

The background of the entire page is a grid of approximately 25 small, square portraits of diverse students. The portraits are rendered in a monochromatic blue color scheme, creating a cohesive and inclusive visual theme. The students shown have various ethnicities, ages, and styles, representing a wide range of the university's student body.

cscu 2030

**A GENERATIONAL INVESTMENT
IN PUBLIC HIGHER EDUCATION**

ct.edu



CSCU 2030

A GENERATIONAL INVESTMENT IN PUBLIC HIGHER EDUCATION

Serving more than 85,000 students from every one of the state's 169 municipalities, CSCU is Connecticut. With an \$11 billion economic impact for the state, our institutions and campuses provide high-quality education that is the most affordable and accessible in Connecticut. We are the largest higher education resource for traditionally underrepresented students in Connecticut. Our programs in in-demand fields make us the primary engine for workforce preparation and social mobility, educating our residents to become the sharpest of critical thinkers, leaders, and contributors to society.

CSCU's students come from Connecticut, are educated and trained in Connecticut, and they stay to live and work in Connecticut. In this way, we serve Connecticut's myriad of industries and employers who are in desperate need of talent. Our students are prepared to meet the needs of the 21st century and help keep Connecticut productive, vibrant, and strong. But if CSCU is to meet the needs of the state, the communities we serve, and our students at the highest level — the level to which we all should aspire — then greater state investment will be required.



Currently, CSCU faces two looming challenges that put the future of the system at a critical juncture. The first is that, while the administration and state legislature have been generous in their support for our system in recent years, our operating support has been relatively flat since 2007 almost exclusively due to the growth in the state's fringe benefit costs. The second is that, with the completion of the CSU 2020 program, CSCU institutions have exhausted their capital project allocations and need to establish a vision and funding for the physical infrastructure of our campuses for the next decade.

To address these challenges, CSCU has developed the following proposal for state financial support, collectively called **CSCU 2030**, to recommit the state's investment in our system, our students, and the communities we serve. Rather than the usual piecemeal annual request for funding, which can be challenging for policy makers to address, CSCU is instead presenting a scaled multi-year proposal for the critical investments needed in student supports including financial aid and new academic programs, and in our physical infrastructure.

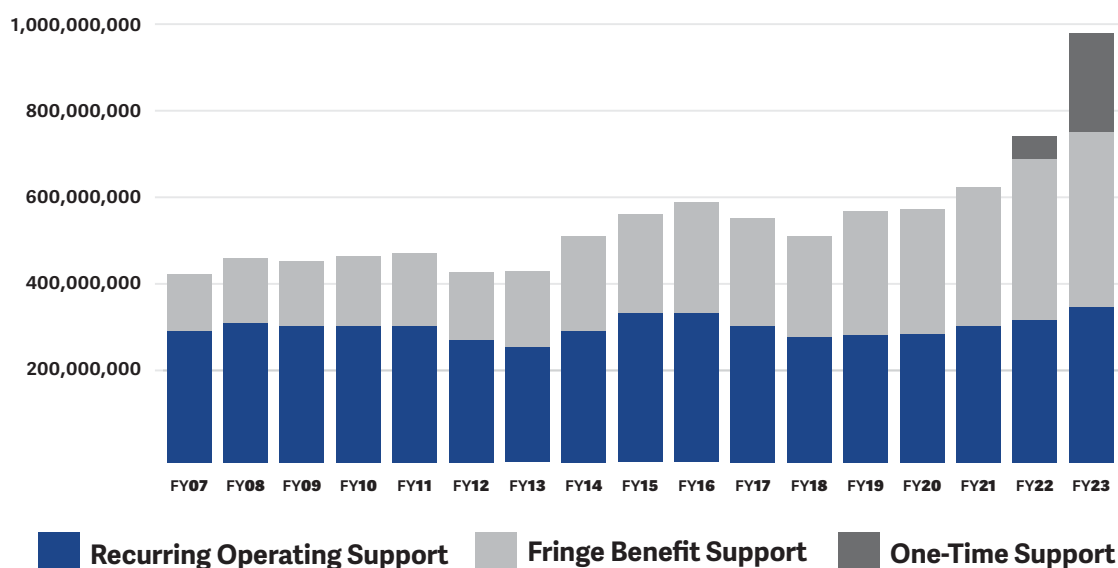
Increased Student Supports and Academic Innovation

The Challenge

While CSCU's block grants and additional state support have grown in recent years, the escalation in state employee fringe benefit costs have consumed almost the entirety of those increases. As depicted in the graph below, the level of state operating support for our institutions has remained largely flat even as appropriations have varied dating back to FY 2007.

While our operating support has been stagnant, we have experienced significant inflation – increasing approximately 44 percent since 2007, according to the Bureau of Labor Statistics. Since 2012, SEBAC wages for CSCU faculty and staff have increased 39.5 percent. In short, every dollar we have received since 2007 has been compressed by inflationary pressure. This has severely limited our ability to make needed investments in the services and programs that our students, faculty and staff require to succeed. This has also forced us to increase tuition, even if moderately, which has shifted the burden onto our students who often come from socio-economically challenged situations. Let us be clear, that this ongoing scenario only compounds equity disparity across our state and is a metastasizing concern.

State Assistance CSCU Total





The Challenge *(continued)*

The lack of funding available has immediate, tangible, real-world consequences, limiting our ability to produce as many in-demand degrees and credentials as our state's employers and community partners need to fill critical roles in health care, education, manufacturing, and other in-demand fields. Connecticut health

"Connecticut health care institutions need 3,000 new nurses each year."

care institutions need 3,000 new nurses each year. With our programs operating at capacity, CSCU currently graduates about 800 new nurses each year, while all other Connecticut higher education institutions graduate about 1,100 nurses combined, leaving the state with a significant

workforce shortage. In addition, there are substantial demands in other allied health fields that are not being filled by enough CSCU graduates today.

Likewise, school districts in Connecticut have a shortage of trained teachers made even more acute by the pandemic.

According to the State of the Connecticut Teacher Workforce report by Rockefeller Institute of Government, there has been a sharp decline in the number of students enrolling in and graduating from teacher education programs. The Connecticut State Universities graduated 297 undergraduates and 715 graduate students in education in 2021-2022 to help fill vacant positions in Connecticut schools.

"...school districts in Connecticut have a shortage of trained teachers made even more acute by the pandemic."

The Challenge *(continued)*

Finally, the Connecticut Business and Industry Association released a report in 2021 which shows that 88% of Connecticut manufacturers are having trouble finding and retaining skilled workers. About 6,000 people need to enter the manufacturing industry each year to keep up with the forecasted demand for the next 5 to 10 years. CSCU currently graduates less than 1,100 students from its various manufacturing programs.

"...88% of Connecticut manufacturers are having trouble finding and retaining skilled workers."

All of this is occurring within a trend of lower K-12 enrollment across the northeast combined with a post-pandemic drop in college attainment, with the greatest drop occurring within minoritized populations. More can be done to better connect

existing K-12 students with the colleges and universities in their area through programs like dual enrollment, automatic admissions, and direct admissions programs. However, we also need to be engaging and enrolling adults with stranded credits, the unemployed and underemployed, and those looking to retool their credentials or start a new career. These targeted outreach efforts take time and resources which are stretched thin by the state's flat operating support.



The Solution

To rein in future tuition increases while making critical investments in student supports and wrap-around services, and innovative and expanded academic programs, CSCU is proposing several increased and recurring investments in our block grants. The table below identifies the state appropriations CSCU received in FY23 and the proposed increases by line item for each year of the new biennium.

We are requesting continued investment at these levels through FY2030. **CSCU 2030** assumes continuation of current practices with respect to fringe benefits but could adjust to align with alternative fringe benefit models and assumes future SEBAC increases though not at current rates.

General Fund	FY23	FY 24	FY 25
Charter Oak State College	\$3,291,607	\$6,042,213	\$8,979,788
Community Tech College System	\$149,563,169	\$269,170,417	\$285,597,127
Connecticut State University	\$154,172,093	\$257,099,860	\$292,044,640
Board of Regents	\$408,341	\$408,341	\$408,341
Developmental Services	\$8,912,702	\$8,912,702	\$8,912,702
Outcomes-Based Funding Incentive	\$1,202,027	\$1,202,027	\$1,202,027
O'Neill Chair	\$315,000	\$315,000	\$315,000
Agency Total - General Fund	\$317,864,939	\$543,150,560	\$597,459,625

Additional Funds Available	FY23	FY 24	FY 25
Carryforward Funding	\$58,508,926	—	—
American Rescue Plan Act	\$178,600,000	—	—
PACT (funded in FY 23 with FY 21 Carryforward)	\$15,000,000	\$81,105,899	\$100,313,288
Agency Total - General Fund	\$569,973,865	\$624,256,459	\$697,772,913

SEBAC-related costs	\$179,875,536	\$148,053,670	\$180,673,615
---------------------	---------------	---------------	---------------

Notable CSCU 2030 Investments in Student Supports and Academic Innovation

PACT Expansion

The PACT program has been a great success both in increasing access to a community college education for nearly 12,000 PACT recipients, as well as stabilizing the enrollment at our colleges. Building on the success of this program, CSCU is proposing to expand the PACT program with a seven-year investment of \$386 million to support all Connecticut students entering CT



State Community College credential and degree programs. The expanded PACT program will also cover costs for transfer and returning students and include summer and online classes. Without a doubt, PACT works and expanding it to deliver on the promise of free college for all will allow us to serve even more students. With an estimated 20,000

Connecticut community college students discontinuing their education during the pandemic, this investment would provide a tremendous incentive for many of those students to return.

In addition, this funding will create **a new PACT+ program** targeted to students attending Connecticut State Universities and Charter Oak State College who are pursuing degrees in state workforce priority fields. PACT+ will allow more than 7,000 students per year to pursue their bachelors' degrees free of tuition and non-housing fee costs in areas of study aligned with the Governor's Workforce Council Strategic Plan such as nursing, allied health and education.

CSCU will earmark \$262 million of the CSCU 2030 dollars for PACT+. As a component of the PACT expansion, CSCU will improve transfer pathways between community colleges and state universities.

"PACT+ will allow more than 7,000 students per year to pursue their bachelors' degrees free of tuition and non-housing fee costs..."

Notable CSCU 2030 Investments in Student Supports and Academic Innovation (continued)

Student Supports and Wrap-Around Services

CSCU recognizes that our students have a host of work and family obligations in addition to managing their academic programs and often benefit from connections to additional campus and community-based supports such as academic tutoring and professional mentoring, and mental health, transportation, food and housing supports. Working with state agencies, community organizations, and independently where needed, we will provide much-needed services to students across all CSCU locations. CSCU will prioritize hiring and services for areas such as behavioral health, academic support and supplemental instruction and ensure off hours and virtual resources as needed. As a result, we will see improvements in time to degree, retention and graduation rates, and overall student success. **CSCU 2030** includes \$273 million for student supports.

"...we will see improvements in time to degree, retention and graduation rates, and overall student success."

Academic Expansion and Innovation

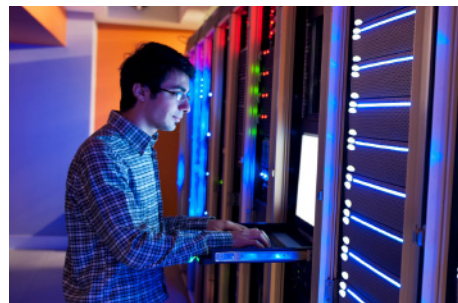
Connecticut is experiencing a persistent shortage of skilled employees in key industry areas. Another significant portion of this reinvestment will allow us to develop new, innovative, and expanded programs that area employers and community partners need. Unlike other higher education institutions, CSCU impacts students and companies in every community across the state and can specifically address workforce pipeline gaps in key areas.

These new investments will allow CSCU, the largest driver of workforce development for the state of Connecticut, to expand existing programs and develop new credentials valuable to industry and society. Industry recognized badges and certificates will allow us to develop infrastructure and deliver training that focuses acutely on current professionals and lifelong learners. New undergraduate and graduate level degrees will also match current and emerging industry demands for key skills and abilities as outlined by the [2020 Governor's Workforce Council report](#) and Office of Workforce Strategy identified critical shortage areas.

**Notable CSCU 2030 Investments
in Student Supports and Academic Innovation** (continued)**Academic Expansion and Innovation** (continued)

As part of the Board of Regents' strategic vision, as approved in December 2022, CSCU will ensure our certificate and degree programs contribute to the creation of knowledge and the economic growth of the state of Connecticut and prepare students for careers today and in the future. We will create and implement a master plan of undergraduate and graduate certificate and degree programs that ensure seamless transition from high school to higher education, attainment of twenty-first century technical, critical thinking, and interpersonal skills, and alignment with the state's economic and workforce development strategies.

CSCU will establish new and innovative undergraduate and graduate academic degree programs, as well as professional certifications, in both the liberal arts and sciences and technical/professional areas such as nursing education, informatics including health informatics, engineering, data science, computer science and information technology, digital media and storytelling, applied psychology, enterprise resource planning, and school psychology. Some programs will be developed as consortial degrees, with faculty from multiple campuses coming together to teach collaboratively in online degrees. These new online consortial degrees will provide increased opportunities for students from all corners of the state.



A New Comprehensive Multi-Year Capital Projects Program

The Challenge

The last multi-year capital projects program our institutions received was the roughly \$1 billion CSU 2020 program which began in FY09 and provided the last round of funding in FY21. This program originated before the creation of the CSCU system and provided \$950 million for the CSUs with one year of projects added for the community colleges in FY15, increasing the total scope to \$1.069 billion. However, since the 2011 creation of the CSCU system, there has yet to be a comprehensive, systemwide investment into our physical infrastructure. To put that investment into perspective, over the same time, the University of Connecticut received three multi-year capital projects programs (21st Century UConn, BioScience CT, and NextGenCT) totaling roughly \$3.3 billion.

CSCU has facilities across the state, accounting for the most property of all state agencies. While the CSU 2020 program helped build and renovate dozens of academic and student support spaces across the universities, with much needed tranches of funding for deferred maintenance, renovations, code compliance, infrastructure improvements, and equipment purchases, there are dozens of buildings across the CSUs that are showing their age and need renovations or replacement to adequately serve our students.

The need is particularly acute at the community colleges, where there has not been a comprehensive statewide capital program in decades. With the exception of the relatively new Gateway Community College campus, most of our community colleges are located in older, repurposed buildings. These range from almost 80-year-old former elementary and middle schools like Asnuntuck Community College in Enfield, to Capital Community College in Hartford which sits in a 100-year-old former department store last renovated 20 years ago. Likewise, buildings at Middlesex and Naugatuck Valley Community Colleges require significant upgrades.



The Solution

CSCU 2030 funds include multi-year commitments to maintain and reinvest in CSCU college and university campuses. This represents the first major capital investment program in the CSCU system since it was created and represents a rare opportunity to think systemically about how we plan, build, and renovate our physical space. Upgrading our infrastructure is key toward increasing campus training capacity for high-demand fields and increasing student cohorts.

The **CSCU 2030** capital project program includes \$2.1 billion in investments over seven years and across all CSCU campuses. These capital project funds will leverage upgrades to technology in our classrooms, collaborative spaces in our libraries, and equipment within laboratories across the system ensuring state-of-the art experiences for our students. Above all, these funds will be used to make our campuses safer, more accessible, and more sustainable.

CSCU 2030: Total 7-year Investments in Physical and Technological Facilities

\$ million	
Technology	273
Infrastructure Projects	365
Advanced Manufacturing	26
Green Energy / Conservation	20
Renovation / Replacement / New Construction	1,454
Seven-Year Total	2,138

The Solution *(continued)*

A key part of this plan includes critical investments to bring our learning environments up to the standards our students and faculty deserve. Investments will be made in technology that impacts all institutions as well as specific projects that support individual campuses. One such campus project is an updated facility for Capital Community College. The current campus for Capital is a historic building originally built as a department store which does not meet the needs for in-demand programs and does not provide the spaces our students need for learning. This investment will keep Capital in downtown Hartford while making sure key programs like nursing, already one of the largest programs in the state, can continue to grow and serve our students.

Another example of the kind of investments **CSCU 2030** will make in our key growth programs is the expanded Transportation Jobs Center at Gateway Community College. Currently Gateway's classes for programs in this area are split across multiple locations including their aging North Haven automotive center. An updated facility will create a single dedicated space that will train workforce-ready learners with advanced skills in automotive, aviation, and rail systems manufacturing and maintenance.


At the Connecticut State Universities, **CSCU 2030** will allow for much-needed renovations and improvements to academic and student support buildings such as Welte Hall at Central, the health and wellness center at Eastern, Morill Hall at Southern, and the Berkshire Hall Innovation Center at Western.





CSCU 2030

A GENERATIONAL INVESTMENT IN PUBLIC HIGHER EDUCATION

CSCU is at a critical point in its evolution and with the reinvestment called for in this plan, the system will be poised to innovate and grow. This funding supports our diverse and aspiring students, our talented faculty, staff and leadership and our important but aging infrastructure. We are determined to deliver on the state's commitment to a highly educated, talented and diverse workforce that supports thriving communities and productive businesses. An investment in CSCU is an investment in opportunity for all of Connecticut's citizens. An investment in CSCU is an investment in equity and closing achievement gaps. An investment in CSCU is an investment in every region of our great state, and the workforce of today and tomorrow. Only with the state's investment in CSCU will we make this possible. 



cscu