

Students First Overview

March 26, 2019

CSCU

*Connecticut State
Colleges & Universities*

Significant Challenges

Lagging Student Success

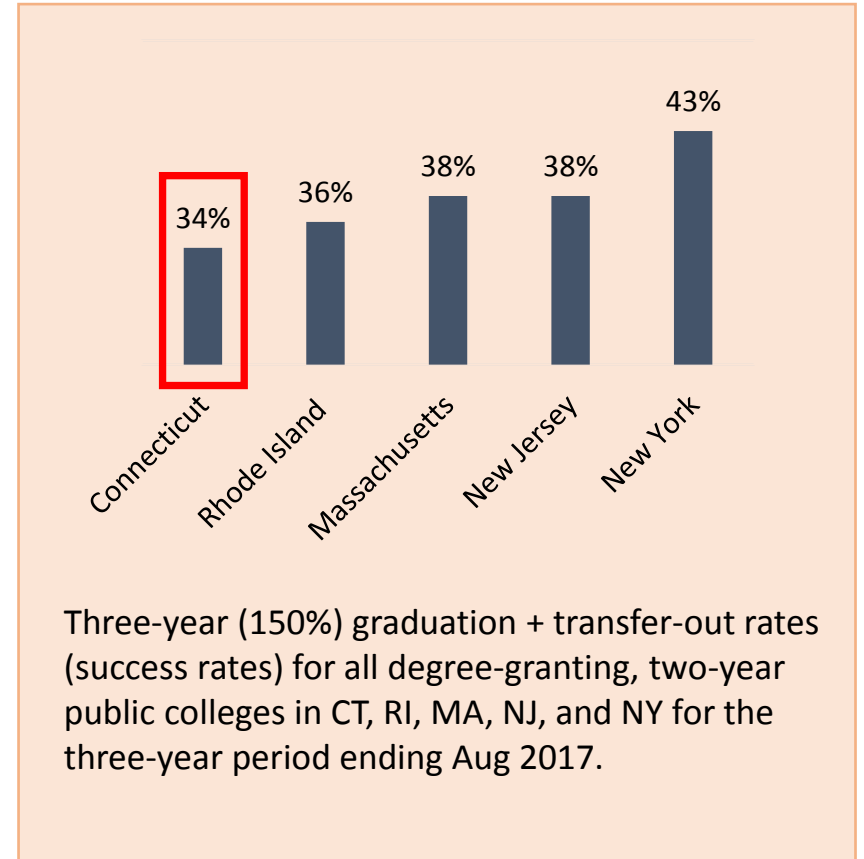
9 out of 12 colleges' graduation rates are of concern to NECHE

Declining Enrollment

Down 7% since 2010, projected additional 8% down in the next decade

Fiscal Sustainability

Financial stability for 10 of 12 colleges are of concern to NECHE



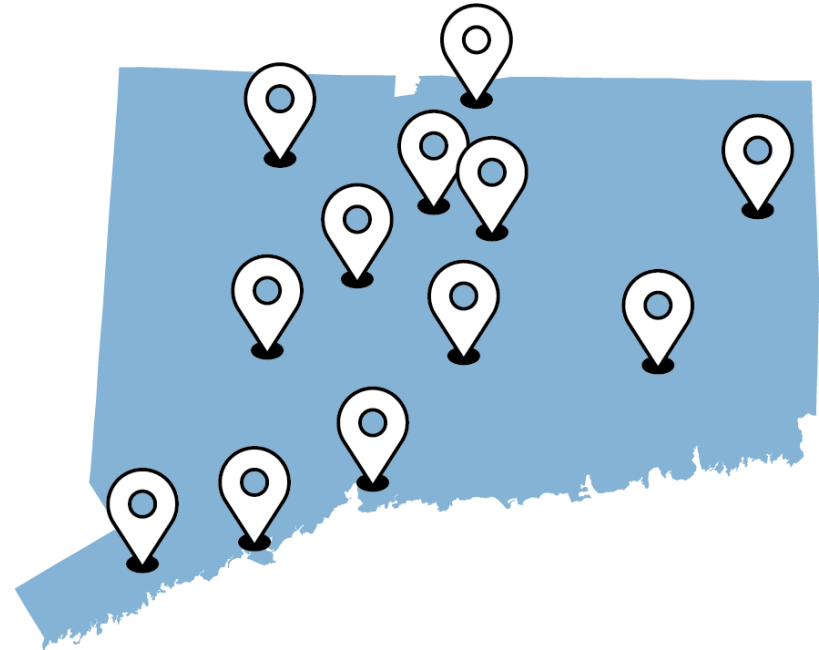
Advantages of Consolidation

- **A single NECHE accredited community college with 12 campuses** will remove barriers to student success through
 - adoption of best practices at scale and across campuses,
 - prioritizing student-facing services amid fiscal constraints by focusing resources on students success needs,
 - mitigating upward pressure on tuition,
 - streamlining administrative tasks, and
 - aligning common procedures.
- **A single NECHE accredited community college with 12 campuses** will provide geographic access to all programs across the campuses

Single Community College Mission

The Community College of Connecticut provides access to academically rigorous and innovative education and training focused on student success.

The College supports excellence in teaching and learning, makes data-informed decisions, promotes equity, advances positive change for the students, communities, and industries it serves, and awards associate degrees and certificates.





The Student Experience

Student Mobility: Attending Multiple Colleges

25%



25% of community college graduates in the system attended more than one community college

12 Colleges, 12 Processes

Connecticut Community Colleges currently have:

Separate admissions

Separate placement testing

Separate financial aid procedures

Separate registration procedures

Separate student transcripts for the same student

Connecticut Community Colleges currently have:

Differing degree offerings

Differing course offerings

Differing prerequisites

Differing general education requirements

Differing transfer procedures

Differing advising requirements, models and procedures

Example I: Two Courses + Two Colleges = Too Complicated

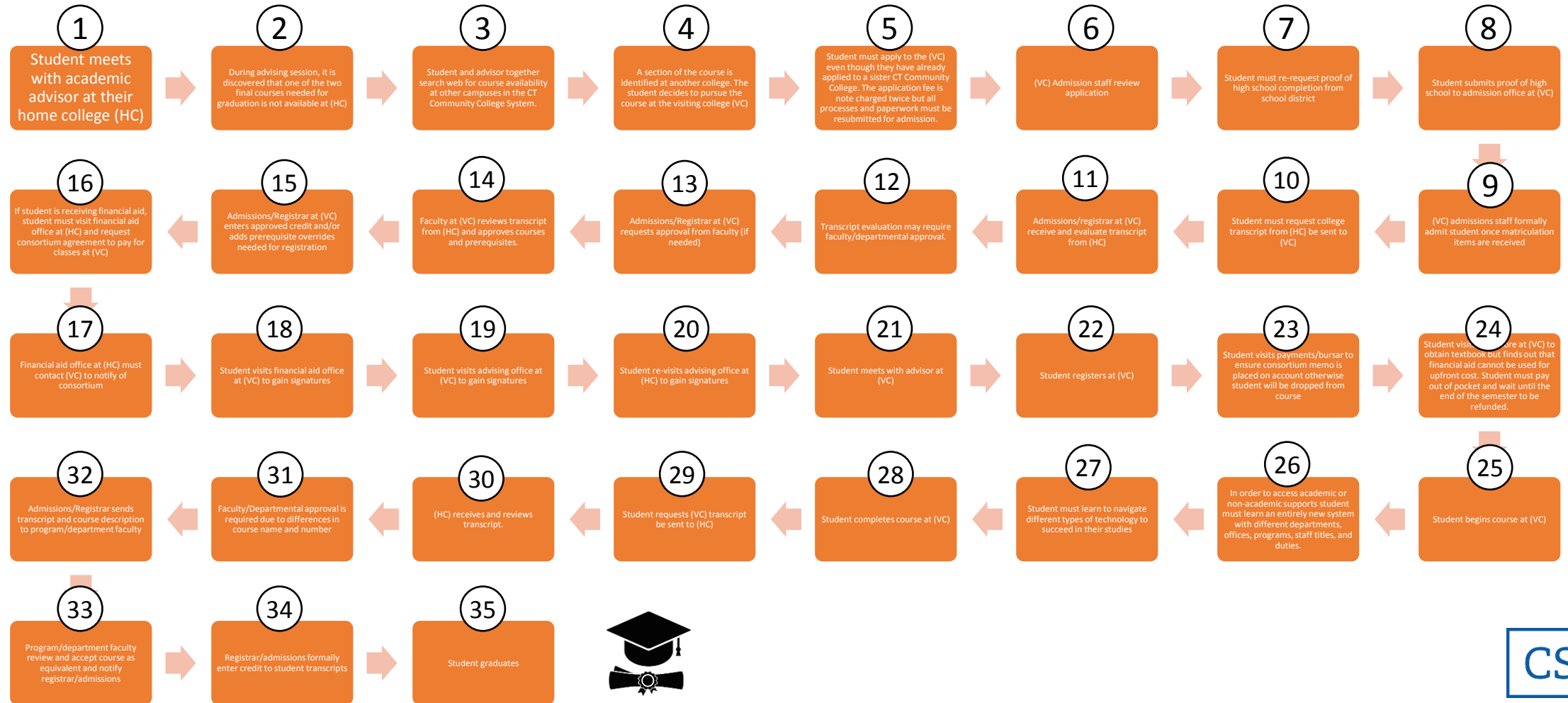
Gateway student needs two classes to graduate



What does it take to complete?

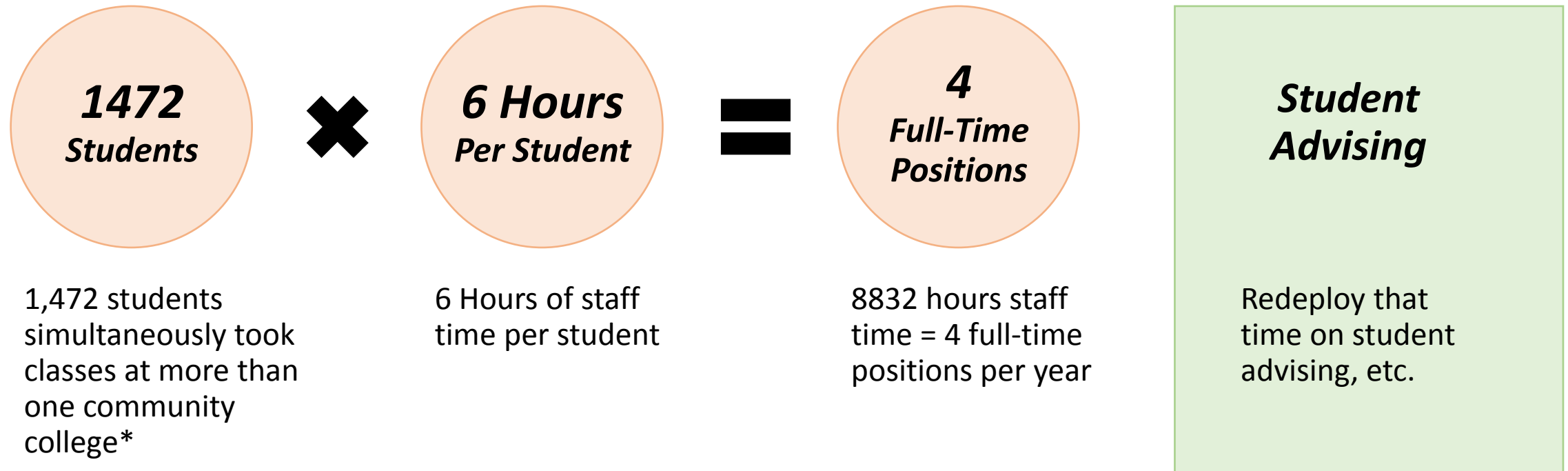
Example I: 35 Steps

Current process with 12 colleges:



Example I: Resources for 35 Steps

Resources Required for Current Process



1,472 students simultaneously took classes at more than one community college*

6 Hours of staff time per student

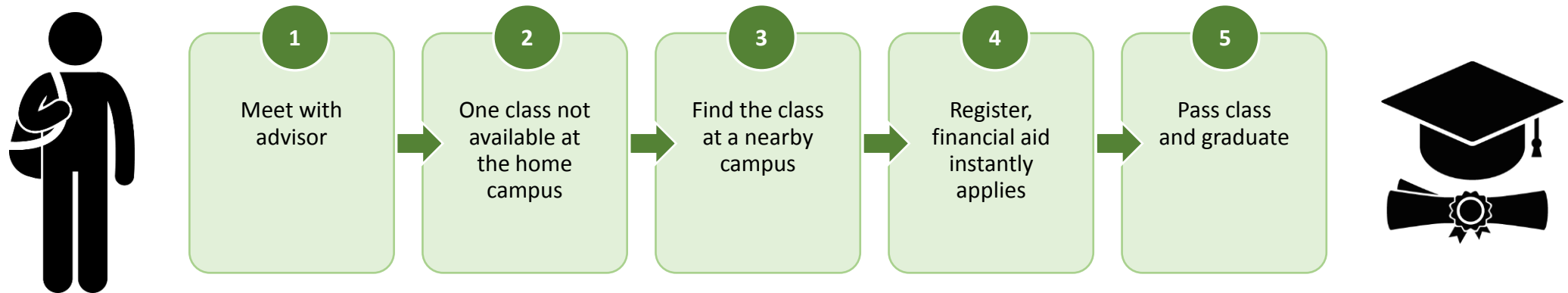
8832 hours staff time = 4 full-time positions per year

Redeploy that time on student advising, etc.

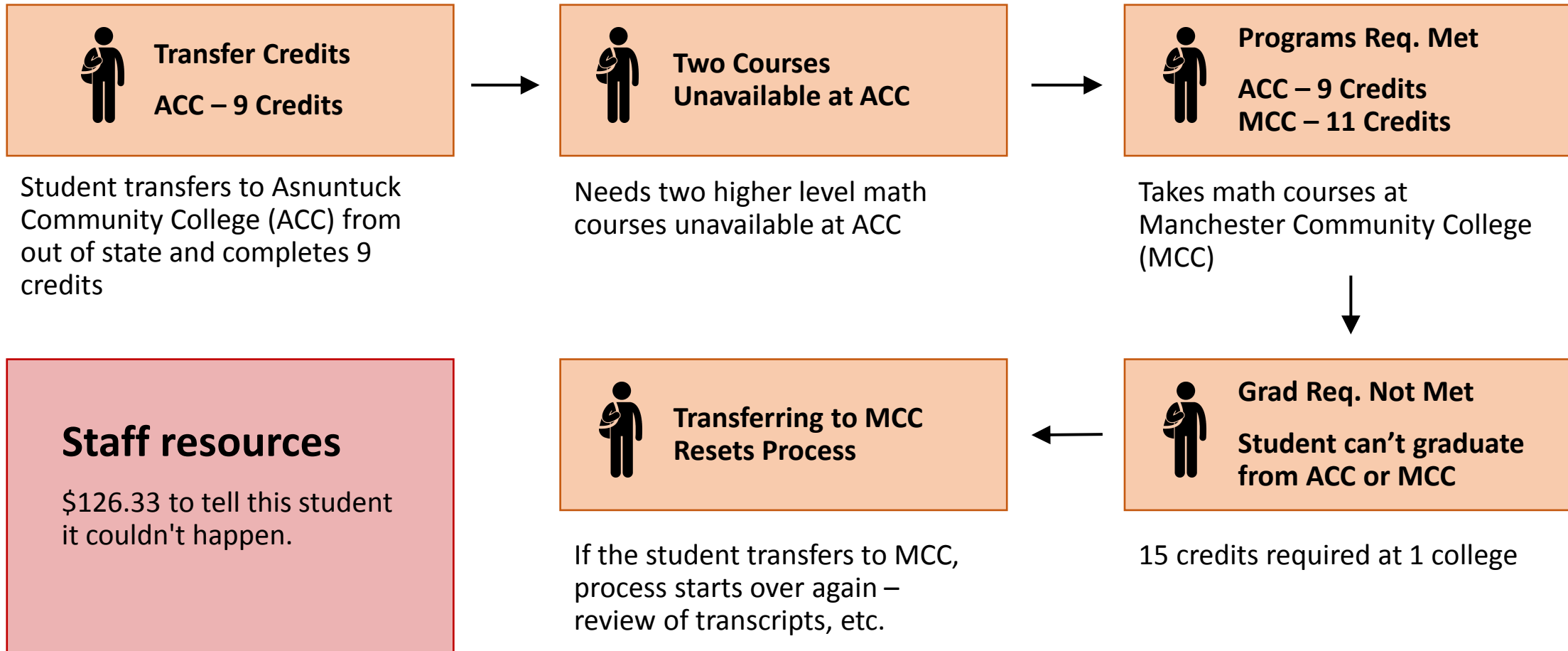
*2016/2017 academic year

Example I: 5 Steps

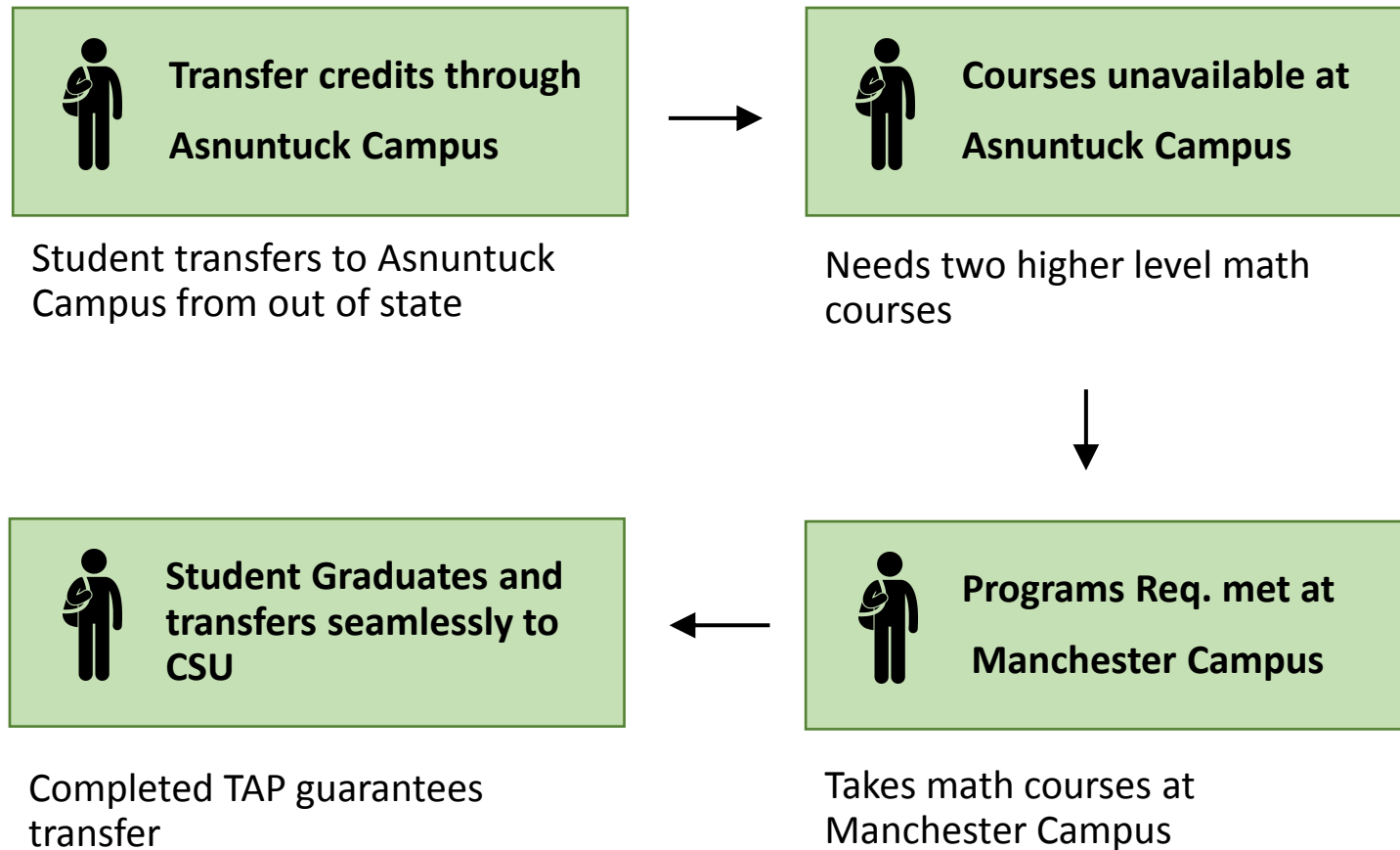
The process at one college:



Example II: 12 Colleges



Example II: Single College





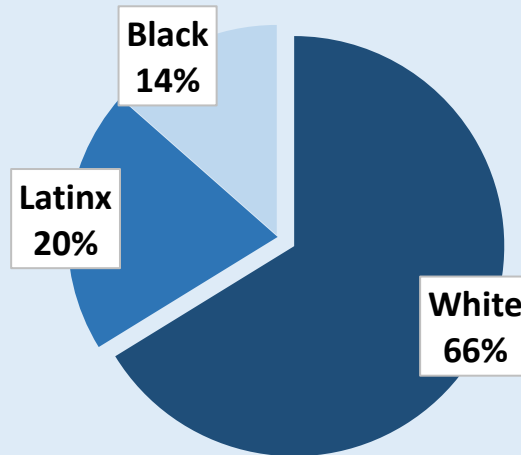
Equity

CSCU Community Colleges & State Attainment

70%
by 2025

*Connecticut State
Attainment Goal: 70%
by 2025*

CSCU Credential Attainment (2013-18)

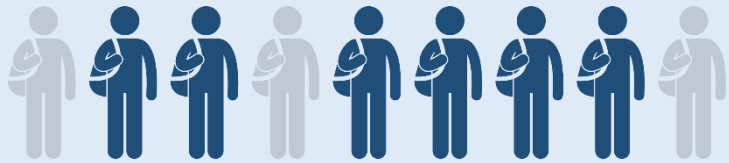


**2983
More**

*If we had equity,
**2983 more community
college credentials**
would have been
awarded to Latinx and
Black students 2013-18.*

CSCU Community Colleges & State Attainment

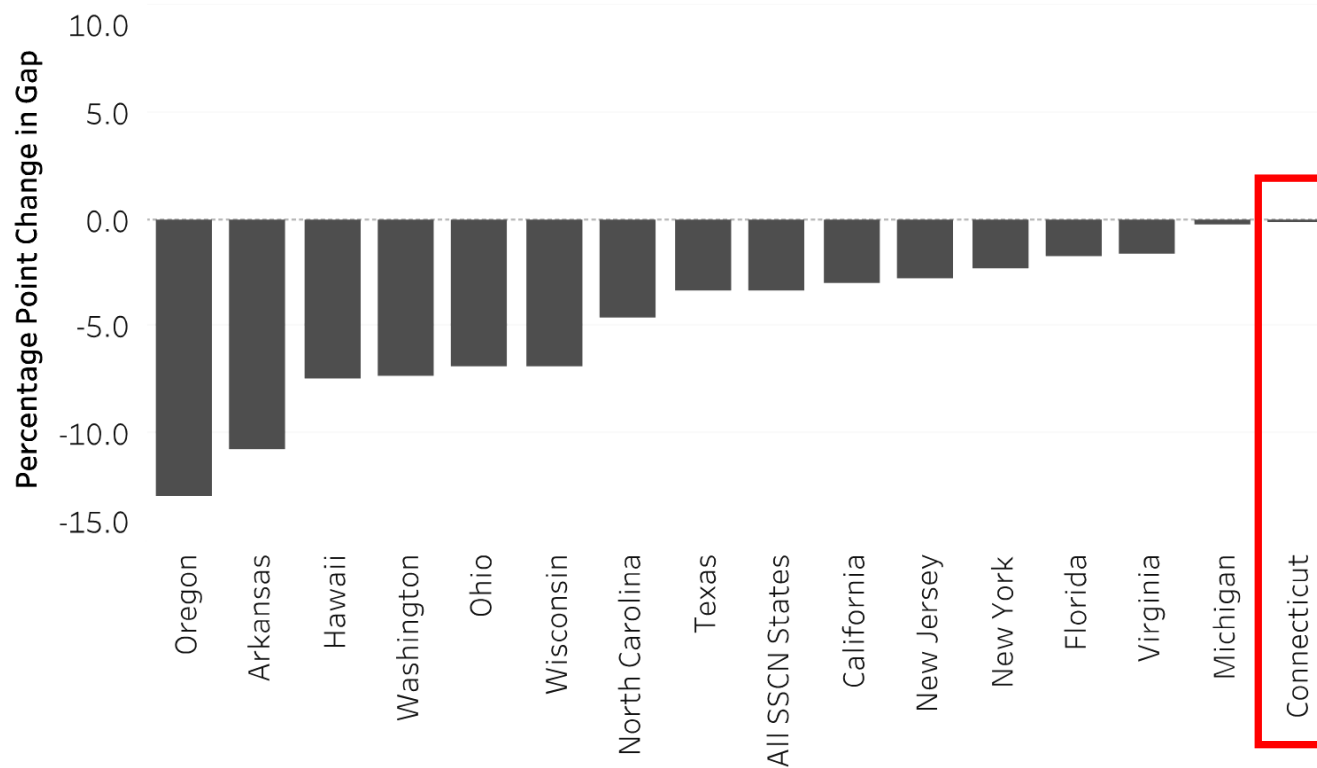
2 *out of* 3



Connecticut community colleges
enroll 2/3 of the state's
minoritized undergraduates

CSCU Community Colleges & State Attainment

Percentage Point Change in Equity Gap (2012-16)

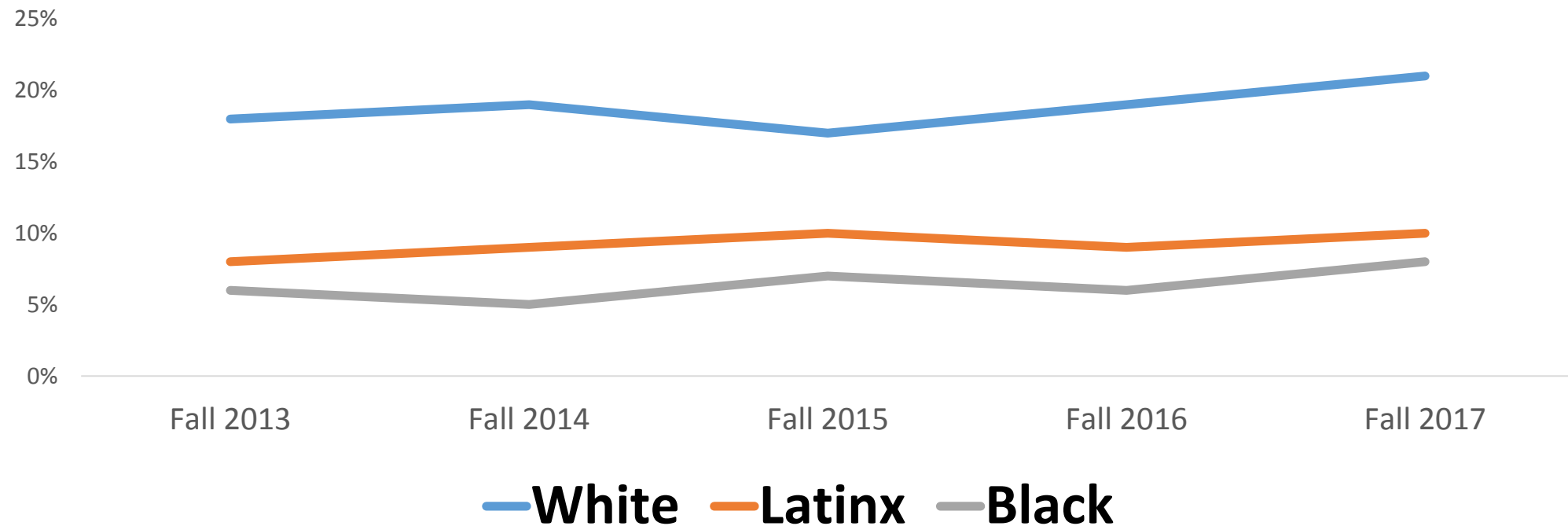


Community colleges were built for access.

We must evolve to ensure equity in retention and completion.

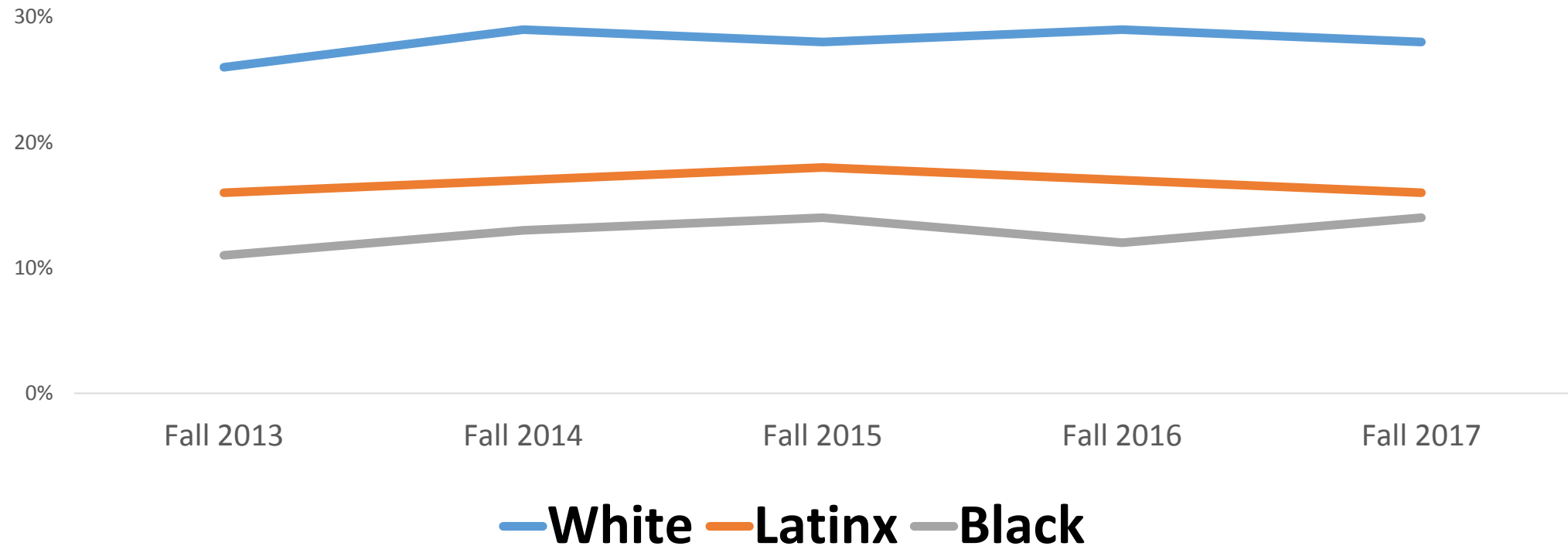
CSCU Community Colleges & State Attainment

Percentage of students who earn 24 or more college-level credits in year one, disaggregated



CSCU Community Colleges & State Attainment

**Percentage of students who passed college-level math
and college-level English in year one, disaggregated**



CSCU Community Colleges & State Attainment

Closing the Attainment Gap

The states that have closed the attainment gap for minoritized students have adopted and are practicing guided pathways at scale statewide.

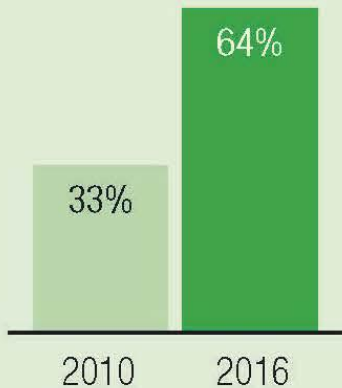
CSCU Community Colleges & State Attainment

PATHWAYS RESULTS

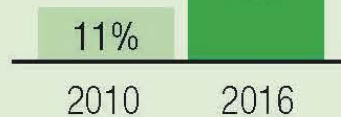
Alamo Colleges: Dramatic Gains in College Credits and Course Completions

Students Are Earning More Credits

Percentage of fall FTEIC students who earned 6+ credits in their 1st term

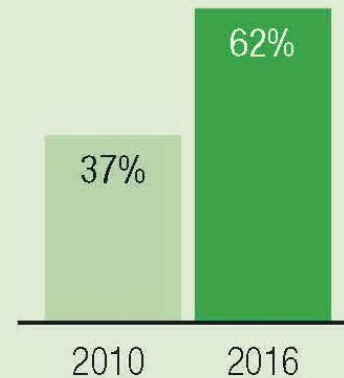


Percentage of fall FTEIC students who earned 24+ credits in year 1

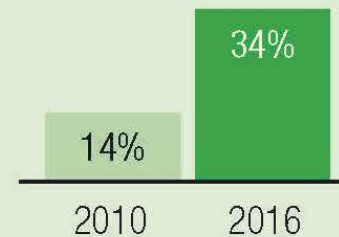


Students Are Completing More College-Level Courses

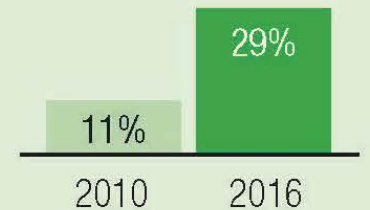
Percentage of fall FTEIC students who completed college English in year 1



Percentage of fall FTEIC students who completed college math in year 1



Percentage of fall FTEIC students who completed both college math and English in year 1



FTEIC: First time ever in college

Source: Alamo Colleges and Community College Research Center, 2018

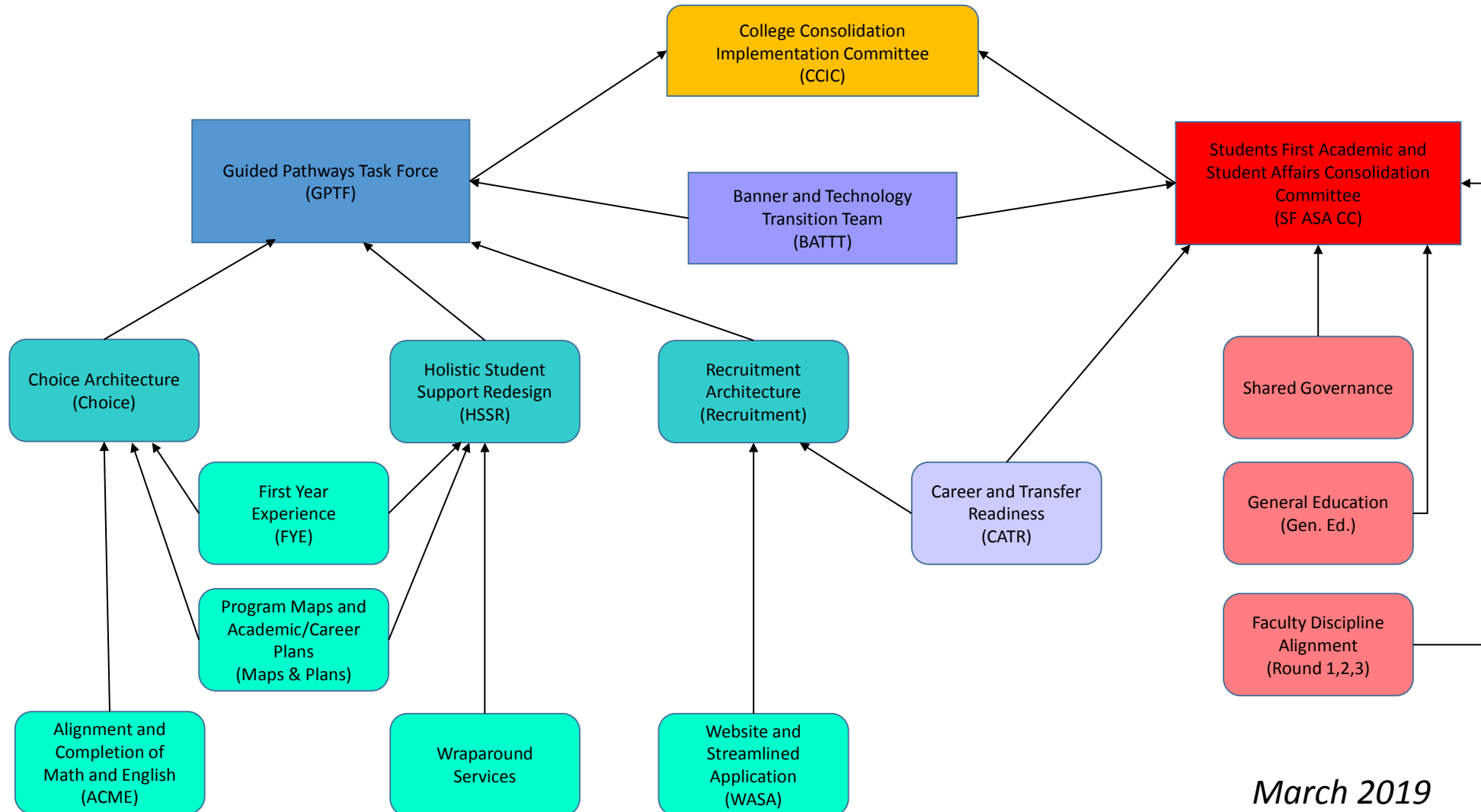
A blue-tinted photograph of a large number of graduation caps (mortarboards) scattered across a grassy field. In the foreground, the backs of several graduates wearing their caps are visible. The overall mood is one of achievement and progress.

Progress

Who Is Doing This Work?

Over **400** faculty, staff, administrators, and students serve on a variety of workgroups comprising a mix of elected, representative, volunteer, and appointed members.

Students First Working Group Structure



March 2019

Workgroups Being Formed

- Community Connections Group
- Academic and Student Affairs Policy Group
- Outcomes Assessment Group
- Concurrent Enrollment Group
- Career and Transfer Readiness Group
- Specialized Program Accreditation Group

Our Partners



Overall Staffing and Financial Impact of Students First

- Connecticut's Community Colleges:
 - 5,961 employees, including 1,947 full-time and 4,014 part-time
 - 784 full-time faculty
 - 1,564 non-teaching FTEs
 - Over half of these (815) work in academic or student affairs.
- Student-facing positions, including faculty, academic affairs, and student affairs, WILL NOT be reduced as part of Students First.
- In fact, CSCU's proposal to OPM for FY 2020 requested \$13M for 144 additional advisors and \$22M for 200 additional full time faculty

Overall Staffing and Financial Impact of Students First

- There are 750 employees currently working in administrative functions.
- Students First will reduce this administrative staff by 171, approximately 23%.
- ***The reduction in administrative staff comes in four main areas:
Executive Leadership, Finance and Administrative Services, HR/Payroll, and IT***
- Workforce reductions range from 6 to 27 on individual campuses.

Overall Impact of Students First on Community College Non-Teaching Staff				
	Current	Proposed	Net Staff Reduction	Estimated Savings
Full Implementation of Students First				
Administrative staff	749	576	173	
Academic and Student Affairs staff	815	817	-2	
Total, Full Implementation of Students First	1564	1393	171	\$ 20,747,173
Without One College under Students First				
Administrative staff	749	696	53	
Academic and Student Affairs staff	815	817	-2	
Total, Without One College under Students First	1564	1513	51	\$ 7,969,016

Note: Total saving are reduced from prior estimates of \$23M to approximately \$21M due to attrition savings already experienced between 2017 and 2018.

Executive Leadership Staffing and Financial Impact of Students First

- Replace College Presidents with Campus CEOs when there is attrition
- Combine Deans of Academic Affairs and Deans of Student Affairs into 1 position on small and mid-size campuses
- Create centralized Institutional Research capacity with dedicated campus staffing
- Provide centralized enrollment management leadership
- Provide centralized marketing and communications with dedicated campus staffing

Impact of Students First on Executive Leadership Staffing					
	Current	Proposed	Net Staff Reduction	Estimated Savings	
Full Implementation of Students First					
Executive Leadership Staffing		1063	1045	18 \$	839,556
Without One College under Students First					
Executive Leadership Staffing		1063	1062	1 \$	(149,812)

Note: Without One College under Students First, savings do not include consolidation of Institutional Research or staffing reductions in campus presidents' offices, but do include marketing, and regional presidents. Savings would only be gained through attrition. Figures reflect total headcount, including full and part-time staff.

Finance and Administration Staffing and Financial Impact of Students First

- Replace Deans of Administration with Associate Deans of Campus Operations (ADCOs). Reduce support staff.
- Reduce facilities staffing to industry standard levels and centralize management of capital projects
- Regional budget staff will support ADCOs
- Expand central office role in day-to-day financial operations, including accounts payable, purchasing, accounting, financial reporting, etc.

Impact of Students First on Finance and Administrative Staffing					
		Current	Proposed	Net Staff Reduction	Estimated Savings
Full Implementation of Students First					
Finance and Administrative Staffing			331	218	113 \$ 12,850,973
Without One College under Students First					
Finance and Administrative Staffing			331	321	10 \$ 1,062,183

Note: Without One College under Students First, savings do not include consolidation of finance staff, but does include reductions in facilities, replacement of Deans of Administration, and hiring of regional budget staff.

Human Resources and Payroll Staffing and Financial Impact of Students First

- Centrally provide HR capacity with continued campus staffing to handle day to day issues
- Eliminate college payroll departments, relying on central payroll administration.

Impact of Students First on HR/Payroll Staffing					
	Current	Proposed	Net Staff Reduction	Estimated Savings	
Full Implementation of Students First					
HR/ Payroll Staffing		59	46	13 \$	3,055,834
Without One College under Students First					
HR/ Payroll Staffing		59	46	13 \$	3,055,834

Note: HR and Payroll consolidation can occur without creating One College under Students First

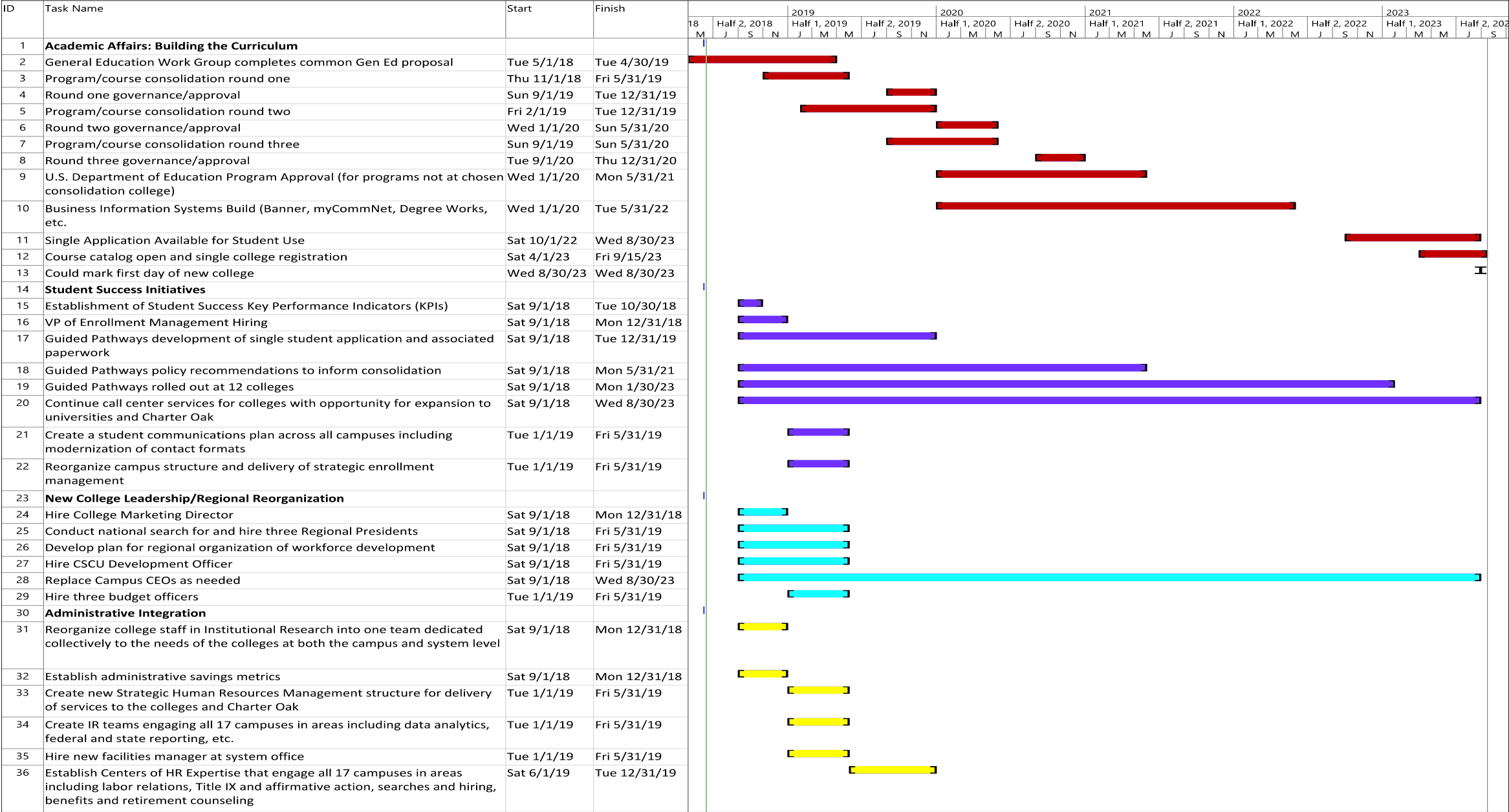
Information Technology Staffing and Financial Impact of Students First

- Centrally provide IT strategic leadership with campus staffing to handle day to day issues

Impact of Students First on Information Technology Staffing				
	Current	Proposed	Net Staff Reduction	Estimated Savings
Full Implementation of Students First				
Information Technology Staffing		112	85	27 \$ 4,000,812
Without One College under Students First				
Information Technology Staffing		112	85	27 \$ 4,000,812

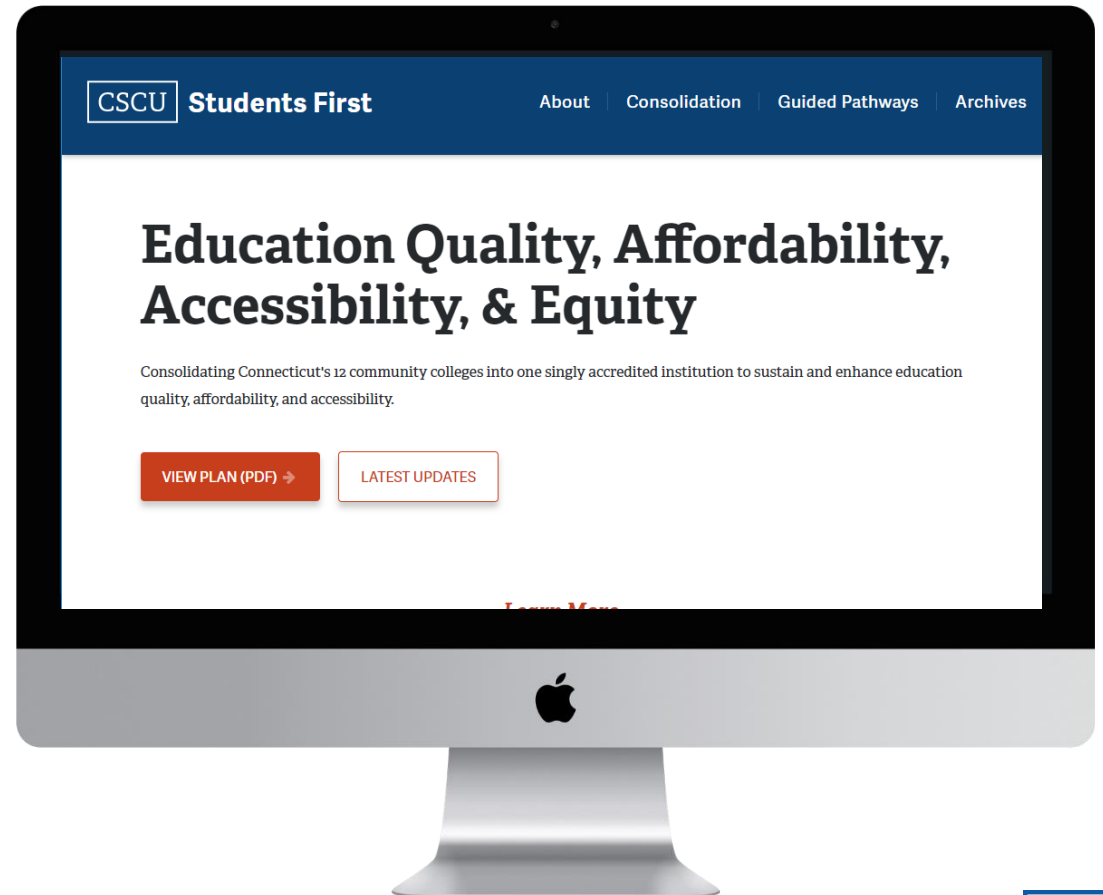
Note: IT consolidation can occur without creating One College under Students First

CSCU Students First Timeline
6/13/18



Website

www.ct.edu/sf



CSCU