



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

**Testimony by Dr. Gregory Gray, President**  
Board of Regents for Higher Education  
Before the Higher Education and Employment  
Advancement Committee  
February 27, 2014

Senators Cassano and Boucher, Representatives Willis and LeGeyt, and members of the Committee, thank you for the opportunity to be here today to testify in strong support of **House Bill 5050: An Act Improving College Completions**, and **Senate Bill 30: An Act Concerning the Board of Regents for Higher Education Infrastructure Act**. Together, these two bills form the statutory framework for Transform CSCU 2020, an innovative, forward-thinking, and comprehensive plan for delivering quality higher-education to Connecticut students that is affordable and accessible. For the record, my name is Greg Gray, and I am President of the Board of Regents for Higher Education, which governs our state's four state universities, 12 community colleges and Charter Oak State College. Together, our institutions educate about 120,000 credit and non-credit students statewide.

I want to first thank Governor Malloy for his leadership in aggressively working to sponsor a set of initiatives that leverages the gains that can be made when 17 institutions work together, while maintaining their own autonomy and identity, to improve services to students.

Transform CSCU 2020 provides the Board of Regents with \$60 million in new capital investments and \$60 million in new operating revenue in Fiscal Year 2015. These significant investments are intended to bring the institutions in our system together to work to improve student services, stabilize enrollments, reduce our expenses, and keep tuition low.

On the capital side, the proposed investments address critical needs in areas that have been neglected for far too long, and allow the Board to make real progress in technology upgrades that will lead to a better student experience and higher completion rates.

**Senate Bill 30** includes \$26 million in funding for improving and increasing smart classroom technology across our institutions. Imagine culinary students who can participate in a cooking demonstration from a guest instructor in France, or students at Western walking into a room in Danbury to take a unique and highly specialized class taught by a professor at Eastern. These experiences are possible, and we should make them available to our students.

The bill also includes \$20 million in initial funding to overhaul and bring up to date our enterprise systems. By making this down payment on IT infrastructure, we will move

toward implementing systems that will create a host of positive benefits for students. Students who take 12 credits spread across multiple institutions should be treated as full-time and be able to access the maximum amounts of financial assistance. They should be able to access libraries and wireless services on every campus. They should be able to, at the click of a button, find and register for a course state-wide, including at Charter Oak, if a course at their home institution is unavailable to them. Right now, our students cannot, and they will not be able to do so unless we make the kinds of investments necessary to construct one unified IT system.

There is also \$29 million to begin to address the over \$500 million in backlogged deferred maintenance we have identified, which will allow our campuses to become more energy efficient in the process.

Finally, and critically, **Senate Bill 30** provides \$3 million for system-wide academic and facilities master planning. As you may know, as I toured each of our 17 institutions, I spoke about the need to ensure our schools are serving as both knowledge centers and economic development drivers in Connecticut. These funds will be used by our incoming provost and facilities director to craft a comprehensive academic and facilities master plan that examines our programs and ensures that, as a system, we are highlighting areas of economic growth at our community colleges, strengthening signature programs at our universities, improving teacher preparation state-wide, and strategically offering programs where they are needed. This is an intensive effort that will require the participation of stakeholders across our system and state. Since the academic plan will identify necessary facilities and equipment upgrades, funds will be used to plan for those as well, with the goal of returning to you in a future session for support of our facilities needs.

Let me now turn to **House Bill 5050** and our plans for utilizing the proposed operating funds.

The initiative in Transform CSCU that has received the most attention is the *Go Back to Get Ahead* tuition incentive. With the number of high school graduates projected to decline 1.8% each year for the next 10 years, our future as a system and Connecticut's economic future is dependent upon increasing educational attainment across all demographics. With 70% of all Connecticut jobs by 2018 projected to require a post-secondary credential, we must identify new ways to encourage students to earn a degree. This plan says to every student that has at least 12 credits and that has been out of school for at least 18 months that we do not care if or how life may have gotten in the way of your completing a degree. However, because it is so important to you, as well as to this state, that you complete your degree, we are willing to offer you up to nine credits in free coursework to help you meet your goals. It is our hope that this will encourage thousands of students to return to one of our 17 institutions. The

establishment of a President's operating fund is important to this effort because it allows us to transfer funds exactly where they are needed to support the tuition incentive for students in this program.

It is not enough to be appealing only to returning students. We must ensure that we are attractive and affordable to the current and future student, just as we must ensure that we provide the kind of predictability and stability in tuition that allows students and parents to adequately plan for their educational costs in the long term. To that end, I am pleased that the funding in this plan has allowed me to propose to the Board of Regents that we cap any tuition and fee increases at 2% this year, while engaging in a long-term tuition planning effort moving forward.

Other items with which we are moving forward that are not addressed specifically in **House Bill 5050** but are key components of Transform CSCU 2020 are:

- Accelerating seamless transfer and articulation planning,
- Scaling up our developmental education offerings to meet the requirements of PA 12-40, and
- Introducing more high school students to college coursework, and funding courses as part of system-wide early college experiences.

I look forward to discussing our complete plan with you as we move forward.

I would also like to mention that, related to our Transform efforts, we submitted a legislative request for the system office to be named a constituent unit of higher education. I understand that there may be some resistance to that. As a constituent unit, the Board system office would gain the ability to execute the kind of system-wide contracts necessary for our IT and academic planning efforts, as well as the ability to create a foundation, which is critical to building the endowment we must have to offer transfer scholarships to our associate degree students. I am open to working with this Committee on other statutory remedies to these issues.

I will conclude by saying that the two bills before you represent part of an aggressive plan to provide current and future students with an accessible, affordable, world class education. Since 96% percent of our students are Connecticut residents and 35% of Connecticut high school graduates walk through our doors, these bills and this plan represent much needed steps forward for what I truly believe is Connecticut's system of higher education.

I, along with members of my team here today, look forward to your questions.

Thank you.

**BOR - CONNECTICUT STATE COLLEGES & UNIVERSITIES**

**Summary of 2015 Budget Initiatives**

**Contents**

**January 31, 2014**

**Description of Our Strategic Plan, "Transforming the Connecticut  
State College & University System"**

**Bond Support Description - Strategic Initiatives Down Payment**

**Operating Fund Support Description**

**Productivity, Cost Savings and Enrollment Enhancing Initiatives**

# **BOR - CONNECTICUT STATE COLLEGES & UNIVERSITIES**

## **Transforming the Connecticut State College & University System**

January 31, 2014

### **CONNSCU: ACCESSIBLE, AFFORDABLE, ACCOUNTABLE**

Supporting the state's commitment to education, innovation, and workforce development, the 17 institutions that make up the Connecticut State Colleges and Universities system (ConnSCU) provide rigorous postsecondary education to more than 120,000 full- and part-time students, preparing them to be strong competitors in the global marketplace and providing a comprehensive talent pool to the state's employers.

Governed by the Board of Regents for Higher Education (BOR), ConnSCU institutions play a vital role in shaping the state's workforce. Ninety-six percent of ConnSCU students are state residents, the system awards more than 15,500 degrees and certificates annually, and 80 percent of graduates opt to stay in Connecticut to work and live, which strongly positions ConnSCU institutions as statewide economic drivers and major contributors to the workforce pipeline.

### **STRATEGIC PLANNING**

Building a world-class system of higher education in Connecticut requires commitment, investment, and strong strategic planning. The Board of Regents set forth five goals that serve as the foundation of the system's strategic plan:

- **A successful first year:** Increase the number of students who successfully complete a first year of college.
- **Improve student success:** Graduate more students with the skills to achieve life/career goals.
- **Maximize affordability and sustainability:** Strengthen access to higher education by making attendance affordable and our institutions financially sustainable.
- **Cultivate innovation and economic growth:** Create educational environments that cultivate innovation and prepare students for successful careers in a fast-changing world.
- **Ensure equity:** Eliminate achievement disparities among ethnic/racial, economic, and gender groups.

The strategic plan will improve the student experience by uniting the 17 ConnSCU institutions as one interdependent system, strengthen online learning capacity, and better aligning coursework with the strongest industry growth sectors. It will also:

- increase enrollment
- expand early college programs
- improve articulation and credit transfer
- expand advanced manufacturing program
- build more high-tech classrooms
- develop an academic master plan
- address system-wide deferred maintenance
- streamline core administrative functions like financial aid, admissions, and registration

**OUR VISION**

Connecticut will have a high-quality, accessible, and affordable post-secondary education that enables students to achieve their life and career goals and make Connecticut a place of engaged, globally competitive communities.

**BOR - CONNECTICUT STATE COLLEGES & UNIVERSITIES**  
**Strategic Plan Bonded Funding**  
**A First Year Downpayment of Funding for Strategic Initiatives**  
**January 31, 2014**

The Governor proposes that Transform CSCU 2020 subsume, extend and augment the current CSUS 2020 capital investment program to allow the BOR to begin making system-wide investments at all of its higher education institutions.

|  | <u>Existing<br/>Authorizations</u> | <u>Transform<br/>CSCU 2020</u> | <u>Total Bonded Funds</u> |
|--|------------------------------------|--------------------------------|---------------------------|
| Smart Classrooms/Equipment/Technology    | 13.5                               | 26.0                           | 39.5                      |
| Advanced Manufacturing                   |                                    | 2.0                            | 2.0                       |
| IT Infrastructure                        | 0.5                                | 20.0                           | 20.5                      |
| Master Planning - Academics & Facilities | 0.5                                | 3.0                            | 3.5                       |
| Deferred Maintenance                     |                                    | 29.0                           | 29.0                      |
| <b>TOTAL</b>                             | <u>14.5</u>                        | <u>80.0</u>                    | <u>94.5</u>               |

Includes bonds from Community College funding that have been brought into the 2020 program.

|   |
|---|
| <p><b>Smart Classrooms/Equipment/Technology</b> - Improve the student learning experience by modernizing classroom technology and improving connectivity between institutions and other partners. Include technical support and training capacity. Upgrade equipment and technology as necessary to remain current with student needs.</p>  |
| <p><b>Advanced Manufacturing</b> - Support a DECD/DOL identified growth area by expanding successful statewide advanced manufacturing programs at four community colleges. Increase capacity and enrollment for new students and incumbent worker training. Includes facility for Asnuntuck, training, materials costs, new faculty, and elevating the role of a state leader in manufacturing training.</p>                      |
| <p><b>IT infrastructure</b> - Upgrade current IT system to improve student experience and contain costs. Centralize admissions, financial aid, registrar and institutional research functions, create one-stop, system-wide course registration and guided pathways degree progress management. Operational costs include ongoing staff support and training. Assumes Bonds are available to support software implementation.</p> |
| <p><b>Master Planning - Academics &amp; Facilities</b> - Planning will initiate aggregation of our academic programs, new programs, and develop initial plan for facilities Master Plan.</p>  |
| <p><b>Deferred Maintenance</b> - Fund all systemwide deferred maintenance and reduce the maintenance backlog.</p>   |

**BOR - CONNECTICUT STATE COLLEGES & UNIVERSITIES**  
**Strategic and Tuition Operating Fund Support**  
**A First Year Downpayment of Funding for Strategic Initiatives**  
 January 31, 2014

The Governor's proposed transfer of \$60 million to a new system-wide operating fund will support key initiatives in FY2015 and FY2016.

|                                 | <u>FY2015</u>      | <u>FY2016</u>      | <u>Total</u>       |
|---------------------------------|--------------------|--------------------|--------------------|
| Operations & Tuition Support    | 24.2               | 8.0                | 32.2               |
| Strategic                       |                    |                    |                    |
| Go Back to Get Ahead            | 13.5               | 6.9                | 20.4               |
| Early College                   | 2.5                |                    | 2.5                |
| Transfer & Articulation Program | 0.9                |                    | 0.9                |
| Developmental Education         | 4.0                |                    | 4.0                |
| <b>TOTAL</b>                    | <u><u>45.1</u></u> | <u><u>14.9</u></u> | <u><u>60.0</u></u> |

|  |
|--|
| <b>Operations &amp; Tuition</b> - Streamline operations, contain tuition increases over several years.   |
| <b>Go Back to Get Ahead</b> - Establish incentives to reach students who began, but did not complete, the coursework required for a degree.  |
| <b>Early College</b> - Expand early college programs in all community colleges to reach high school students who might otherwise think college is out of reach. Reduces the cost of college and gives students experience with college-level coursework. |
| <b>Transfer &amp; Articulation Program</b> - Ensure the seamless transfer of credits and fidelity of courses between system schools.   |
| <b>Developmental Education</b> - Implementation for PA 12-40   |



# BOARD OF REGENTS - CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Productivity, Cost Saving, and Enrollment Enhancing Initiatives

January 31, 2014

In order to achieve our goals, we recognize the need to be as efficient and cost effective as possible, while ensuring that we are accessible and affordable to the current and future students of the Connecticut State Colleges & Universities. In addition to **reducing costs**, **increasing our enrollment** is the most desirable way to, among other things, utilize our educational assets to their optimal level and generate revenue. Below are some of the initiatives underway to meet these goals:

**Strengthening and Modernizing IT Infrastructure** – Develop a consolidated infrastructure to streamline operational activities and identify opportunities for central and shared services to **reduce costs** in “back room” activities and processes, such as:

- Purchasing
- IT management
- Financial aid

Expand online course delivery to bolster enrollment of distance learners.

**Industry Clusters** – Establish industry clusters at community colleges based on data provided by the Department of Economic and Community Development and the Department of Labor to help **boost enrollment**, as well as align our workforce mission with high-growth industry sectors will better prepare our students for jobs and allow us to reach more “non-traditional” students—workers seeking retraining or people switching careers.

**Go Back to Get Ahead** – Designed to bring students back into the system, Go Back to Get Ahead will offer credit incentives to **increase enrollment** among students who did not complete degrees.

**Centers of Excellence** – Establish a Center of Excellence at each of the four state universities to create a signature program area. While all of the universities would continue to offer broad curriculum, the Center of Excellence would further raise the university’s visibility, attract corporate partners, and provide a wide range of coursework for traditional students and incumbent workers seeking professional development.

**Veterans Outreach** – Make higher education more accessible to returning military and veterans by offering academic credit for skills training received in service, which is both socially conscience and a **boost to enrollment**.

**Academic Review** - We intend to rationalize our academic offerings throughout our System of institutions. This will enable us to deliver our academic offerings effectively, target the most needed curriculum and educational pursuits, and **reduce the cost** of under-attended courses.

**Best Practices** – Through best practices and lean reviews, expand **cost effective procedures** already employed to all 17 institutions. For example:

- Energy savings
- Coordination of all international programs

- Contract terms and conditions congruity
- Paperless systems
- Standardized reports and data collection

**Obtaining Grants/Seek Partnerships** – Continue efforts to seek and obtain grants to help **defray costs** and fund important initiatives. Increase corporate partnerships and their contributions to one-time funds and recurring expenses (centers and institutes).



# CSCU

*Becoming a World-Class System  
of Higher Education*



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# CSCU

The Connecticut State College & University System

For over 160 years, Connecticut's state colleges & universities have played a critical role in our educational landscape, preparing students to succeed, providing accessibility to lifelong learning, and ensuring a talent pool for state employers.

- Over 120,000 full and part-time, credit and non-credit students
- 96% of students are Connecticut residents
- 80% of students remain in Connecticut to work and live



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# CSCU

Connecticut's System of Higher Education

Governed by the Board of Regents for Higher Education, CSCU is comprised of four state universities, 12 community colleges, and the state's only public online college.

## 2,900 Degrees & Certificates

1,200 degree programs, and 1,700 certificate programs

## 121,000 Students<sup>1</sup>

Full & part-time, credit & non-credit

## 11,462 Employees

Over 6,000 faculty, and over 5,000 counselors and staff

(1) Data source for 2012-13 and community college is the 12 month unduplicated headcount enrollment for both credit and non-credit obtained from SWRXF22. Prior years can be found at the IPEDS Data Center, 1993-94 to 2011-12

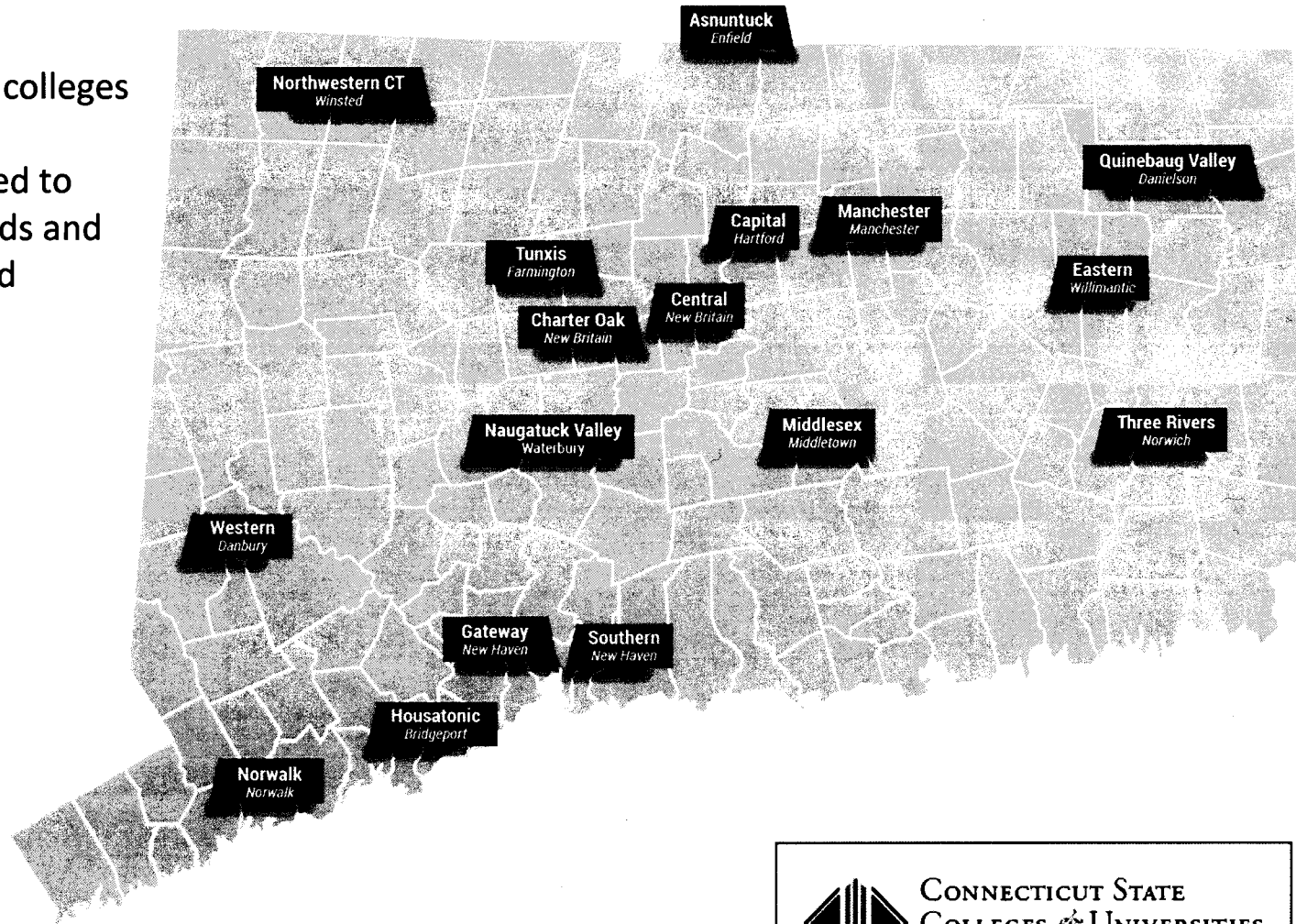


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# CSCU

## In Connecticut's Communities

Connecticut state colleges & universities are uniquely positioned to meet student needs and workforce demand



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# CSCU

Educating the Workforce

With high school censuses expected to drop 1.8% annually for the next 10 years, CSCU must develop an innovative enrollment plan to keep up with future workforce demand. New initiatives reach:

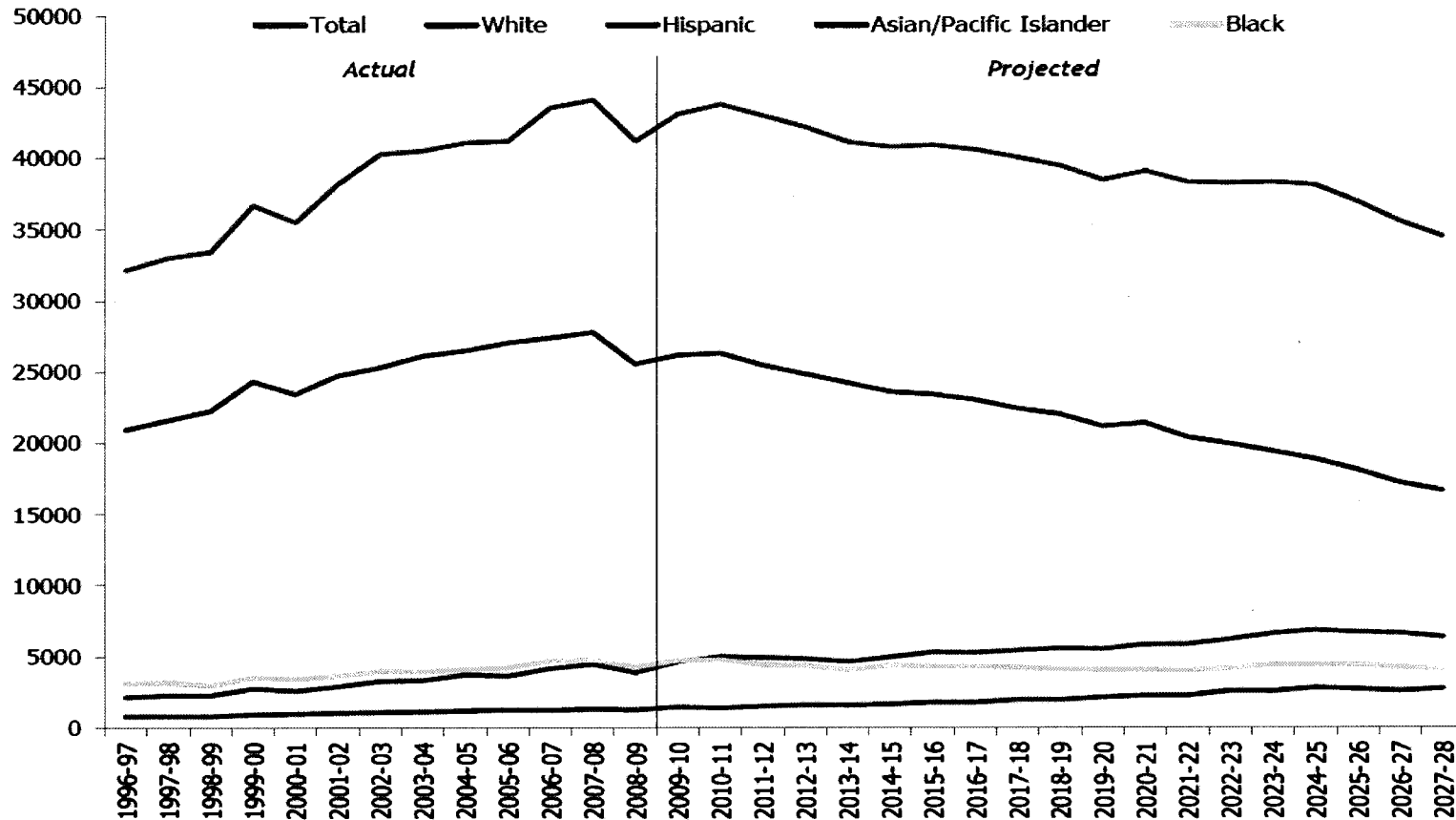
- Working students
- Returning military and veterans
- Distance learners
- High school students
- Professionals seeking to build skills

**By 2020, 70% of  
Connecticut's jobs will  
require postsecondary  
education**



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# Connecticut's Declining High School Graduates



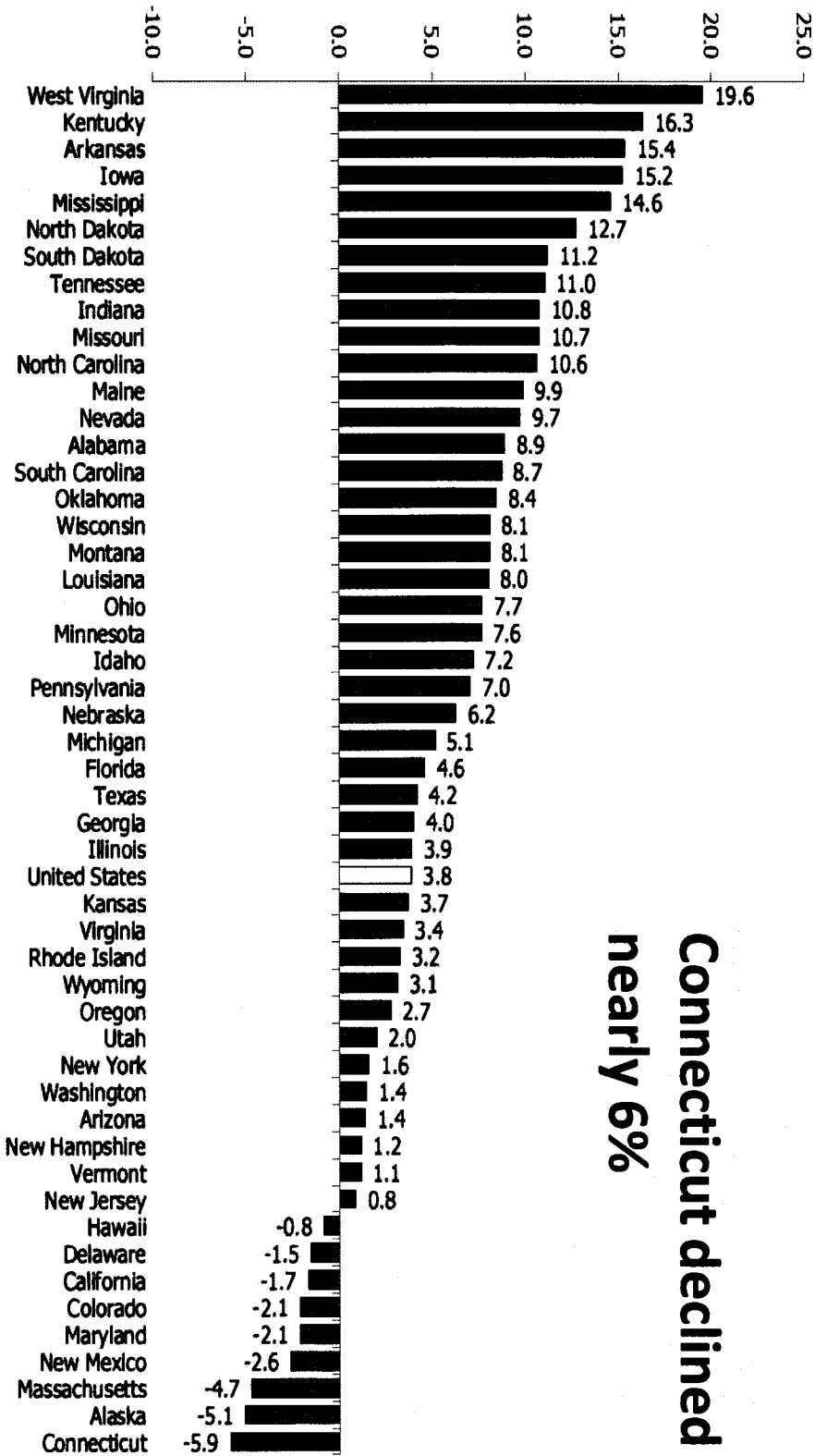
NCHEMS, *The Context for Education Policymaking in Connecticut*, 2013



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# Change in College Attainment from 2000 to 2011 (Age 25 to 64)



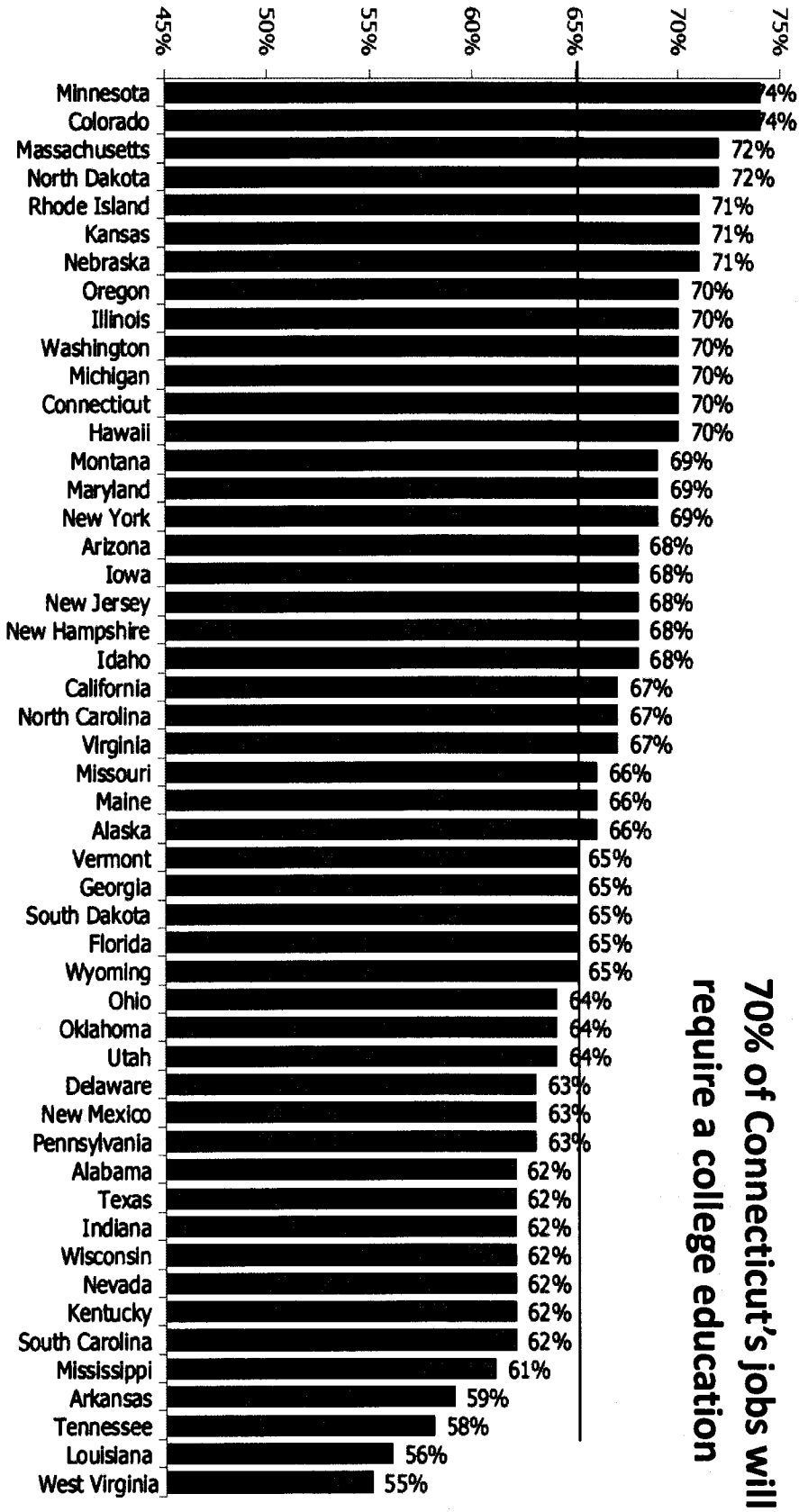
**Connecticut declined  
nearly 6%**

NCHEMS, *The Context for Education Policymaking in Connecticut*, 2013



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# Percentage of Jobs in 2020 that Will Require a Postsecondary Education, by State

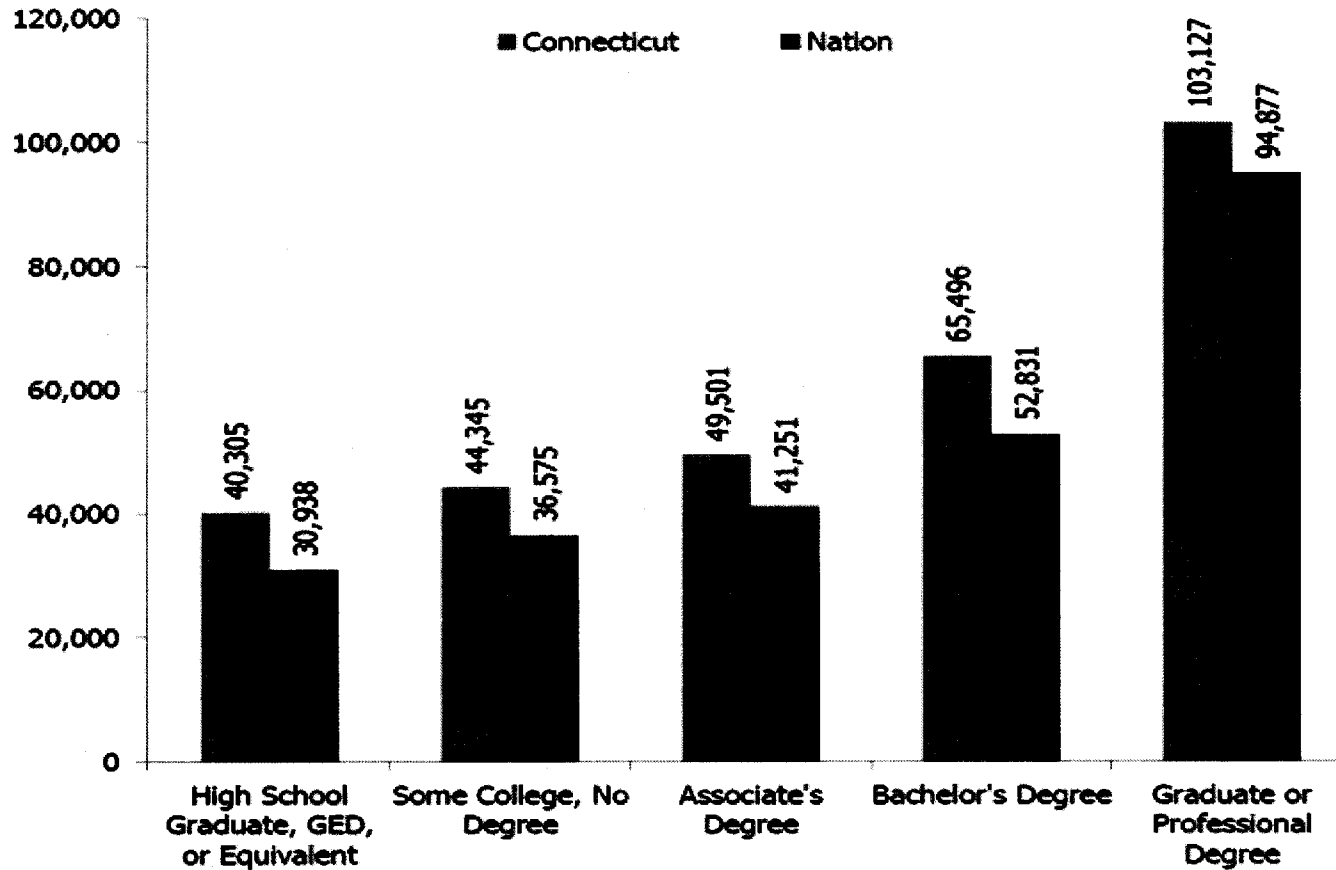


NCHEMS, *The Context for Education Policymaking in Connecticut*, 2013



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# Median Annual Wages for Workers (Age 25 to 64)



NCHEMS, *The Context for Education Policymaking in Connecticut*, 2013



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# Board of Regents' Strategic Goals

## A successful first year

More students will complete a first year of college.

## Improve student success

Graduate more students with the skills to achieve life/career goals.

## Maximize affordability and sustainability

Making attendance affordable and our institutions financially sustainable.

## Cultivate innovation and economic growth

Create academic environments that cultivate innovation and prepare students to succeed in the 21<sup>st</sup> century job market.

## Ensure equity

Eliminate achievement disparities among ethnic/racial, economic, and gender groups.

✓ **Accessible**

✓ **Affordable**

✓ **Accountable**



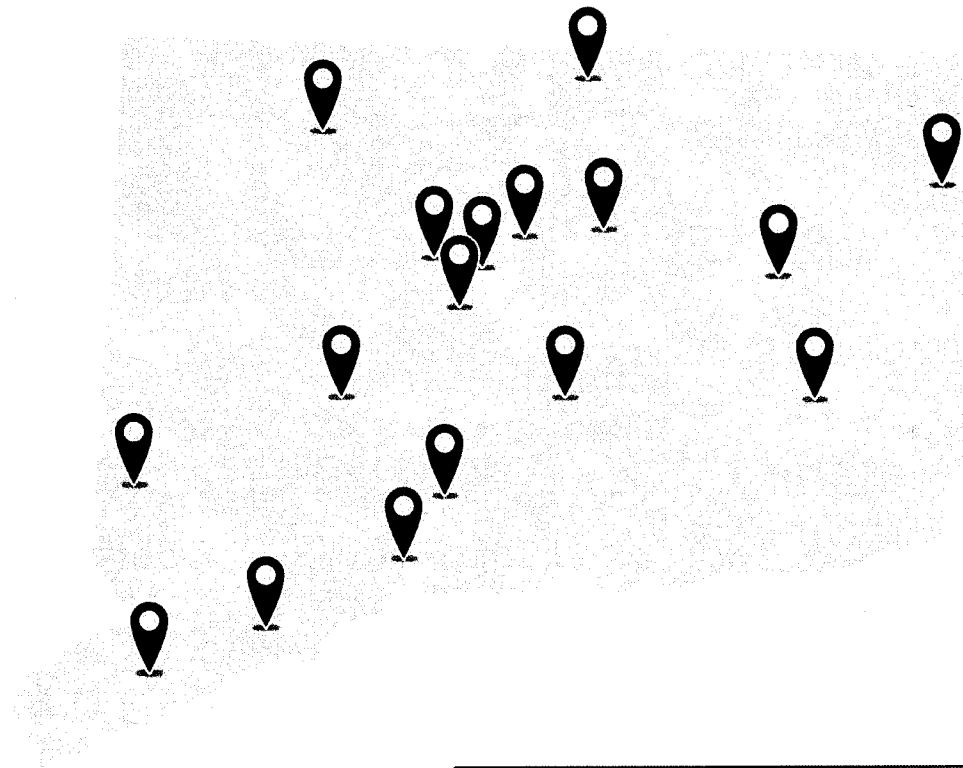
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# Transform CSCU 2020

Uniting 17 Institutions to Improve Student Experience

## Connecticut State College & University System

- Asnuntuck Community College
- Capital Community College
- Central Connecticut State University
- Charter Oak State College Online
- Eastern Connecticut State University
- Gateway Community College
- Housatonic Community College
- Manchester Community College
- Middlesex Community College
- Naugatuck Valley Community College
- Northwestern CT Community College
- Norwalk Community College
- Quinebaug Valley Community College
- Southern Connecticut State University
- Three Rivers Community College
- Tunxis Community College
- Western Connecticut State University



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# Connecticut State Colleges & Universities

One System to Serve Connecticut

Transform CSCU 2020 will unite the 12 community colleges, four state universities, and Charter Oak State College as one interdependent system that will improve student experience:

- Create a single application
- Establish a common academic calendar
- Build strong partnerships with business to give students access to internships, externships, and career networking
- Make it easier to navigate core administrative functions
- Build opportunity for system-wide course registration and degree pathway management
- Develop a system-wide academic/facilities master plan to strategically map out program expansion



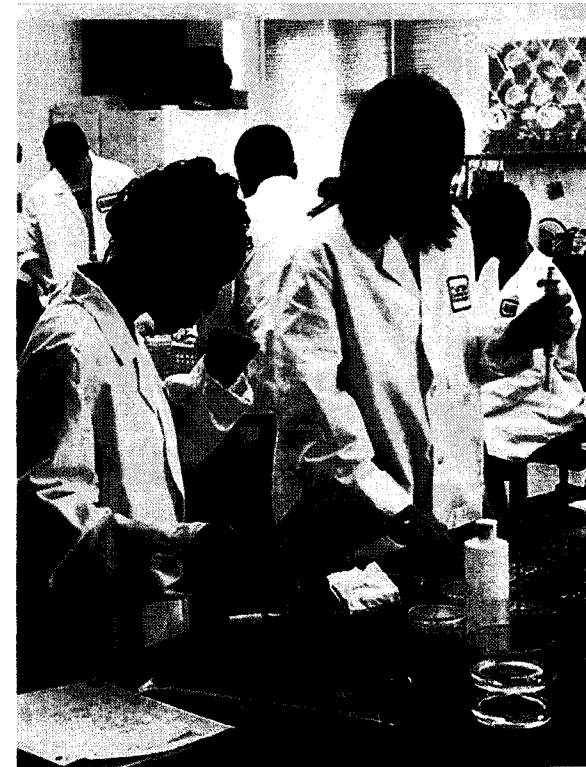
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# Keeping Higher Education Within Reach

Making College Accessible & Affordable

## Transform CSU 2020 will:

- Establish a long-term tuition model to help students plan for the cost of college
- Provide seamless credit transfer within system schools to improve affordability and reduce time to degree
- Improve student retention and increase enrollment rates
- Expand early college programs to reduce remediation and decrease time to degree
- Build high-tech smart classrooms to facilitate learning



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# Transform CSCU 2020

On Campus & Online

## Expand Online Education

- Reach more distance learners
- Provide flexibility for working students
- Offer CSCU students more course options

## Go Back to Get Ahead

Serves residents seeking to complete degrees by offering college credits at no cost to students

## Reaching Non-Traditional Students

- Returning military personnel and veterans
- Working adults seeking degree completion
- Professionals bolstering skills
- High school students



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# 12 Community Colleges

Training Tomorrow's Workforce

Aligning workforce development with the fastest-growing career clusters will better prepare students for careers—and retrain current workers to respond to industry need.

Transform CSU will expand advanced manufacturing programs to increase student capacity and incumbent worker training programs.

It will also fund a system-wide academic/facilities master plan to strategically map out program expansion.



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# Four State Universities

Building on a Strong Academic Foundation

Transform CSCU 2020 will strengthen our state universities and build on our strong teacher preparation programs. More support for new teachers will help the state narrow the achievement gap, reduce the need for remedial education, and better prepare students for their academic careers.

Increased investment in our state universities will:

- Improve the student learning environment
- Increase graduation rates
- Improve student retention
- Streamline operations



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# The Future of CSCU and Connecticut

Transform CSCU 2020 will build on rigorous academic programs and upgrade the CSCU system to the benefit of students and the statewide economy.

- Ensure the strongest academic outcomes
- Make it easier for students to transfer credits and navigate system school resources
- Strengthen partnerships between CSCU and business and industry
- Identify efficiencies that save taxpayer and tuition dollars
- Ensure CSCU is a strong partner in the state's ongoing economic revitalization efforts



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