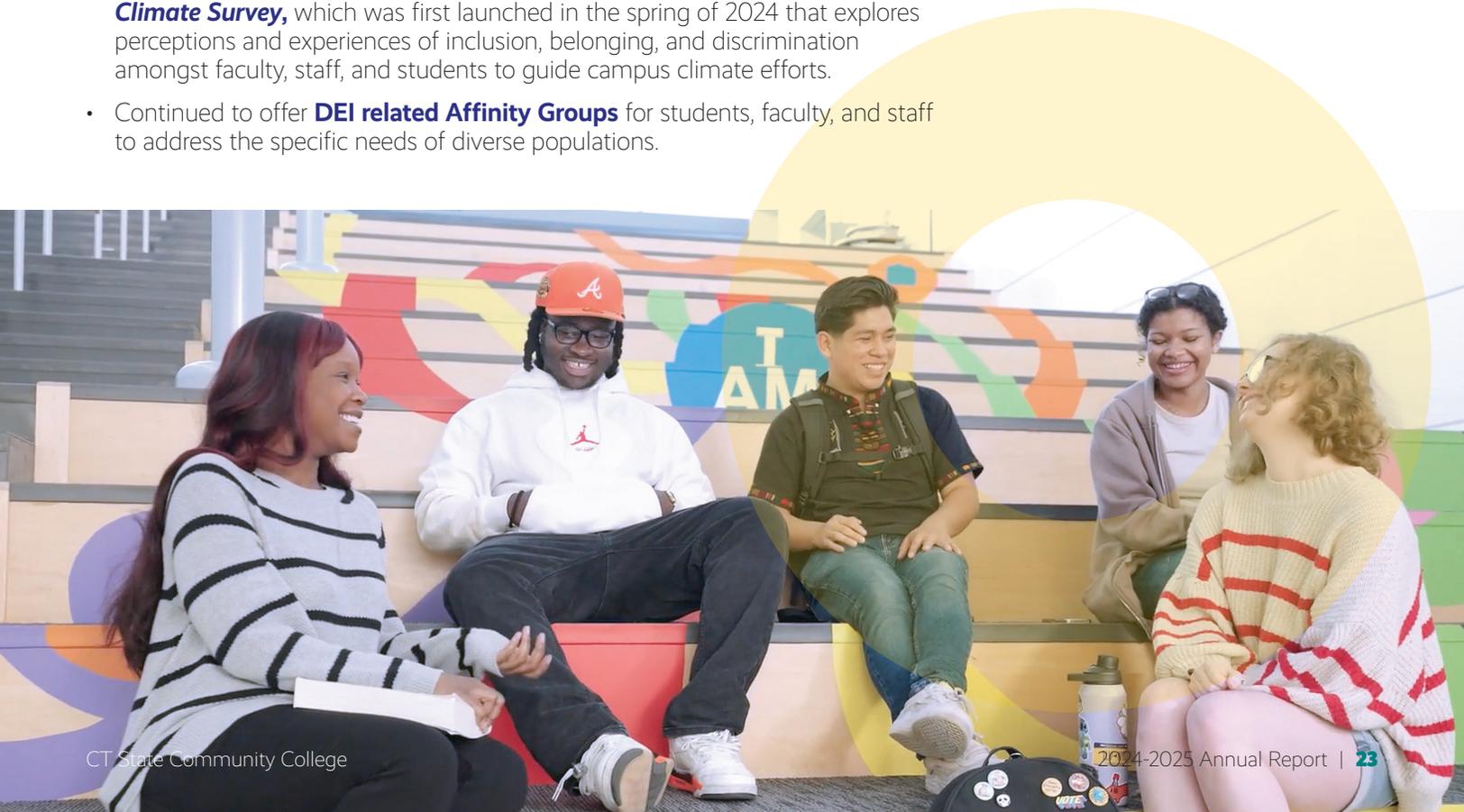
- Earned recognition for DEI efforts such as the **Higher Education Excellence in Diversity (HEED) Award given by Insight into Diversity** to CT State, in October 2024.
- Opened facilities devoted to DEI, such as the **Melton McAvey Center for Equity and Social Justice** at **CT State Gateway** that began operations in October 2024.
- Enhanced the work of DEI committees, councils, teams, and work groups **across the 12 campuses** by having them offer training and awareness programs for faculty, staff, and students on DEI concepts and principles.
- Adopted, in response to recent events, **a new policy on freedom of speech** based on the U.S. Constitution's First Amendment that protects peaceful assembly and expression, but limits speech that incites violence or causes lawless action.
- **Appointed Equity Coordinators on all CT State Campuses** that serve on the CT State DEI Coordinating Council to make recommendations to the Vice-President of DEI, facilitate communication between CT State and the local campuses, and assist in the development of systemwide events and trainings.
- **Appointed Deputy Title IX Coordinators on all 12 campuses** to serve as point-persons for campus prevention, response, and advocacy related to gender-based discrimination and sexual violence.
- Sponsored compliance institutes and retreats through the newly **formed CT State Compliance Office** to ensure that all staff across the 12 campuses are up to date on required knowledge and skills relative to Title IX, Accessibility Services, CARE team protocol, Clery Act Regulations, Student Conduct, Conflict Management, Campus Climate, and other topics.
- **Continued to distribute, analyze, and interpret the CT State Campus Climate Survey**, which was first launched in the spring of 2024 that explores perceptions and experiences of inclusion, belonging, and discrimination amongst faculty, staff, and students to guide campus climate efforts.
- Continued to offer **DEI related Affinity Groups** for students, faculty, and staff to address the specific needs of diverse populations.



fostering an inclusive environment

across all campuses

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.



Student Life, Success, and Gainful Employment

Student Life & Activities

CT State believes that collegiate education centered purely on classroom learning, absent human connection, falls short of its full potential. To enrich its academic offerings, the College delivered diverse extracurricular programming during AY 2023-24, encompassing guest presenters, wellness programs, student organizations, honor societies, committee service, peer mentorship, and social activities.

Specific examples included the following:

- The **5th Annual Pennington Lecture**, featuring Dr. Anthony Black, author of *The Privileged Poor and Class Dismissed*, at **CT State Capital** sponsored in collaboration with the **Amistad Center for Arts and Culture** and the **Wadsworth Atheneum** to highlight the rich history of the Talcott Street Church — Connecticut’s First African American Church where Reverend Pennington served as pastor.
- A memorable concert at **CT State Naugatuck Valley** that featured a collaboration between the **Waterbury Symphony Orchestra (WSO)**, **Hartford Chorale**, and **CT State Naugatuck Valley Chorale** which was the WSO’s **most attended program since 2020**.
- A presentation of **“James Baldwin Outloud”** at **CT State Naugatuck Valley** as part of the campus’s Black History Month programming.
- A presentation by the **“Healthy Minds” student club** at **CT State Tunxis** that made a powerful impact on campus by organizing a peer-led panel focused on mental health, leading to the formation of a peer support group specifically for students navigating addiction.
- **CT State Northwestern** enhanced its first-year experience through the expansion of a peer mentoring model integrated into the **College and Career Success (CCS) course**.
- The **Herencia Latinas programs** at **CT State Capital**, a yearly series of lectures and exhibits that explore the many facets of Latine life in the Hartford area.



In addition to these events, all 12 CT State campuses introduced or expanded co-curricular initiatives to promote student connection, student empowerment, campus pride, and belonging. These efforts included:

- Inductions into campus organizations that recognize student achievement, like the **Phi Theta Kappa (PTK)**, **Alpha Beta gamma (business)**, and **Epsilon Phi Tau (technology fields)**.
- **Eight campuses** enhanced student representation on campus and college-wide committees and shared governance bodies, including College Senate, campus DEI committees, and the College's Mental Health Coalition.
- **Eleven campuses** expanded activities focused on health and wellness, including workshops, fairs, and tabling events.
- **Multiple campuses** and the **CT State Central Office** partnered with **Student Government Associations** to play more visible roles in institutional initiatives such as fall and spring new student orientations and open houses, the College's NECHE accreditation visit, campus presidential and senior administrator search committees (with student representation from **CT State Northwestern**), and special events like the College's full-day seminar on the Willimantic Satellite Campus focused on advancing its mission as an Hispanic-Serving Institution.
- **Multiple campuses** expanded students' access to clubs, including the launch of a campus chapter of the **National Society of Leadership and Success (NSLS)** at the **CT State Quinebaug Valley** campus.
- A dedicated campaign by the **CT State Tunxis** faculty and staff to enhance student engagement by increasing on-campus social and cultural events and generating interest in clubs and student government and leveraged the campus's **SOAR mentoring program** to supplement student retention and experience efforts.



co-curricular initiatives

to promote student connection, student empowerment, campus pride, and belonging

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 2025, CT State proudly conferred **6,223 credentials** — **4,721 associate degrees** and **1,502 certificates** in the below areas.

AY 2024-25 Degrees and Certificates Conferred

College of Study	AA/AS/AAS	Certificates	Total
Liberal Arts and Education	1,737	190	1,927
Business and Professional Studies	1,061	685	1,746
Nursing, Allied Health, and Human Services	1,215	274	1,489
Science, Technology, Engineering, and Mathematics	708	353	1,061
Total CT State	4,721	1,502	6,223

Nia Jenkins graduated with an associate's degree in accounting from **CT State Naugatuck Valley** in May 2025, after representing Naugatuck Valley at the **Oxford Consortium for Human Rights** in July 2025, thereafter being admitted to **Drexel University's Lebow College of Business**.

Riley Dickson, a May 2025 graduate of the Nuclear Engineering Technology program at **CT State Three Rivers**, made history by being the first student to score 100% at the annual math contest offered by the Mathematical Association of Two-Year Colleges of Connecticut (MATYCONN).

Francisco Dasilva and **Marcio Coelho**, 2025 graduates in Business Administration at **CT State Tunxis** volunteered countless hours through the VITA (Volunteer Income Tax Assistance) program, and in collaboration with the **Human Resources Agency of New Britain, Inc.**, helped bring a VITA site directly to the Tunxis campus, greatly improving access to free tax preparation services for our local community.

Jahlani Ustanny, at 18 years of age, became **the youngest graduate of CT State Capital's Class of 2025**, and was named a **Jack Kent Cooke Undergraduate Transfer Scholar**, one of the most prestigious and competitive scholarships in the country for community college students.

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 (2018-2023)

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Average Quarterly Wages*	\$10,468.83	\$10,207.03	\$11,414.66	\$13,048.23	\$13,386.04
Hourly Wage Equivalents	\$20.13	\$19.63	\$21.95	\$25.09	\$25.74

CT Hourly Living Wage for 2025** \$25.28

*Data were obtained through Connecticut's Preschool through Twenty and Workforce Information Network (P20 WIN). P20 WIN is Connecticut's inter-agency collaborative that links education and workforce data to help improve education programs and workforce alignment in Connecticut. Wages from post graduation Q3.

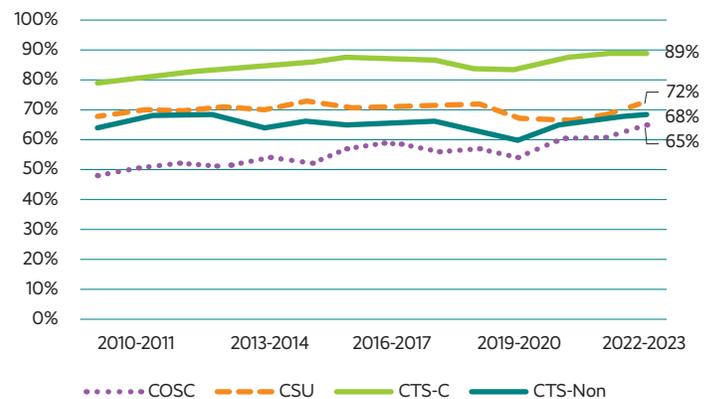
**Source: Massachusetts Institute of Technology Living Wage Calculator: <https://livingwage.mit.edu/states/09>.

Certificate	Pre Q1	Post Q1	Post Q2	Post Q3	Post Q4
Average Quarterly Wages		\$9,929	\$12,092	\$12,470	\$13,576
Increase by Quarter			21.8%	3.1%	8.9%

Associate	Pre Q1	Post Q1	Post Q2	Post Q3	Post Q4
Average Quarterly Wages		\$7,758	\$10,471	\$11,793	\$12,893
Increase by Quarter			35.0%	12.6%	9.3%

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, data on wage growth indicates that graduates of our degree and certificate programs experience a **22-35% increase in wages immediately after completing their degrees.** To that point, our graduates' wages at one year after graduation approaches that of CSU graduates. Over the past 10 years, one year after graduation employment rate **grew by 6% for our graduates;** on average, **85% of CT State students** are employed in Connecticut. For the graduating class of 2023 (CTS-C), the **employment rate in CT was 89%**, and the graduates are making **\$25.74 hourly wage**, which is a little above the current year living wage of \$25.28 for Connecticut.

PERCENT EMPLOYED IN CT 1 YEAR AFTER GRADUATION



COSC = Charter Oak State College
 CSU = Connecticut State Universities
 CTS-C = CT State Credit Students
 CTS-Non = CT State Non-Credit Students

What Do We Need to Fulfill Our Mission?

Finances

CT State is managing through structural imbalance towards greater fiscal stability while fulfilling its mission to provide a high-quality, affordable, and accessible post-secondary education that enables students to achieve their life and career goals. This structural imbalance occurs as expenses out pace revenues and the expiration of temporary funding from the state and federal government.

Through deficit mitigation CT State articulated its strategic priorities and areas of continued investment. These priorities echo the values embedded in the transitional strategic plan. They include:

- Teaching and Learning;
- Student Support Services;
- Diversity, Equity, Inclusion and Belonging Principles;
- Campus and Public Safety; and
- Physical Plant and Technological Infrastructure.

The deficit mitigation plan provides a path towards fiscal sustainability that enables the college to stabilize, build and thrive without laying off bargained employees; closing campuses or locations; or closing academic programs.

Aligning Resources

CT State continues to refine its budget development and execution processes, as it aligns its finances into a single institution and addresses chronic fiscal imbalance. It is critical that CT State has a flexible, responsive process that allows budget revisions to ensure that adequate resources are available for critical services.

Last year, CT State used four strategies to ensure sufficient resources are allocated in the priority areas of continued investment. These include:

- 1. Budget Development Process** – Campuses were asked to identify new strategic investments or items reduced through deficit mitigation that should be restored. Campuses recommended 81 items with a net cost of \$6.3 million. Although it was not possible to fund all requests, approximately \$1.2 million, or 19% is funded in FY 25.
- 2. Board of Regents Resolution to Restore Student Facing Services** – The Board of Regents directed CT State to develop a plan to restore or adjust certain student facing services impacted by the FY 24 and FY 25 deficit mitigation efforts. The plan prioritized key student service areas such as: library hours, tutoring services, disability services, academic advising and counseling, mental health support and wrap around services (food pantry, transportation, and childcare), and emergency student support services. A total of 76 recommendations were made, of which 39 were included in the plan. The FY 25 cost is \$1.76 million with fully annualized costs of \$2.19 million in the outyears. This process was inclusive and transparent with a special website dedicated to communicating about the process.
- 3. Assess and Align Resources for Academic Supplies** – After feedback from some campus town hall visits, CT State management was concerned that the appropriate academic supplies were in place in the classroom. Accordingly, the CFO and Provost launched a joint initiative to assess academic supply needs, develop stronger funding models, and explore future cost savings through bulk purchasing. The process leverages the academic leadership at each campus engaging the program coordinators, department chairs and lab assistants with a singular finance professional to review the level of goods and services needed on a campus basis. The process began with the science and allied health programs and is ongoing as it is expanded to other areas like manufacturing, studio arts, and culinary arts.
- 4. Midyear Budget Reallocation Process** – As part of the midyear budget reporting to the board, CT State implemented a process to reallocate resources to campuses for strategic priorities. Whereas the board-initiated process was limited to “student services” positions, this process is broader, and requests are permitted in all functional areas. A total of 159 requests were made, of which 89 were included in the plan with FY 25 costs of \$1.8 million and fully annualized costs of \$4.6 million.

Grant Funding

CT State was awarded a total of **\$5,227,795.00 in new grants** last year from federal, state, and non-profit funding sources combined. CT State had a total portfolio of **\$79,376,908 in active grants** for 2024-2025. Notable grants are highlighted below:

National Science Foundation, Division of Undergraduate Education

- **CT State Gateway**, *Advanced Technological Education, Educating Tomorrow's Technicians for an Electrified Workforce*
\$350,000, Award Period 7/1/2024-6/30/2027
Principal Investigators: **Edward Barlage**, Automotive Program Facilitator; **Daniel Fuller**, Automotive Program Department Chair.
- **CT State Naugatuck Valley**, *STEM Inclusive Opportunity Network for Academically Talented Low-income Students*
\$1,999,471, Award Period 3/1/2025-2/28/2031
Principal Investigators: **Rebecca Binney**, Professor of Biology; **Peter Angelastro**, Professor of Biology; **Kevin Ramer**, Professor of Mathematics, **Carlos Plaza**, Associate Professor of Mathematics

State of Connecticut Department of Education, Office of Higher Education

- **CT State Naugatuck Valley**, *Promoting Academically Successful Students (PASS)*
\$300,000, Award Period 7/1/2024-6/30/2027
Principal Investigator: **Robert Sheftel**, Director of Academic Support Center
- **CT State Community College**, *Dual Credit Expansion Grant*
\$1,034,765, Award Period 7/1/2024-12/31/2026

American Association of Community Colleges, The Metallica All Within My Hands Foundation

- **CT State Asnuntuck**, *Metallica Scholars Initiative Cohort 6*
\$74,989, Award Period 7/1/2024-6/30/2025

Facilities

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

- An **8.4-million-dollar renovation** near the College's **Tunxis campus** that will become the **Nation's only next generation manufacturing technology center**.
- The **completion of a 1.6-million-dollar renovation** to the Advanced Manufacturing Center at **CT State Housatonic** that will significantly enhance program capacity and align it with workforce needs.
- Completion of an additional infant/toddler classroom for the **Child Development Lab School (CDLS)** at **CT State Norwalk** in partnership with the **Harlan E. and Lois J. Anderson Family Foundation**, doubling the number of infants and toddlers that can be served by CDLS.
- The **renovation of the library** at **CT State Three Rivers**, including new carpeting, furniture, paint, study spaces, and offices for the library director and staff.
- Progress toward the completion of the **Advanced Manufacturing Center** at **CT State Capital**.
- Completion of capital improvements at the **CT State Gateway Campus**, including LED Lighting and fresh striping in the parking garage, campus-wide bi-lingual signage, and upgrades to student spaces.
- Establishment of a new **Writing Center** at **CT State Middlesex** made possible through a generous donor contribution. This dedicated space provides students with specialized writing assistance and tutoring, complementing existing academic support services and demonstrating the power of community philanthropy in advancing student success.
- Construction of new facilities for the **Occupation Therapy Assistant program, Dental Assisting program, a remodeled One-Stop Enrollment Center**, the addition of a **Hyflex classroom** with the support of a gift from the **Rockville Bank Community Foundation**, and development of a **Maker Space** in the library at **CT State Manchester**.
- The creation on the **Gateway Campus** of six new offices for Guided Pathway advisors, including one designated for transfer advising and a **new veteran's lounge** at **CT State Gateway** — including new furniture, workspaces, and natural light — that provides a dedicated space for student veterans to connect with peers, relax, study, and access resources in a supportive environment that acknowledges their unique experiences.

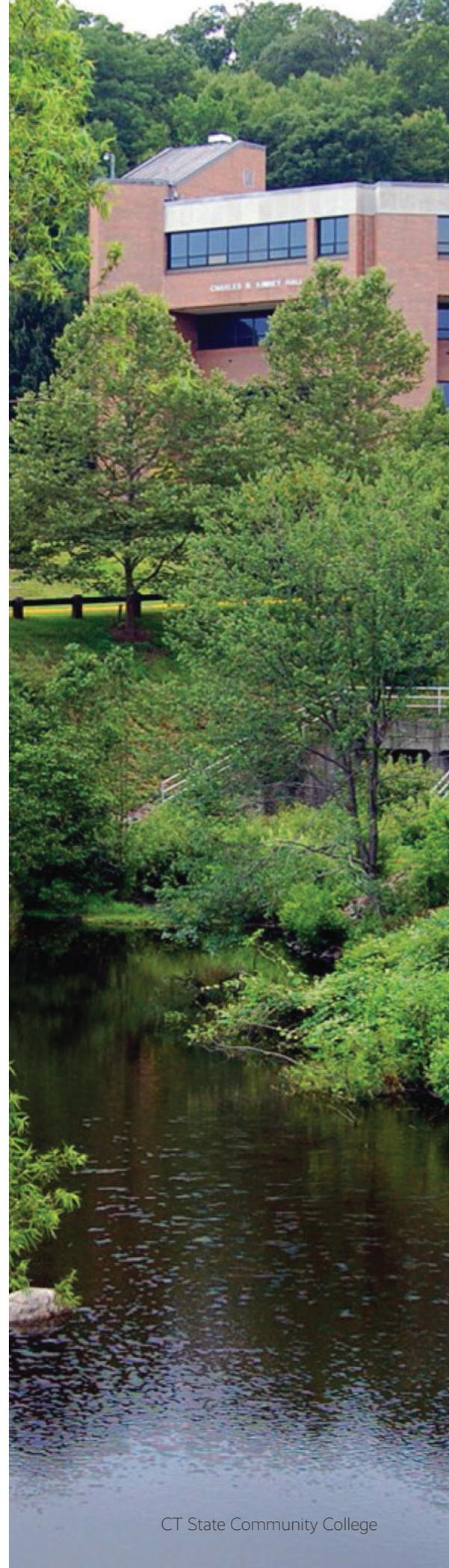


Bond Commission Approves Critical Funding for Campus Renovations

We are deeply grateful to **Governor Ned Lamont** for championing two transformative infrastructure projects that will strengthen educational access and opportunity across Connecticut. The State Bond Commission's recent approval of funding for the B-Wing renovation at our Norwalk campus and the Kinney Hall renovation at our Naugatuck Valley campus represents a significant investment in our students, our workforce, and our state's economic future.

More Than Buildings: Foundations for Success

The approvals detailed on the next few pages mark a critical step forward in our commitment to deliver high-quality, equitable, and workforce-aligned education to communities across Connecticut. Both B-Wing and Kinney Hall are far more than buildings—they are foundational spaces that support student success, academic innovation, and regional economic development.





B-Wing at Norwalk: The Academic Heart of Lower Fairfield County

SERVING THE COMMUNITY

- Supports more than **4,000 credit and workforce students**
- Houses **one-third of campus classroom space**
- Provides vital student services in a central location
- Serves as the oldest building on campus, representing decades of community impact

Critical Infrastructure Improvements

The approved funding will address urgent needs:

Environmental Health & Safety

- Remediation of asbestos-containing materials
- Replacement of failing curtain walls
- Upgrades to outdated mechanical systems

Accessibility & Equity

- Elimination of accessibility barriers that limit equitable access
- Modernization of inflexible and outdated interior spaces
- Enhanced learning environments for all students

Operational Excellence

- Improved operational efficiency across building systems
- Enhanced energy performance and sustainability
- Strengthened capacity to serve as an accessible and competitive higher education option

Kinney Hall at Naugatuck Valley: A Gateway to Opportunity

REGIONAL IMPACT

- Serves **over 5,000 credit and non-credit students** in western Connecticut
- Functions as a critical gateway to opportunity for the region
- Supports vital workforce development initiatives

ACADEMIC & WORKFORCE EXCELLENCE

The facility enables high-demand programs in:

- Health care
- Advanced manufacturing
- STEM fields
- Public safety

STRATEGIC PARTNERSHIPS

- Waterbury Public Schools collaboration
- Northwest Regional Workforce Investment Board partnership
- Regional employer engagement and workforce alignment

COMPREHENSIVE RENOVATIONS

The Bond Commission funding will support:

Safety & Compliance

- ADA compliance improvements
- Public and fire safety system upgrades
- Code compliance and regulatory standards

Infrastructure Modernization

- Mechanical and electrical system improvements
- Building envelope and weatherization enhancements
- Energy efficiency upgrades

Environmental Health

- Asbestos remediation
- Persistent mold elimination
- Indoor air quality improvements

Student-Centered Design

- Replacement of outdated classroom furnishings (cramped tablet desks)
- Removal of barriers for pregnant students
- Enhanced accessibility accommodations
- Flexible learning spaces for 21st-century pedagogy





A Partnership for Connecticut's Future

These transformative projects are made possible through the vision and partnership of:

- **Governor Ned Lamont** – for championing these critical investments
- **Office of Policy and Management** – for strategic planning and support
- **The General Assembly** – for recognizing the importance of educational infrastructure
- **State Bond Commission members** – for their approval and commitment

We are deeply appreciative of their leadership and their recognition of the vital role CT State plays in advancing Connecticut's economic and educational future. These investments will ensure that our talented students and the communities we serve have access to modern, safe, and welcoming learning environments that prepare them for the careers and challenges of tomorrow.

These renovations represent our commitment to removing barriers, advancing equity, and ensuring every student has access to the facilities and resources they need to succeed

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.

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

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.

A Note of Gratitude to Our College Community

As CT State Community College continues its evolution, we are deeply grateful to the faculty, staff, students, and community partners whose commitment and collaboration have driven our institution forward.

Our **faculty members** have transformed education through innovative teaching and community-centered scholarship, creating service-learning opportunities and research initiatives that address pressing local needs while enriching student development.

Our **staff members** work diligently to maintain seamless operations and cultivate an environment where every individual feels valued and supported, ensuring our college functions as a cohesive, welcoming institution.

Our **students** bring energy and purpose to our campuses through their intellectual curiosity, civic engagement, and community-based initiatives, embodying the principles of active citizenship in everything they undertake.

Our **community partners** have expanded horizons for our students by collaborating with us to tackle meaningful challenges and advance civic responsibility and social progress.

Collectively, we have established a foundation built on care, respect, and shared leadership that characterizes CT State Community College. As we advance, let us maintain this collaborative approach, celebrating our differences and pursuing excellence in every endeavor. Your efforts extend beyond institutional boundaries—they strengthen our communities and create pathways to collective prosperity.

We honor your dedication, enthusiasm, and steadfast commitment to our common purpose. Thank you all for being the best part of CT State!

**One College. Twelve Campuses.
Unlimited Possibility.**

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