



Chancellor Terrence Cheng
Connecticut State Colleges & Universities
Before the Appropriations Subcommittee on
Higher Education
March 18, 2025

1. Could CSCU provide the Spring Year over Year enrollment increases for *all* schools?

As a whole, the CSUs have seen an increase of 6.6% in total student enrollment. Individual student enrollment increases at CSU institutions and CT State are as follows:

- Central Connecticut State University: 8.3%
- Eastern Connecticut State University: 6.8%
- Southern Connecticut State University: 3.1%
- Western Connecticut State University: 10.1%
- CT State Community College (12 campuses): 6%

Please see Supplemental Information, attached, with more detail.

2. Could CSCU provide, for all schools: (Please see Attachment 1 A & B)

- a. Total enrollment (provide breakout, per institution, by headcount)
- b. Total people served (Chancellor Cheng alluded to this. He said that there was the 66,000 enrolled, but then a different number – about 80,000 – that were served?)

3. Could CSCU provide: (Please see Attachment 3 A & B)

- a. (1) the most recent quarterly budget projection for end-of-year, and
- b. (2) projections for next fiscal year for each CSCU institution and the system office?

4. Could CSCU provide a detailed deficit mitigation plan that describes: (Please see Attachment 4)

- a. (1) each policy to be implemented;
- b. (2) the amount of funding associated with the policy; and
- c. (3) what specific populations could be impacted by each policy (i.e. – if you are cutting a program, how many people participate in the program? If you are cutting back on part-time staff, how many such staff are there?)

5. Could CSCU clarify how this year's enrollment increase factors into the FY 26 projection? **(Please see Attachment 5)**
6. What is the budget reserve of each institution, how much will reserves be used for the biennium budget, and how many days could each reserve last? **(Please see Attachment 6)**
7. Could CSCU describe the anticipated impact of the letter from the Federal government regarding DEI programs? How much funding is at stake? What is the funding that is at stake used for? What programs will have to be eliminated (in order to comply with the letter)?
- It is difficult to provide a precise description of the impact to the CSCU System institutions of the federal government's attempts to dismantle DEI programs. We are continuing to evaluate the impact to our federal funds of the various approaches of the federal agencies have taken to force change in the DEI space. The "Dear Colleague" letter as one example reiterates that institutions receiving federal funding must comply with TVI, TVII, and TIX. It specifically highlights unlawful or discriminatory DEI practices as enforcement priorities, i.e., job actions based on protected characteristics or actions and events that create a hostile environment. On July 31, 2024, CSCU adopted a system-wide anti-discrimination, harassment, and retaliation policy that is consistent with all federal and state civil rights laws. Under this policy, CSCU does not endorse or facilitate any unlawful discrimination, harassment, or retaliation. Our programs are compliant and therefore none have been eliminated.
 - Our institutions are in the process of evaluating our programs, activities and supported initiatives to ensure that they are inclusive, open and available to all individuals who support the goals, ideals, and work of our activities. That work is on-going across the CSCU system. We are continuing to follow Connecticut and federal law which has not changed during the past two months.
 - Our federal funding comes in 2 basic categories:
 - Direct Student Aid:
 - CSCU Total Federal Grant Aid: \$120,512,903
 - CSCU Federal Student Loans: \$133,520,000
 - Grants:
 - We do not have any grants that are DEI specific, although some grants may support particular aspects of our community and field of study (e.g. grant to support Latino Poetry).

- Those grants across the system are between \$10-15 million annually. Grant funding is usually for a specified period and each year some are completed, and others are newly awarded.

8. Could CSCU provide a copy of any letters that you sent out to the schools to the Appropriations Committee regarding federal changes? DEI, Title IX (talk specific numbers) (Please see Attachment 8)

9. Could CSCU provide the number of students that have received PACT awards each year since the program's implementation?

- a. Since its inception, the PACT program has served 54,096 de-duplicated students, expending \$91.8 million.

Award Year	Fall	Awards	Spring	Awards	Total Recipients	Total Awards
2020-21	3,460	\$ 3,439,388	2,551	\$ 2,631,414	3,911	\$ 6,070,802
- Minimum Grant	2,063	\$ 515,750	1,488	\$ 372,000	3,551	\$ 887,750
- Unpaid Portion	1,397	\$ 2,923,638	1,063	\$ 2,259,414	2,460	\$ 5,183,052
2021-22	5,304	\$ 5,351,719	4,263	\$ 4,700,382	5,958	\$ 10,052,101
- Minimum Grant	3,344	\$ 836,000	2,477	\$ 619,250	5,821	\$ 1,455,250
- Unpaid Portion	1,960	\$ 4,515,719	1,786	\$ 4,081,132	3,746	\$ 8,596,851
2022-23	10,393	\$ 9,247,532	8,392	\$ 7,799,200	11,120	\$ 17,046,732
- Minimum Grant	6,748	\$ 1,436,000	4,825	\$ 984,850	11,573	\$ 2,420,850
- Unpaid Portion	3,645	\$ 7,811,532	3,567	\$ 6,814,350	7,212	\$ 14,625,882
2023-24	11,649	\$ 12,066,148	10,103	\$ 10,937,490	12,970	\$ 23,003,638
- Minimum Grant	6,740	\$ 1,393,100	5,548	\$ 1,117,300	12,288	\$ 2,510,400
- Unpaid Portion	4,909	\$ 10,673,048	4,555	\$ 9,820,190	9,464	\$ 20,493,238
2024-25	16,603	\$ 18,605,973	15,514	\$ 16,646,627	19,732	\$ 35,252,600
- Minimum Grant	10,201	\$ 3,951,100	9,684	\$ 3,728,600	19,885	\$ 7,679,700
- Unpaid Portion	6,402	\$ 14,654,873	5,830	\$ 12,918,027	12,232	\$ 27,572,900
2024-25 (Anticipated)	0	\$ -	455	\$ 417,848	405	\$ 417,848
- Min (Anticipated)			335	\$ 130,700	335	\$ 130,700
- Unpaid (Anticipated)			120	\$ 287,148	120	\$ 287,148

10. What is the estimated cost of the national search for CT State campus presidents? How will the applicants be evaluated?

- a. Applicants will undergo a comprehensive evaluation, beginning with an initial screening and vetting conducted by our national search firm. From there, a search committee comprising 15 CT State employees, representing various campuses and disciplines, along with a student representative, will review candidates to determine finalists. To ensure inclusivity and representation of our local campus identities, we will also engage campus advisory committees throughout the process. Once finalists are selected, they will visit each campus to meet with students, faculty, and staff, providing an opportunity for

community engagement. Feedback from these visits will be presented to the college president, who will make the final determination.

- b. CT State engaged with RH Perry to provide executive search services for seven campus presidents, under the authority of CGS 10a-151b(n), piggybacking the Pennsylvania State System of Higher Education's contract. Costs for the executive search firm are contingent on the compensation for the Campus Presidents and the actual travel costs for candidates. The costs are estimated to range from \$416,674 - \$503,341.

Position	Rate	Salary Minimum	Salary Midpoint	Minimum Search Cost	Maximum Search Cost
Campus President #1	0.30	165,083	206,353	49,525	61,906
Campus President #2	0.30	165,083	206,353	49,525	61,906
Campus President #3	0.30	165,083	206,353	49,525	61,906
Campus President #4	0.30	165,083	206,353	49,525	61,906
Campus President #5	0.30	165,083	206,353	49,525	61,906
Campus President #6	0.30	165,083	206,353	49,525	61,906
Campus President #7	0.30	165,083	206,353	49,525	61,906
Search Cost				346,674	433,341
Advertising/ Travel				70,000	70,000
GRAND TOTAL				416,674	503,341

**11. Chancellor Cheng mentioned \$100 million in expenditure reductions since FY19
Could CSCU show how that \$100 million in reductions has been achieved?**

(Please see Attachment 11)

12. What language changes would CSCU need for non-credit certification students to receive PACT?

- a. The definitions under 10a-174 for qualifying students, full-time student, semester, and part-time student would need to change. Most importantly, non-credit students are not eligible federal Pell Aid.

13. Could CSCU provide information on students who were in the PACT program who have graduated – how many have attained employment and what kind of work have they been able to attain?

- 3,950 PACT recipients have graduated
 - i. Note that most PACT/Handley students have not had time to graduate, so you can't simply divide the total recipients number by the total grads number to generate a graduation rate. PACT students who started between Fa20 and Sp22 graduated in three years at a rate of 3-5 points better than their non-PACT peers.

- ii. We cannot match PACT/Handley data to the P20 WIN employment data because it is de-identified. We will include PACT/Handley as an indicator in future submissions to CTDOL through P20 WIN.

14. What is the estimated cost of expanding the PACT program to people who are pursuing certificates (not degrees)?

- a. Expanding PACT to certain Allied Health, Manufacturing and Information Technology non-credit certificates would cost an estimated \$8.5 million. **Please see Appendix A below** for an explanation of the programs and labor market analysis on future earnings for graduates.

15. Could CSCU provide the student-faculty ratio across the system over the last five years? (Please see Attachment 15)

16. How much of the total CSCU budget (as a dollar amount and %) is for the Board of Regents versus the institutions? (Please see Attachment 16)

17. Could CSCU provide cost associated with the search and provide analysis on that cost versus the savings of going from 12 leaders to 7 at CT State?

- a. Please see responses to questions 22a-g.

18. Supply a complete organizational chart of both CSCU and CT State. (Please see Attachments 18; the CT State Organizational Chart can be accessed here:

<https://ctstate.edu/organizational-charts?highlight=WylvcmcuMylslm9yZ2FuaXphdGlvbilsIm9yZ2FuaXphdGlvbidzliwib3JnYW5pemF0aW9ucylslm9yZ2FuaXphdGlvblx1MjAxZCIsIm9yZ2FuaXplliwib3JnYW5pemVklwiwib3JnYW5pemVzliwib3JnYW5zIl0=>

19. How many first generation and multilingual learners are there at each CSCU institution? (Please see Attachment 19)

20. Provide details about the expansion of food pantries, career service centers, how our system will maintain these critical student services moving forward.

- a. CT State provides food pantries and career services and has worked through the course of the year to ensure more consistent approaches across the campus. Please see the attachments supplied for this question (20) to see by campus and satellite location the hours of operation for student support services including pantries and career services.
- b. CT State provides convenient, judgment-free food pantry locations on each campus where students, faculty and staff may come and "shop" for free. Our food pantries are located at each of our 12 main campuses, and include non-perishable food, while many pantries also include fresh fruit and vegetables, refrigerated and frozen items, toiletries, menstrual products, and more.

- c. CT State continues to enhance Career Services options on the campuses during FY 25. As part of the midyear reallocation of resources and the resolution to restore student-facing services, additional resources were provided to expand career services:
 - i. Restore full-time career services position at Middlesex impacted by deficit mitigation;
 - ii. Use grant funds at Capital to provide a full-time career services position;
 - iii. Establish a full-time career services position at Three Rivers; and
 - iv. Provide part-time resources for FY 25 to Asnuntuck, Northwestern and Tunxis where there are no career services staff.
- d. For more details on career services impacts in these plans please see:
 - i. **Attachment 20: Executive Summary Plan-to-Restore-Student-Facing-Services.pdf**
 - ii. **Attachment 20: Restore Services Functional -Areas-of-Operation-by-Campus-Satellite.pdf**

21. What are your policies regarding P-card use? (Please see Attachment 21)

- Publicly Available at: <https://www.ct.edu/files/pdfs/3.10-P-Card-Policy.pdf>

22. CT State reorganization savings:

- a. CT State recently announced a leadership reorganization, President Maduko indicated the anticipated savings would be around \$1M. CSCU was asked to provide the committee with a breakdown of these savings, please make sure that your breakdown includes the following in that request:
 - Total cost of the contract with the search firm;
 - total current cost of salary and fringe for existing CEOs/Presidents of the campuses;
 - total anticipated cost of salary and fringe for the new Campus Presidents;
 - what length of time it will take to realize any potential savings;
 - any changes in support staff anticipated and salary/fringe impact to accommodate this restructuring;
 - any incidental costs associated with this restructuring; and
 - a breakdown of any new benefits provided to the new Campus President, not currently offered to CEOs including vehicle reimbursement, housing support, moving expenses, etc.

Search Firm Costs:

CT State engaged with RH Perry to provide executive search services for seven campus presidents, under the authority of CGS 10a-151b(n), piggybacking the Pennsylvania State System of Higher Education's contract. Costs for the executive search firm are contingent on the compensation for the Campus Presidents and the actual travel costs for candidates. The costs are estimated to range from \$416,674 - \$503,341.

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Current CEO/ President Salaries:

Below is a summary of the current compensation for the twelve campus leaders.

Current Campus Leadership Costs		
Count	Salary	Subtotal
1	243,304	243,304
1	205,615	205,615
1	214,985	214,985
9	192,539	1,732,851
Personnel Total		2,396,755
Fringe Benefits		563,237
GRAND TOTAL		2,959,992

Costs of new campus president model:

The hiring rate for the seven campus presidents is assumed to be at the midpoint of the Executive 2 salary range which is \$206,989, and results in an annual cost of \$1,783,922.

Scenario #1- Future Campus Leadership Costs: Assumes Executive 2 Hiring Rate at the Midpoint of the Range		
Count	Salary	Subtotal
7	206,353	1,444,471
Personnel Total		1,444,471
Fringe Benefits		339,451
GRAND TOTAL		1,783,922

Time to Realize Savings:

It is anticipated that after transitional costs for the executive search firm, potential accrued leave payout balances, and potential work during notice periods is finalized the annual savings will be approximately \$1,176,071 which is the difference between the current costs and the future costs assuming a hiring rate at the midpoint of the range.

Anticipated Savings	
Current PS & FB Costs	2,959,992
Scenario #1	1,783,922
Projected Savings	1,176,071

Support Staff Impacts:

There are no changes to the support staff reporting to the current campus CEOs and Presidents. Staff will report to the future campus presidents.

Incidental Costs:

CT State anticipates a cost of \$2,000 for advertising of the seven campus presidents as follows:

- Broad Advertising
 - **Chronicle of Higher Education:**
Online: \$435 [60-day online only]

- **Inside Higher Ed:**
 - \$349 [60-day online posting]
 - **Higher Ed Jobs:**
 - \$370 [60-day online posting]
- Two-Year Institution Advertising
 - **American Association of Community Colleges:** \$310 [90-day online posting]
 - **Association for Career and Technical Education:** \$149 [30-day online posting]
 - **Community College Jobs:** \$345 [60-day online posting]
- Diversity, Equity & Inclusion Advertising
 - Combo Deal:
 - **Journal of Blacks in Higher Education & Women in Academia Report:** \$399 [60-day online posting]
 - **Hispanic Outlook:** \$395 [60-day online posting]

Additional Benefits:

If CT State hires a campus president who is not from the area a maximum, one-time relocation stipend of \$20,000 will be provided to each president, which is consistent with previous relocation reimbursements. Additionally, campus presidents will receive either mileage reimbursement or use of a state fleet vehicle for business related travel. It is important to note, campus presidents cannot take a fleet vehicle home and must park it on campus overnight and cannot use it for the daily commute to work.

See Appendix B for mileage/travel detail for CT State President Maduko.

Appendix A to Question 14

Expanding PACT to certain Allied Health, Manufacturing and Information Technology non-credit certificates would cost an estimated \$8.5 million.

Please see Attachment A for an explanation of the programs and labor market analysis on future earnings for graduates.

Costs of Expanding PACT for Non-Credit Programs					
Area of Study	Program	Course Number	FY 26 Cost	total number of seats annually	Anticipated Costs
Allied Health	Certified Nurse Aide (CNA)	NURS 0500	\$ 1,799	660 students	\$ 1,187,340
Allied Health	Central Sterile Processing Technician	CSPT 0500	\$ 1,800	315 students	\$ 567,000
Allied Health	Phlebotomy Technician	PHLB 0500	\$ 2,249	450 students	\$ 1,012,050
Allied Health	Pharmacy Technician	PHRM 0500	\$ 1,800	660 students	\$ 1,188,000
Manufacturing	Structural SMAW/STICK Certificate (Basic)	MFG 0114	\$ 2,800	30 students	\$ 84,000
Manufacturing	Structural SMAW Stick Certificate (Advanced)	MFG 0116	\$ 3,300	30 students	\$ 99,000
Manufacturing	Welding GMAW/MIG Certificate (Basic)	MFG 0112	\$ 2,100	30 students	\$ 63,000
Manufacturing	Welding GMAW/MIG Certificate (Advanced)	MFG 0115	\$ 2,500	30 students	\$ 75,000
Manufacturing	Welding GTAW/TIG (Basic)	MFG 0128	\$ 2,100	30 students	\$ 63,000
Manufacturing	Welding GTAW/TIG (Advanced)	MFG 0113	\$ 2,500	30 students	\$ 75,000
Manufacturing	CNC Manufacturing 1	MFG 0106	\$ 2,100	30 students	\$ 63,000
Manufacturing	CNC Manufacturing 2	MFG 0107	\$ 1,999	30 students	\$ 59,970
Manufacturing	CNC Manufacturing 3	MFG 0108	\$ 1,999	30 students	\$ 59,970
Manufacturing	Optical Fabrication & Metrology	MFG 0537	TBD	TBD	\$ 40,000
IT Support Certificate - 5 course program					
Information Technology	CompTIA A+ Certification	CST 0505	\$ 1,300	300 students	\$ 390,000
Information Technology	CompTIA Network+ Certification	CST 0506	\$ 1,200		\$ 360,000
Information Technology	AWS Cloud Foundations	CST 0600	\$ 550		\$ 165,000
Information Technology	Microsoft Office Specialist	CSA 0500	\$ 660		\$ 198,000
Information Technology	AWS Cloud Foundation Certification	CST 0600	\$ 550		\$ 165,000
Web Developer Certificate -5 course					
Information Technology	Web Designer	CST 5000	\$ 630	200 students	\$ 126,000
Information Technology	Google Data Analytics	CST0509	\$ 1,350		\$ 270,000
Information Technology	Google UX Design	CST 0508	\$ 1,350		\$ 270,000
Information Technology	JAVA	CSA 0136	\$ 600		\$ 120,000
Information Technology	PHP/MySQL	CST 0507	\$ 399		\$ 79,800
Cyber Security and Information Technology Certificate- 7 course program					
Information Technology	CompTIA A+ Certification	CST 0505	\$ 1,300	200 students	\$ 260,000
Information Technology	Fundamentals of Linux	CST 0119	\$ 549		\$ 109,800
Information Technology	Python Basics	CSA 0133	\$ 549		\$ 109,800
Information Technology	CompTIA Network+ Certification	CST 0506	\$ 1,200		\$ 240,000
Information Technology	CompTIA Security+ Certification	CYS 0502	\$ 1,200		\$ 240,000
Information Technology	Business Continuity Disaster Recovery	CST 0510	\$ 130		\$ 26,000
Information Technology	Ethical Hacking	CYS 0500	\$ 550		\$ 110,000
Network and Cloud Maintenance Certificate- 4 course program					
Information Technology	AWS Cloud Foundation Certification	CST 0600	\$ 550	200 students	\$ 110,000
Information Technology	AWS Cloud Architecture Certification	CST 0700	\$ 1,000		\$ 200,000
Information Technology	AWS Cloud Operations Certification	CST 0701	\$ 1,000		\$ 200,000
Information Technology	AWS Cloud Developer Certification	CST 0702	\$ 1,000		\$ 200,000
GRAND TOTAL					\$ 8,585,730

Appendix B to Question 22: President Maduko’s travel across the state – see mileage logs attachment detailing where he has traveled. **(Attachment B President Maduko Mileage Reports.pdf)**