

CT STATE
COMMUNITY COLLEGE

Update to the Higher Education Consolidation Committee

March 10, 2022

Presenters

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Overview

- **Brief Background**
- **Substantive Change Proposal Process**
- **Timeline**
- **Major accomplishments**

Brief Background

First proposed in April 2017

First proposed in April 2017 to merge the 12 community colleges into a single accredited CT State Community College

To do so requires:

- Approval for a Substantive Change proposal by our regional accreditor
 - New England Commission of Higher Education accepted our proposal on March 3, 2022
- Approval by the U.S. Department of Education, for Title IV funds

Formation of CT State

Improve Student Success

- Investing in 100+ additional guided pathways advisors at all 12 campuses to improve student success
- Aligning curriculum, making transfer simpler & easier
- Single student transcript, allowing students to take classes at any campus and to ease transfer to 4-year institutions

Strengthen Financial sustainability

- Currently 2 institutions have negative financial reserves
- Restructure staffing to account for enrollment declines
- Structure leverages shared services and invests heavily in enrollment, retention and completion

Substantive Change Proposal

- **Formal Submission**

The proposal was formally submitted to the NECHE Commission on February 11, 2022

- **Substantive Change Proposal Accepted**

CT State team met with NECHE on March 3 and Commission accepted the substantive change proposal

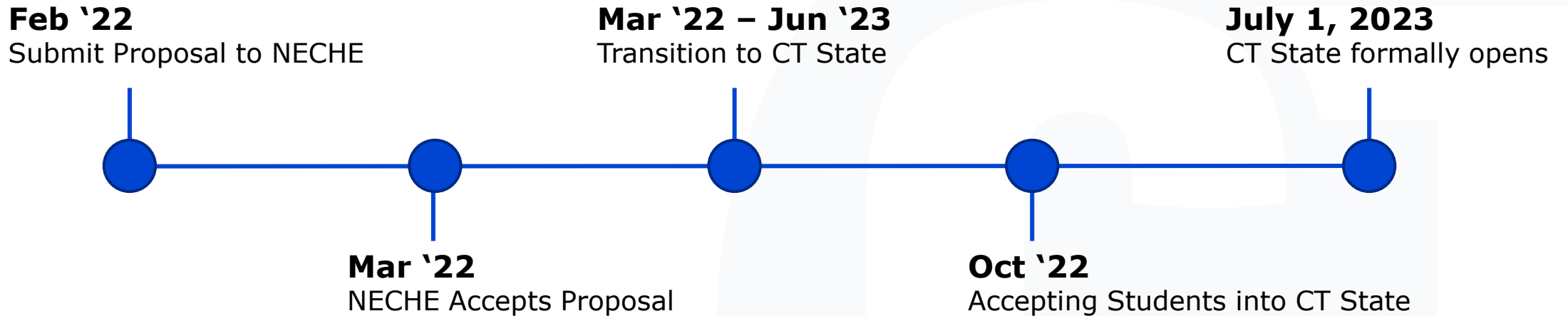
- **Merging Title IV Applications**

We have also been in close contact with the U.S. Dept Education preparing to merge the 12 Title IV applications into 1 OPEID for a single institution

- **Progress Updates**

We will provide NECHE with three reports over the next 15 months to share our progress on the final stages of the merger

Implementation Timeline



Major Accomplishments



Aligned Curriculum

Aligned Curriculum of 237 different degree/certificate programs, 1,345 courses (as of February 11)

- Single catalog available to students
- Common General Education, learning outcomes and prerequisites



Strategic Priority

Diversity, Equity & Inclusion for CT State



Guided Pathways

Implementation of Guided Pathways Advising

- Hiring 100+ new staff to support student success
- All students will eventually have an academic plan upon entry

Benefits of a Single Community College

- ✓ Apply once
- ✓ Fill out FAFSA with one code
- ✓ Arrange once for
 - HS transcripts
 - Proof of immunization
 - College transcripts
- ✓ One aid package can be used across multiple campuses
- ✓ One catalog
- ✓ Common learning outcomes
- ✓ Common pre-requisites
- ✓ Aligned statewide curriculum
- ✓ Allows for unique programs specific to a community
- ✓ New degrees only need to be approved once – more nimble workforce programs

Benefits of a Single Community College

- ✓ **Small Student to Advisor Ratio**

The student to advisor ratio will be 250:1

- ✓ **Emergency Support**

Every college now and in the future has a food pantry, mental health services, and emergency financial support

- ✓ **Streamlined Application**

Statewide application process and streamlined recruitment

- ✓ **Consistent & Equitable Resources**

Campuses and therefore their students will have consistent and equitable resources to face challenges both inside and outside of the classroom and campuses

- ✓ **Equitable Financial Aid**

We will apply financial aid equitably, and not 12 different ways

CT Community Colleges are Plagued by Fiscal Instability

→ **Negative Reserves**

Currently, two out of 12 colleges have negative reserves

→ **Historic enrollment declines**

34% enrollment decline since 2014

→ **Revenues do not keep pace with expenditures**

→ 70% of revenue comes from State Appropriations

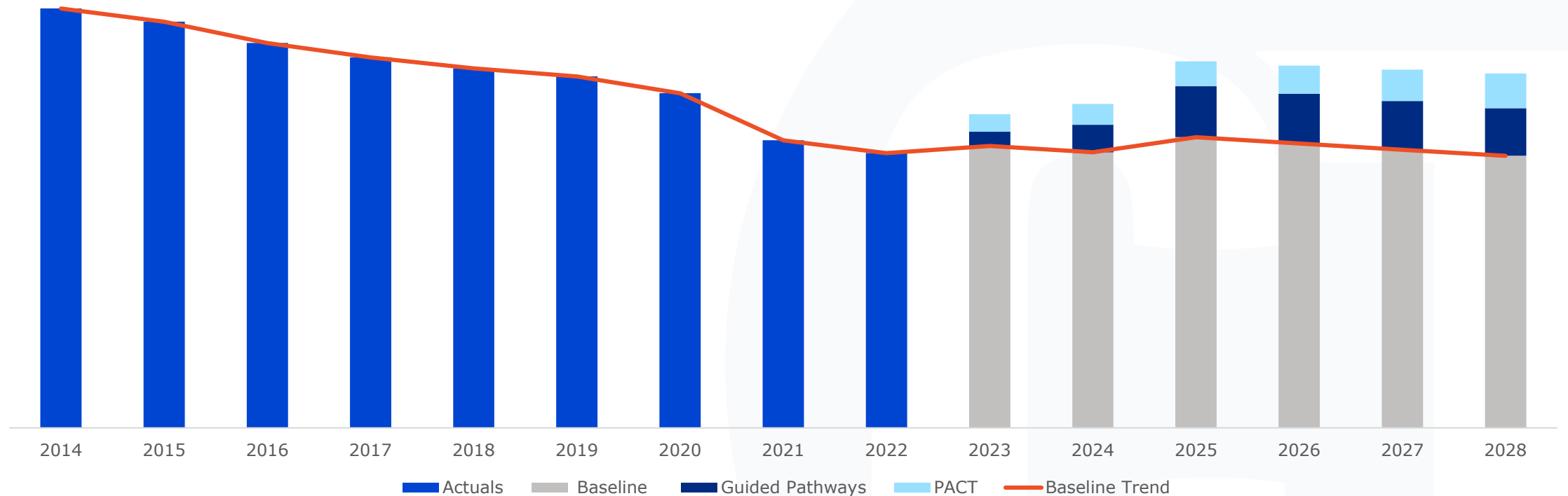
→ Tuition increases cannot offset losses without sacrificing affordability & our commitment to access and equity

→ **Expenditures: High fixed costs**

→ 84% of expenses are for Personnel (Wages & Fringe Benefits)

→ High overhead & duplicated efforts across the 12 colleges

Projected Enrollment Forecast (FTE)



Merger & PACT Provides Fiscal Stability

REVENUE & EXPENDITURE SOLUTION

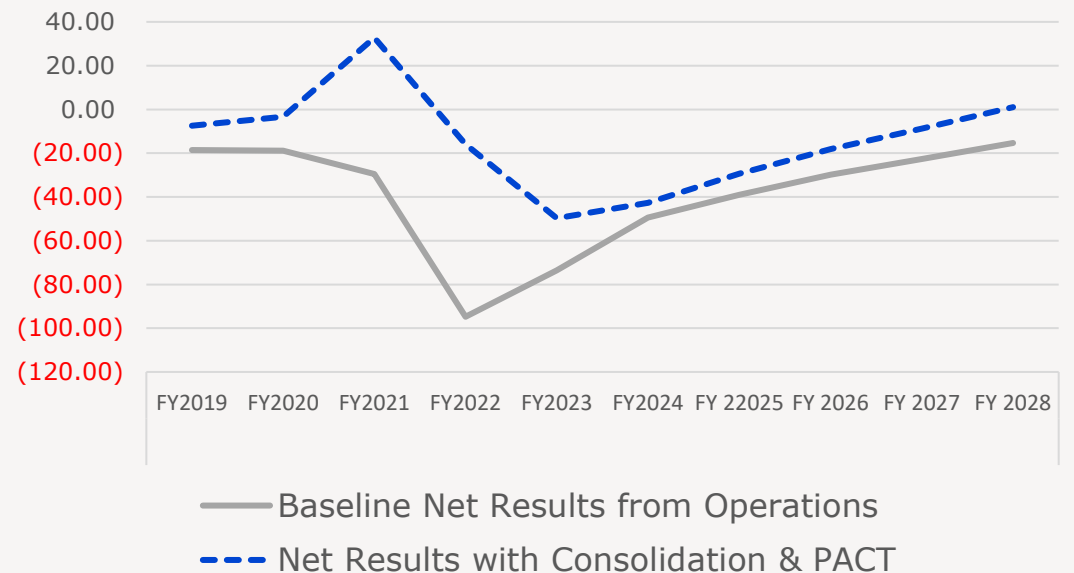
Improve revenue by increasing enrollment

- Baseline enrollment forecast is negative
- Implement PACT
- Implement Guided Pathways

Reduce non-student facing costs

- Eliminate duplication of services
- Align staff with organizational needs
- Implement shared services
- Achieve economies of scale

How merger & PACT Improves net results from operations (in Millions)



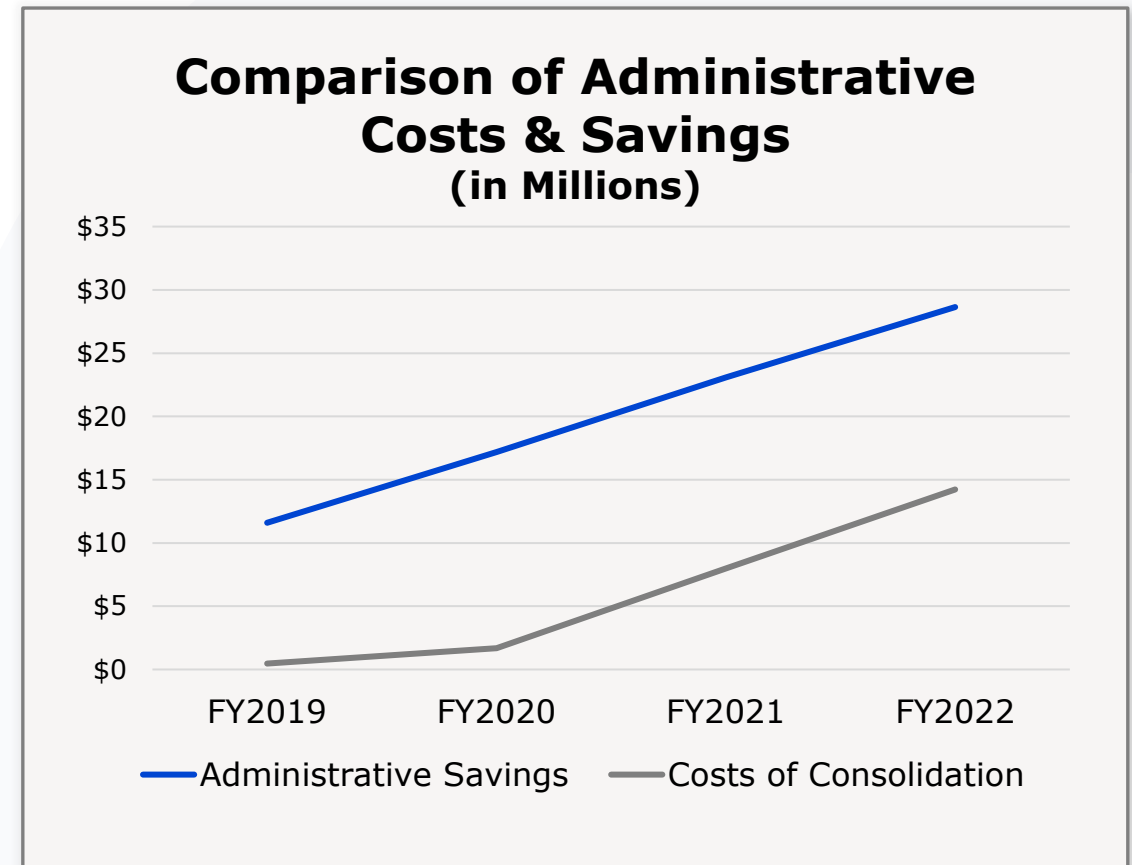
Merger is an Investment in Fiscal Solvency

SAVINGS EXCEED COSTS

The merger has already achieved savings through strategic attrition

Administrative costs include:

- Faculty stipends for curriculum alignment work
- A 3-year, \$2.3 million engagement with Achieving the Dream to promote equitable student success
- CT State & regional leadership



Ongoing Work

- Implement enrollment management strategies to increase traditional age and adult learner populations
- Implement shared governance structure
- Finalize curriculum alignment (May 2022)
- Finish the strategic plan for CT State
- Establish DEI plan based on pillars
- Bring One-College Banner Student Information System online
- Transition current roles and responsibilities to future structure positions March 2022-July 2023

Summary

- Merger will accomplish two central goals: improving equity and student success and improving the fiscal picture for the college
- All campuses will remain open
- Despite unforeseeable events financial projections have been accurate
- Merger remains on track to deliver the promised savings
- CT State Community College will remove artificial barriers to student access
- Choice between a vibrant future community college that better serves students, versus the status quo

Further Information

Substantive Change Website

ct.edu/merger

Questions

We will gladly take questions from the Committee.