CT STATE
COMMUNITY COLLEGE

January 15, 2024

Dr. Lawrence Schall
President
Dr. Patricia O'Brien
Vice President
New England Commission of Higher Education (NECHE)
301 Edgewater Place, Suite 210
Wakefield, MA 01880

Dear Drs. Schall and O'Brien,

In the Commission's most recent letter to CT State Community College, a fourth progress report was requested, due by January 15, 2024. CT State's 2024 progress report is hereby enclosed.

You will see in this report that we have made significant progress since our last report in June 2023. We remain deeply grateful for the Commission's patience, guidance, support, and partnership as we finalize the final few remaining parts of this complex undertaking.

If the Commission has further questions about the report, please do not hesitate to contact me.

Sincerely,

Dr. John Maduko, M.D.
President

cc: Terrence Cheng, CSCU President
        Members of the New England Commission of Higher Education

Progress Report to the New England Commission of Higher Education

Progress Report to the New England Commission of Higher Education

Submitted by Connecticut State Community College

January 15th, 2024

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Introduction

As CT State operates its inaugural year, after almost seven years of planning and reorganizing, we would like to thank the New England Commission of Higher Education (NECHE) for their continued support and guidance. We are delighted to provide this fourth progress report, as requested by the Commission in their July 2023 letter to CT State.

The Commission requested an update in several areas that were still in development back in June 2023 when we submitted our last progress report.

We have structured this report as follows:

- Summary table;
- Progress on tasks specifically requested by the Commission in the July 2023 letter;
- Update on tasks scheduled to be completed between June 2023 and January 2024;
- Appendices;

Wherever possible, we have linked to documents on our website to provide detailed evidence of the work that has been completed or that is still underway.

As with our previous reports, this report was primarily produced by Dr. Michael Rooke, President, CT State Northwestern, in combination with the CT State cabinet and a team of colleagues from across CT State, to whom we are most grateful for their continued support. The report will be shared publicly on our CT State Accreditation website and shared with all employees of CT State.

As always, it is our sincere hope that the Commission finds this report comprehensive and responsive to the items that the Commission was seeking updates on as we complete the final stages of the transition from twelve legacy colleges to a single institution; one that is the largest community college in New England and one of the largest community colleges in the United States.

Progress on Tasks Requested by the Commission

Updates on items identified in the Commission's July 2023 Letter

TASK	TASK COMPLETE	IF NOT COMPLETE, NEW EXPECTED TIMETABLE
1. Meeting Financial & Enrollment Goals LEARN MORE »		On-going, enrollment has stabilized, budget mitigation strategies being implemented
2. College-wide approach to Assessment of Student Learning LEARN MORE »		Assessment now collegewide, new BOR policy under development in 2024
3. Continued Progress with ACME (Alignment and Completion of Math and English) LEARN MORE »	Phase 1 is well underway	BOR (Board of Regents) policy allows until Fall 2025 for full implementation.
4. Completing the Faculty Handbook LEARN MORE »	Complete	
5. Review of Curricula and non-Curricula issues by faculty governance committees LEARN MORE »		On-going
6. Continued progress implementing OCB LEARN MORE »	Complete	

Updates on items that were tasked to be completed between June 2023 and January 2024

TASK	TASK COMPLETE	IF NOT COMPLETE, NEW EXPECTED TIMETABLE
A. Alignment & Completion of Math and English LEARN MORE »	See 3 above	Well established, however BOR policy allows until Fall 2025 for full implementation.
B. High School Partnership & Update on Dual Enrollment LEARN MORE »		On-going multi-year strategy, with statewide MOU by June 2024
C. Merger of Perkins Grant Programs LEARN MORE »	Complete	
D. Technology Infrastructure for Institutional Research LEARN MORE »	Complete	
E. Search for an Academic Dean for Social & Behavioral Sciences LEARN MORE »	Complete	
F. Rewriting Consortium Agreements & Contractual Arrangements Referencing CT State LEARN MORE »	Complete	
G. Alignment of non-credit workforce programs LEARN MORE »	Complete	

H. CT State Student Handbook LEARN MORE »	Complete	
I. On-going Review of SLOs and curriculum maps and assessment measures LEARN MORE »		Work is on-going across all six CT State schools
J. Policies for Data Governance LEARN MORE »	Complete	
K. Assessment Platform for SLOs LEARN MORE »		Platform is up and running and operating as a phased-in implementation over the next several years
L. Completion of the Academic Program Review Process LEARN MORE »		New BOR policy for Academic Program Review being developed in 2024
M. Update on Guided Pathways & Wrap-Around Services LEARN MORE »	Complete	
N. Transfer of Specialized Accreditations to CT State LEARN MORE »	Complete	Each specialized accreditation entity follows their own individual transition process and timeline

1. Meeting the Institutional Financial & Enrollment Goals

The table below shows the Fall 2023 census enrollment full-time equivalent (FTE) for CT State and year-over-year change from Fall 2022. A more detailed Fall 2023 enrollment report is provided in Appendix A.

CAMPUS	FALL 2023 FTE	FALL 2022 FTE	FTE YOY CHANGE %
Asnuntuck	805	781	+3.1%
Capital	1,408	1,346	+4.6%
Gateway	3,150	3,178	-0.9%
Housatonic	1,866	1,897	-1.6%
Manchester	2,507	2,461	+1.9%
Middlesex	1,224	1,146	+6.8%
Naugatuck Valley	2,826	2,815	+0.4%
Northwestern	682	699	-2.4%
Norwalk	2,182	2,392	-8.8%
Quinebaug Valley	757	690	+9.7%
Three Rivers	1,633	1,765	-7.5%
Tunxis	1,945	1,959	-0.8%
Total	20,986	21,156	-0.8%

In the June 2023 report, CT State projected a –3.0% decline in the enrollment projection for 2023-2024, or 20,497 FTE. The actual FTE Fall 2023 enrollment shown above was 20,986, which was +2.2% better than we projected, however, 20,986 FTE was a slight –0.8% decline overall in FTE enrollment. The college is encouraged that despite the inevitable complexities associated with the inaugural semester of CT State, enrollment was stronger than our budgeted projections allowed for, thereby easing our financial position slightly.

With the removal of enrollment barriers between campuses that historically existed pre-merger, a significant change has been seen in student enrollment patterns in the fall 2023 semester; one that is expected to continue every semester. A primary goal of the merger into CT State was to allow students free access to take classes at any campus without the need to reapply and navigate transfer of credit between different colleges. Now that CT State is a single institution, enrollment barriers have been broken

and an encouraging trend is emerging with 28% of our fall 2023 students taking classes at more than one campus. Prior to the merger, that percentage was <1%. The table below shows the number of students taking classes in fall 2023 at more than one campus.

MULTICAMPUS STUDENT ENROLLMENT (FALL 2023)	% OF TOTAL	NO. STUDENTS
2 Campuses	20.0%	6988
3 Campuses	6.1%	2149
4 Campuses	1.7%	608
5 Campuses	0.2%	77
Total	28.0%	9822

Clearly, most of the students who are enrolled at multiple campuses are primarily doing so via online modalities, however, not all are. Students have clearly indicated that they enjoy the flexibility of being able to select the classes that they need from a statewide catalog of courses that all show on a single CT State transcript.

CT State has prepared a detailed Enrollment Recruitment & Retention Strategy that was presented to the CT Board of Regents Academic & Student Affairs Committee on November 9, 2023. The core recruitment strategies for CT State, as outlined in that presentation were: allied health program expansion, auto-admit of CT Technical High School students to CT State, developing a statewide dual enrollment program with all CT school districts and growing our international student recruitment. For Spring to Fall 2023, overall student retention was very positive at 57% (68% including graduates), with campuses ranging from 52% to 61% excluding graduates (and from 65% to 71% if graduates are included). See Appendix B for the presentation detailing CT State's Enrollment Recruitment & Retention Strategy and also Appendix C for the fall 2023 retention and transfer-out report.

Finance Report

CT State Community College faces historic fiscal instability due to a structural imbalance where expenditure growth exceeds revenues. This is caused by increasing costs, and lower revenue due to: declining enrollment, and the expiration of one-time funding from the state and federal government. This challenge is further exacerbated by changes in the way the state funds fringe benefits. Beginning with FY 24, the state will pay all retirement-related portion of fringe benefit costs, for all employees of the constituent units of the state higher education system. Higher Education units would be responsible for all other employee benefit costs. This results in forecast shortfalls of $33.6 million in the current fiscal year, $91.3 million in FY 25, and $118.1 million in FY 26, a combined total deficit of nearly a quarter billion dollars over a three-year period from FY 24 - FY 26.

On November 15, 2023 CT State presented a plan to the Board of Regents to address these deficits. Through a combination of 1) technical re-estimates, 2) deficit mitigation, and 3) use of reserves, CT State will fully extinguish the $33.6 million deficit in the current year and end the fiscal year in balance. Using the same approach, the deficit for FY 25 is reduced by $50 million or 55%, to $41.3 million. The original FY 26 forecast shortfall of $118.1 million is reduced by $55.0 million, or 47% leaving a remaining deficit of $63.1 million. Cumulatively, CT State anticipates reducing the three-year total deficit of $243 million by $138.6 million, or 57%, to a shortfall of $104.4 million.

Resolution of Forecast Deficits & Remaining Deficit (in millions)
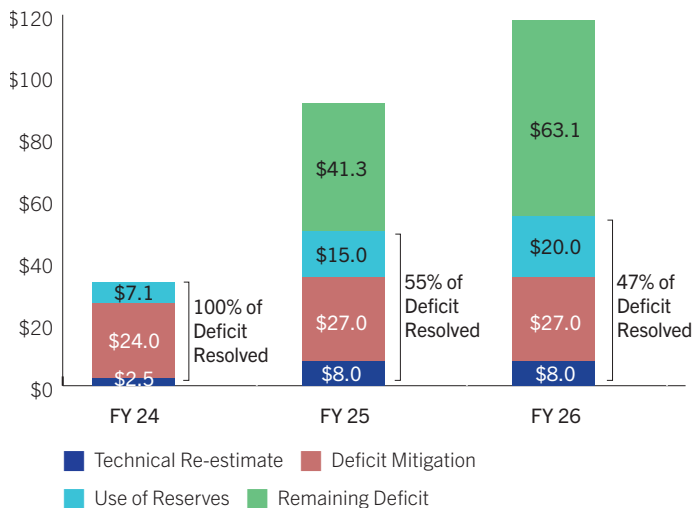
See Appendix D for details on the plan & Appendix E for outyear projections

Deficit Mitigation Plan

Deficit mitigation planning started in October 2022 and is ongoing. It began by articulating CT State's strategic priorities and areas of continued investment. They are:

- 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 saves a net $24.0 million in FY 24 or 5% of overall expenditures through a combination of:

- $19.3 million in personnel and fringe benefits savings by delaying or eliminating the refill of vacant full-time positions, making permanent changes to the management structure, reducing the headcount and hours for temporary personnel, and by reducing part-time lecturers.
- $4.3 million in other expenses by reducing goods and services; and
- $475,000 in revenue enhancements.

Although some of the items identified in the plan are naturally recurring, CT State is confident the same level of savings can be achieved in the outyears. The plan for FY 25 and beyond anticipates an additional $3 million in savings for part-time lecturers, by deploying more strategic scheduling among campuses, with a holistic review of class scheduling that maximizing class capacity. Strategies under consideration include eliminating vacant positions, delaying non-urgent vacant position refills, making reductions in the management structure and not renewing some temporary positions when they expire. Details of the plan are available in Appendix D pages 24-60. The revised outyear projections for FY24 – FY26 are shown in Appendix E.

The college commits to a transparent and inclusive process throughout the Spring 2024 semester as decisions are made in how to implement these reductions and that upholds its principles of shared governance. All recommendations are evaluated to determine the impact on mission, students, employees, and its equity principles to develop deficit mitigation initiatives that honor its principles of shared governance. (See pages 18-22 of Appendix D for details on shared governance engagement, and page 13 for an analysis of impacts.) Additionally, a webpage was established to solicit feedback, provide detail on the plan, and respond to questions. It is available here.

Technical Re-estimate

Various technical re-estimates of revenues and expenditures result in a net improvement to the deficit of $2.4 million in FY 24, and $8.0 million in FY 25 and FY 26. These re-estimates were caused by, for example, increases in FY24 tuition, larger reduction in summer fee revenue than expected, and an increase in doubtful student accounts. Details are available on page 14 of Appendix D.

Use of Reserves

The college's three-year deficit mitigation plan anticipates using $42.1 million in reserves to provide temporary stability. Below is an analysis of total reserves, page 15 of Appendix D contains an analysis of the undesignated reserves pursuant to Board of Regents policy 6.4.4. Reserves are a single pool that belongs to CT State as a whole.

CT State cannot maintain the current level of services, and the deficit mitigation plan reflects difficult decisions that will be made throughout the spring and summer in 2024. CT State is committed to meaningfully reducing expenses without negatively impacting services to students or to continue to meet each NECHE Standard. The plan fully extinguishes the forecast shortfall of $33.6 million in FY 24 and makes significant improvements in the outyears, yet a combined shortfall of $104.4 million remains in FY 25 and FY 26. This plan provides a path to fiscal sustainability and enables the college to stabilize, build and thrive. However, more remarkable than what is in the plan is what is not.

There are:

- No layoffs of bargained employees;
- No campus or location closures; and
- No academic program closures.

The deficit mitigation plan for FY 24-26 reflects the maximum deficit mitigation savings that can be achieved while preserving the college's strategic priorities.

FY 22-26 ANTICIPATED USE OF UNDESIGNATED RESERVES (IN MILLIONS)				
Fiscal Year	Starting Balance	Addition/(Use) of Reserves	Ending Balance	Number of Days Reserves Could Support Operations
FY 22 Actual	$ 23.8	$ 45.1	$ 68.9	38.3
FY 23 Estimated*	$ 68.9	$ 50.0	$ 118.9	66.1
FY 24 Projected	$ 118.9	$ (7.1)	$ 111.8	62.1
FY 25 Projected	$ 111.8	$ (15.0)	$ 96.8	53.8
FY 26 Projected	$ 96.8	$ (20.0)	$ 76.8	45.2

* Unaudited and subject to change

2. Collegewide Approach to Assessment of Student Learning

The Provisional Academic Program Review (APR) Handbook is the governing document for organizing student learning assessment at CT State. The Statewide Discipling Councils (SDCs), Program Area Curriculum Committees (PACCs), and Curriculum Congress (CC) have all formed and are developing bylaws and operating procedures to develop Student Learning Outcomes (SLOs). The director of APR has been working with faculty both in the Assessment Advisory Committee and the Assessment Professional Learning Community to develop a bank of SLO (Student Learning Outcomes) rubrics, common assessments, and a data repository to assess SLOs by the 2024-2025 academic year.

A General Education Assessment Committee has been approved by the Curriculum Congress governance body, with elections for campus representative scheduled for early spring semester 2024.

CT State has developed an Academic Program Review (APR) process. The Board of Regents will schedule the document for review, vote and confirm as BOR policy anticipated by June 2024. At present, we consider the procedures and schedule as having the full force and effect of an institutional regulation.

3. Continued Progress with ACME

Alignment & Completion of Math & English (ACME) has begun its inaugural semester of phased-in implementation. The Board of Regents policy allows for a gradual phased-in implementation to allow for an orderly transition across CT State, with full implementation not later than fall 2025. Phase 1 included expanded co-req offerings in English, Math, and English for Speakers of Other Languages (ESOL), Math Pathways, and revised placement procedures, utilizing multiple measures. Aligned developmental course levels will remain for at least the 2023-24 academic year while this transition is completed.

For Fall 2023, over 90 sections of aligned co-requisite ENG 1010 were offered at CT Sate with embedded tutors in the support section and 6 semester hours of instruction by a faculty member. This, coupled with revised GPA (Guided Pathway Advising) placement, resulted in an increase of access to ENG 1010 for approximately 450 students, and a corresponding decrease in development seats. Math Pathways corequisite courses of Quantitative Reasoning, Statistics and College Algebra with integrated Intermediate Algebra content were offered for the majority of aligned programs. For ESOL, a common framework of aligned courses, including a co-requisite ESOL/ENG 1010 was offered for the first time.

4. Completing the Faculty Handbook

The Faculty Handbook was completed in July 2023 after careful review across CT State, CSCU legal, and dissemination for comment collegewide. This document will be a living handbook and updated annually to maintain currency with policies and procedures relevant to all faculty. The handbook has been distributed electronically to all faculty across CT State and is posted on the ctstate.edu website.

5. Review of Curricula & Non-Curricula Issues by Faculty Governance Committees

The CT State Governance model was developed by a faculty/staff body over a two-year period (2020-2022) and formally adopted in Fall 2022. Elections for membership took place in Nov/Dec of 2022, and the bodies began their work at an initial charge meeting in January 2023. CT State College Senate and Curriculum Congress met in the Spring and Fall 2023 semesters to establish operating procedures, by-laws, and begin their work. A SharePoint working site was created for each body, and a dedicated website was built for the Shared Governance model. A public website contains the model and current membership, recordings of meetings, and charges for each group, and these websites are used for public disclosure of meeting items and to gather campus feedback and review of curriculum proposals. A total of 227 individual curriculum items were brought forward in the curriculum review process in Spring and Fall 2023. The College Senate has been reviewing various resolutions and items brought forward from campus senates and by individual members largely focused on operational challenges associated with being a single college, such as class scheduling and final exam dates among other issues. The College Senate will be playing a critical role in a CSCU-wide Academic Program Planning (APP) review of all CSCU curriculum, specifically by identifying representative faculty and staff to serve on a statewide APP steering committee that is anticipated to start their multi-year review beginning in the Spring 2024 semester.
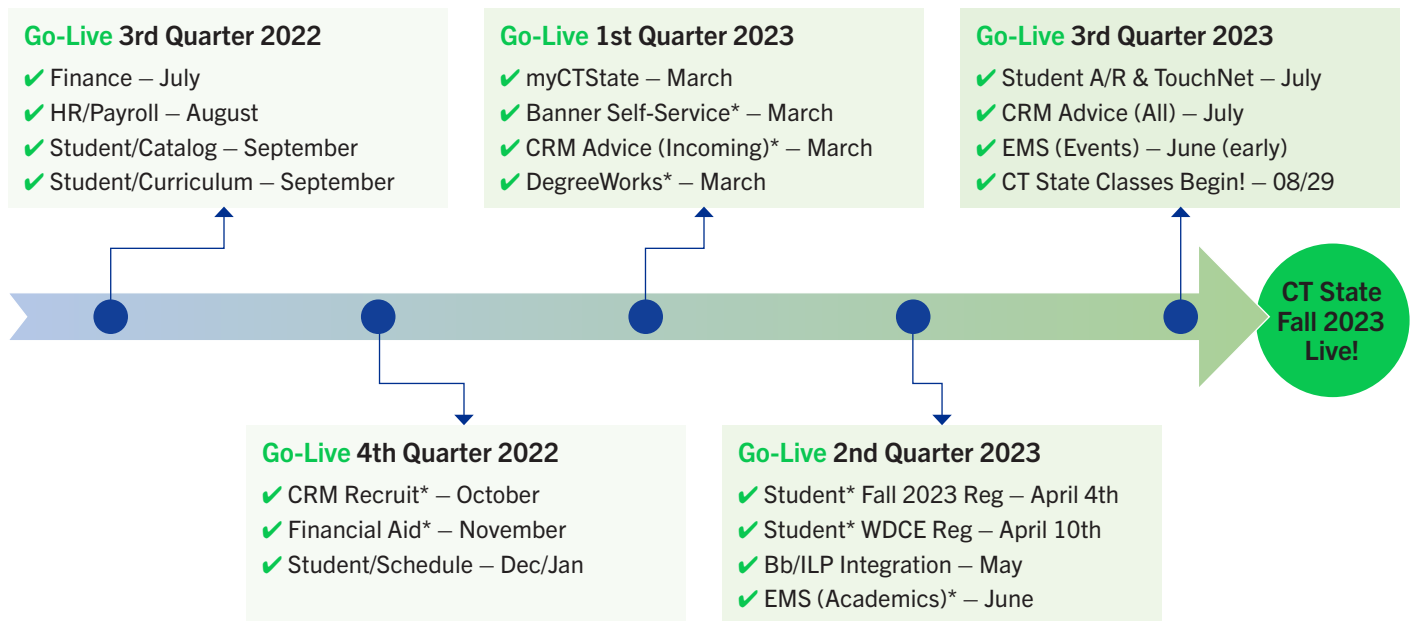
6. Continued Progress Toward Implementing One College Banner

The One College Banner (OCB) project was a multi-year initiative that encompassed the implementation, configuration, and data migration of the twelve community colleges' Banner into CT State's Banner ERP (Enterprise Resource Planning). The individual Banner modules, Banner self-service, ancillary Ellucian SaaS (Software as a Service) applications, and other 3rd party products were included in the scope of the project. The Deputy CIO – Enterprise Applications met monthly with the OCB Steering Committee to review the project portfolio, risks, key decisions and completed milestones throughout the project.

The below documents the high-level OCB project timeline and the key data migrations that have occurred over the life of the project.

Go-Live Milestones

Go-Live 3rd Quarter 2022
✔ Finance – July
✔ HR/Payroll – August
✔ Student/Catalog – September
✔ Student/Curriculum – September

Go-Live 1st Quarter 2023
✔ myCTState – March
✔ Banner Self-Service* – March
✔ CRM Advice (Incoming)* – March
✔ DegreeWorks* – March

Go-Live 3rd Quarter 2023
✔ Student A/R & TouchNet – July
✔ CRM Advice (All) – July
✔ EMS (Events) – June (early)
✔ CT State Classes Begin! – 08/29

CT State Fall 2023 Live!

Go-Live 4th Quarter 2022
✔ CRM Recruit* – October
✔ Financial Aid* – November
✔ Student/Schedule – Dec/Jan

Go-Live 2nd Quarter 2023
✔ Student* Fall 2023 Reg – April 4th
✔ Student* WDCE Reg – April 10th
✔ Bb/ILP Integration – May
✔ EMS (Academics)* – June

* Concurrent operations of 12-College and CT State Banner & 3rd party applications.
✔ Indicates module Go-Live complete

Banner Data Migration Milestones

✔ General Person Migration & Synch	May 2022
✔ Catalog Load	September 2022
✔ Curriculum Load (Programs)	September 2022
✔ Faculty/Advisor Records	December 2022
✔ Financial Aid Data to support 23-24 AY	February/March 2023
✔ General Student & Related Data	February/March 2023
✔ Institutional Academic History & Transfer History	February/March 2023
✔ Awarded Degrees	February/March 2023
✔ Bi-weekly General Student Synch	April–June 2023
✔ Account Receivable Balance Load	July 2023
✔ Supplemental Financial Aid Load – Spring 2023	July 2023
✔ Supplemental Faculty/Student/History – Spring 2023	July 2023
✔ CRM Advise 12C/OC Data Merge	July 2023
✔ Supplemental Financial Aid – Summer 2023	August 2023
✔ Supplemental Faculty/Student/History – Summer 2023	August 2023

August 2023 marked the last month of the key milestone deliveries as defined in the Ellucian statement of work. The final OCB Steering Committee meeting was held in September, one-month shy of the 3-year anniversary of the Committee's first meeting in October 2020.

The last quarter of 2023 was focused on post-production support, adopting new features such as the Self-Service Application for Graduation, and defining and executing the decommission plan for the 12-College Ellucian Managed Hosted Cloud environment. The first phase of the decommissioning process has already started with the authorization to shut down the 12-college CRM (Customer Relationship Management) Advise SaaS environment by Dec 31, 2023.

Apart from the Financial Aid functional users and the Student Information Support staff, maintenance access to 12-college Banner has been revoked. Any corrections needed in the 12-College environment will be carefully monitored and tracked by the Associate Vice-President of Enrollment & Retention Services' staff. Any data entry into 12CB (12 College Banner) will also need to be applied to CT State's OCB as the final supplemental data migration has been completed.

Specific Updates

A. Alignment & Completion of Math & English Courses

See Section 3 above.

B. High School Partnership & Update on Dual Enrollment

Building off the research and input from the Dual Enrollment Subcommittee's review in the spring of 2023, the group provided a written report of their recommendations for continuous improvement and opportunities for expansion in dual enrollment to CT State's Cabinet for their review (see attachment). In July of 2023, President Maduko also appointed Dr. Karen Hynick, campus chief executive officer of Quinebaug Valley to serve a dual role including serving as the executive director for P-20 to support policy and procedure development in this area.

In September of 2023, Dr. Hynick convened all of the dual enrollment coordinators, deans, and outreach and recruiters across each of the legacy 12 campuses to review the subcommittee's recommendations and to seek input on revisions and edits, prior to engaging campus and collegewide governance. In November 2023, these recommendations went through the campus-based governance process for input and revisions and in December they went to the College Senate for their input and revisions with the hope of getting the recommendations to the Board of Regents for their input and approval by March 2024. Revisions include updating our student and faculty requirements for concurrent enrollment and dual enrollment courses to be consistent and in alignment with NACEP (National Alliance of Concurrent Enrollment Partnerships) standards where applicable. A new website section including our offerings in this area, definitions of the types of dual enrollment, all campus contacts, applications, student testimonials, and national research in this area will be launched in Spring 2024. The college is also in the process of updating all of their legacy agreements with local school districts to a common collegewide template and MOU, which will be completed by the end of June 2024 reflecting updated policies and procedures once approved.

President Maduko has convened a group of 25 superintendents and other stakeholders across the state to advise college leadership on strategically revising Connecticut's approach to dual enrollment and to engage with the legislature to make this a critical enrollment priority. The group met for the first time in December 2023 and will continue to meet quarterly. See Appendix F for the membership of this advisory group.

C. Merger of Perkins Grant Programs

CT State's Perkins Grant process is now fully coordinated between the CT Department of Education and CT State, based on a single allocation for the college, overseen and managed by the Office of Academic Affairs. Perkins funding requires collaboration between secondary and post-secondary recipients, especially in building career pathways and access to dual credit opportunities. Following the adoption of proposed policy adjustments with our concurrent enrollment offerings, the college plans to offer a summer 2024 professional development conference for all concurrent enrollment instructors to review new policies and procedures, and an overview of newly approved or revised college curriculum for 2024-2025.

D. Technology Infrastructure for Institutional Research

The technology infrastructure for IR (Institutional Research) is complete and is currently being utilized to deploy data products. PowerBI, part of our Microsoft 365 instance, is being deployed to share complex dashboards with internal clients. Argos is the BI (business intelligence) application used to produce unit-level data products with FERPA-sensitive information to authorized employees. Data products are available on both platforms to authorized users, and authorization is managed by domain groups of the Joint Council for CT State Data Governance in compliance with CSCU IT (INFORMATION TECHNOLOGY) Security. Finally, Banner continues to be a major reporting tool for live data, and CSCU IT along with CT State Enrollment Management have succeeded in porting all functions to the new, unified Banner instance that are intended to remain there.

E. Search for a Dean of Social & Behavioral Sciences

The six area school deans for CT State are all in place, with the sixth dean joining CT State in the summer of 2023. These six deans each oversee one of the six CT State schools that collectively encompass all CT State academic programs, and that in-turn correlate with the established curriculum governance process defined by the Statewide Discipline Councils (SDC) and the School Area Curriculum Committee (SACC). Faculty membership from each of the twelve campuses are included on these committees. School area deans have been regularly participating in these meetings, with each school dean holding at least one all-school faculty meeting each semester. In addition, all campuses have established academic leadership structures.

F. Rewriting of Consortia Agreements & Contractual Arrangements to Reference CT State

CT State has completed its review of all legacy consortium agreements and other contractual arrangements across all campus locations, and has updated and revised those arrangements with all external entities to reference CT State as the legal entity for all current and future arrangements. All new external grant applications or new contractual arrangements go through an internal review process that is centrally supported by CT State.

G. Alignment of Non-Credit Workforce Programs

CT State non-credit workforce programs are designed to meet training needs across the State of Connecticut. This is in support of the Board of Regents vision to create a single "dynamic community college that leverages talents and resources and focuses on helping students attain their individual educational goals while responding to community and state needs," (BOR, June 2018).

Program alignment for non-credit included aligning curricula to provide common, comprehensive, and consistent quality short-term training programs. Moving from 12 community colleges to one large multi-campus institution has allowed CT State Community College to streamline its program and course approval process to ensure consistency across the State. The program approval process includes assessing employer demand for the proposed skills and credentials that the program under consideration would lead to; determining whether the program would prepare or lead students to a family-sustaining wage; identifying the number of currently available jobs, projected growth of the industry and opportunities for career advancement; as well as gauging interest levels from prospective students. Proposals are reviewed and approved by the Continuing Education Directors and Executive Dean of

Workforce Innovations and Partnerships. The Executive Dean of Workforce Innovations and Partnerships reports to the Provost and Vice-President of Academic Affairs, Students Affairs, and workforce innovations.

Each non-credit course offering has gone through a structured alignment that consists of common names, numbering, descriptions, and context hours, as well as aligned learning outcomes and prerequisites. In instances where similar courses exist that have the same or similar outcomes, the courses have been considered for alignment into one course, or the outcomes revised to clearly demonstrate the differences between the courses.

CT State has standardized the approval practice statewide across the campuses under CT State to include strategies to address the needs of diverse students through considerations including the time courses are offered, program length and costs, opportunities to earn income while in school, and program locations. The non-credit program alignment ensures that the value of the credential and the benefit to the community align with the college's goals for socioeconomic mobility and talent development.

H. CT State Student Handbook

The CT State Student Handbook was completed in June 2023 and added to the ctstate.edu website and linked on all campus websites.

I. Ongoing Review of Student Learning Outcomes & Assessment Measures

The Provisional Academic Program Review (APR) Handbook (updated with minor edits September 1, 2023) is the governing document for organizing student learning assessment at CT State. The Statewide Discipline Councils (SDCs), Program Area Curriculum Committees (PACCs), and Curriculum Congress (CC) have all formed and are developing bylaws and operating procedures to develop Student Learning Outcomes (SLOs). The director of APR has been working with faculty both in the Assessment Advisory Committee and the Assessment Professional Learning Community to develop a bank of SLO rubrics, common assessments, and a data repository to assess SLOs. The CT State APR website contains a number of resources for faculty including a master schedule of academic program reviews.

A faculty APR Handbook was created and made available to all faculty for the 2023-2024 academic year. Training videos have been developed by the Director of APR to help train faculty in the process to develop Student Learning Outcomes and rubrics that were initially developed by the CSCU Framework Implementation & Review Committee (FIRC) throughout 2019-2021.

Appendix G shows a summary presentation of the progress across all campuses to develop general education learning outcomes and associated rubrics, common assignments, and data collection in general education.

J. Policies for Data Governance

The standards to develop common definitions and security practices for CT State data products are now in place and complete; passed by a unanimous vote of the permanent members of the Joint Council for CT State Data Governance this past summer. The standards are guiding the implementation of data products in the Argos BI (business intelligence) tool for providing raw and aggregate data to authorized users.

K. Implementation of an Assessment Platform for Student Learning Outcomes

After a series of delays due to technical challenges, the Anthology Planning assessment platform is now operating and available for collection of student learning artifacts. Anthology Planning provides a robust assessment platform that creates a centralized system for collecting artifact data across multiple campuses and programs across CT State. Our Phase 1 deployment has provided 30-40 accounts that can be used by key implementation stakeholders to build a state-of-the-art Student Learning Outcomes (SLO) assessment platform that will include a set of standardized templates for reporting SLO results. Training for all other faculty and staff to learn this system began in November 2023 and will be gradually rolled out over the coming months and then on-going to all new faculty.

L. Completion of the Academic Program Review Process

As we have previously reported in June 2023, our parent system CSCU is developing a new Academic Program Review (APR) and Academic Program Planning (APP) policy and set of procedures for all six institutions within CSCU (CT State, Charter Oak State College, and the four CT State Universities). That draft policy and set of procedures is currently under review by key stakeholders across CSCU. In the meantime, CT State is following a provisional APR process for all academic degree programs that are due to be evaluated this academic year, that is similar to our legacy APR processes. Those programs are Archaeology, Fire Technology, Sociology, Therapeutic Recreation, and Welding Technology. CT State's Department of Program Review & Assessment will provide technical assistance this academic year as faculty conduct those academic program reviews. This approach will continue indefinitely until a new APR process is established by the BOR. A copy of the updated APR Handbook is available online.

On June 28, 2023, Connecticut State Colleges & Universities (CSCU) Board of Regents passed a resolution charging the CSCU Chancellor to lead all CSCU institutions in an urgent and comprehensive effort to review academic and student support programs to ensure that they meet the mission of CSCU in a cost-effective manner. This multi-year effort, known as Academic Program Planning (APP), begins in Spring 2024 and will continue over the next several years, driven by faculty workgroups to assess the effectiveness, relevance and alignment of all degree and certificate programs across the six CSCU institutions. With the chronic budget deficits, this APP process will also allow all stakeholders to make data-informed decisions about program vitality in partnership with the relevant governance structures. CT State has engaged with the College Senate to identify faculty to serve on an APP workgroup that will begin work on this initiative in Spring 2024 and that will undoubtedly take several years to complete. A copy of the email announcement from CT State leadership to the community on APP is included in Appendix H.

M. Update on Guided Pathways & Wrap-Around Services

Guided Pathways Advising continues to play an important role in supporting the retention initiatives of Connecticut State Community College. Improving retention rates pushed continuing and readmitted student trends upward by 8% year-over-year for 2023-2024 (from 57% to 65%). Additionally, Guided Pathways Advising Leadership places a strong emphasis on providing accurate and consistent advising services to all Connecticut State Community College students.

Specific efforts that continue to show our commitment to supporting our advising staff include:

- The development of a state-wide advising council with members from all twelve of CT State Community Colleges campuses alongside state-wide representation from Connecticut State's management team.
- Continued webinar training and development for all CT State Community College Staff and Faculty including topics such as CPOS (Course Program of Study) and Academic Standing.
- Continued support from our CRM Advising platform to produce campus specific data points and metrics to inform research and practice.

Finally, the Guided Pathways Advising team continues to assess the effectiveness associated with our holistic case management model. Our institutional research team, alongside Guided Pathways Advising Leadership, have produced advising specific reports that assess the impact of advisor contact frequency with students.

The results from both our Fall 2022 and Spring 2023 studies indicate a statistically significant association with students who had more frequent advising appointments with Guided Pathways Advisors for several student success metrics. Students had, on average, higher persistence rates, earlier Spring 2023 and Fall 2023 registration activity, increased total credits enrolled for Spring 2023 and Fall 2023 semesters, and increased credits completed in Fall 2022 and Spring 2023, compared to their peers with less frequent advising interactions.

Additionally, when the data was broken down by race, ethnicity, and gender, the same statistically significant associations between advising frequency and the aforementioned success metrics remained apparent.

For example, when compared to students who had no advising appointments with a Guided Pathways Advisor, stu-

dents with one or more advising appointments registered for, on average, 0.4 - 1.1 more credits for the Fall 2023 semester. Additionally, students with one or more advising appointments with a Guided Pathways Advisor completed on average, 0.4 - 1.2 more credits than their counterparts with no advising appointments in the Spring 2023 semester. While institutional leadership acknowledges that there may be a multitude of factors influencing these student success metrics, CT State is confident that our yearlong study evaluating the correlations between the frequency of advising appointments and student success metrics illustrates evidence that the Holistic Case Management model is positively impacting student success at Connecticut State.

Moving forward, continued research of our Holistic Case Management model will involve collecting qualitative data regarding student satisfaction of campus advising services to further support our ongoing analysis. As always, CT State Community College Advising Leadership is committed to assessing this data to inform our state-wide advising practices, benchmarks, and evaluative metrics. A full breakdown and report of these studies has been provided in Appendix I. As mentioned, the latest fall 2022-fall 2023 retention report, produced by CT State's Office of Institutional Effectiveness, from Spring 2023 to Fall 2023 is included in Appendix C.

Mental Health and Wellness is nearly at full staff with a minimum of one Wellness Counselor at each campus. There are currently 18 Mental Health and Wellness (MHW) Staff including 14 Full-time Wellness Counselors, 3 Part-time Counselors and 1 MSW Graduate Student. There are two open positions, one each at Middlesex and Norwalk campuses (both have searches in progress).

The Mental Health and Wellness team implemented a new electronic record system (ERS) Symplicity Accommodate on August 22, 2023, that provides an on-line scheduling component to make an in-person appointment with counselors at any time. The ERS will enable the staff to better meet the students' needs through data-driven decision making. The system collects data on presenting issues, counseling outcomes and satisfaction of services.

Adjunct to direct care on campus, CT State has continued to contract with Timely Care to provide free accessible medical and behavioral health services to all students. Services include on-demand and scheduled medical care, unlimited on-demand Talk Now mental health crises support and scheduled counseling sessions, the ability to provide medical documentation for some diagnosis for disability accommodations, Health Coaching (nutrition, sleep, motivation), asynchronous Health journeys videos, exercises, resource material and an interactive peer chat community. Timely Care has added case managers to their teams and provide basic needs referrals to students. Their monthly reports provide insights into the utilization and needs of our students. Students continue to have access to Timely Care 90-180 days after the last day of class. Through on campus support and Timely Care, students have access to 16 scheduled counseling appointments and unlimited crises support.

The Mental Health and Wellness team implemented a comprehensive CARE (Campus Assessment, Response and Evaluation) referral process by trained CARE Teams on every campus starting in fall 2023. Following the National Association of Behavioral Intervention Teams Administrators (NABITA) model faculty, staff, and students are being trained to identify students needing additional support, basic needs, and other behavioral or possible threatening behaviors. They then submit these concerns through an online reporting portal. The CARE teams triage and respond to these concerns assigning Care actions to team members. Every case is reviewed and scored on the NABITA (National Association for Behavioral Intervention & Threat Assessment) Assessment Risk rubric and campuses then take the recommended care actions. The case management software Symplicity Advocate enables tracking and data to help identify critical needs of our students. The top two submitted concern categories thus far are Mental Health (56%) and Basic Needs (30%) concerns. Staff are further developing a component of Advocate for Basic Needs staff to use for documentation and case management.

Campus renovations for Guided-Pathways staff offices are all complete as of December 2023, with all campuses reporting completion of this work.

N. Transfer of Specialized Accreditations to CT State

CT State offers a wide variety of specialized accredited programs, with over twenty different specialized accrediting agencies. These programs are a critically important part of CT State's mission to be the engine of workforce development for the State of Connecticut. The Division of Academic Affairs, Students Affairs, and Workforce Innovations is responsible for the academic portfolio at CT State; sub-divided into the six academic schools that cover all credit and non-credit academic programs and courses of the College. Each school is led by an academic dean who is directly responsible for working with the faculty and the relevant specialized accrediting body.

Discussions with each of these accrediting agencies have been on-going for the past several years to determine how to maintain the respective accreditations while undergoing the merging of the colleges into a single College. All specialized accredited academic programs have successfully retained their accreditation and the faculty and deans are working closely with those agencies to follow their respective processes for alignment with CT State's structure over the next several years while maintaining compliance with their standards.

A summary of the work that CT State has done in 2023 with each of our specialized accrediting agencies is provided in APPENDIX J.

Conclusion

CT State will work closely with CSCU and the State legislature throughout the spring legislative season to adjust our expenditures and implement a budget mitigation strategy that addresses the financial challenges in a careful and prudent manner.

By June 2024, the FY 25 budget will be set and campuses will begin implementing spending reductions that minimize impact on students, academic quality and services. Inevitably, many changes will take time before they shown signs of progress while other actions such as reducing low enrolled duplicate class sections will achieve immediate savings.

As has been shown by actions taken this FY, CT State remains confident that the steps that will be taken in the coming year will put the college on a much more sustainable financial trajectory.

CT STATE
COMMUNITY COLLEGE

APPENDICES

Progress Report to the
New England Commission of Higher Education

January 15th, 2024

A. Fall 2023 Enrollment Report

B. CT State Summary of Enrollment & Retention Strategies

C. CT State Retention & Transfer-Out Report

D. Deficit Mitigation Plan FY24- FY26

E. FY24 to FY26 Outyear Projections

F. CT State K-12 Presidential Executive Advisory Council membership

G. Program Review Presentation to the Assessment Council — 10.19.23

H. Academic Program Planning — Email from CT State to the faculty Oct 2023

I. Guided Pathways Report — Fall 2023

J. NECHE Specialized Accreditation Chart Academic Affairs — December 2023