

CSCU Board of Regents

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, December 19, 2024

Conducted at CT State Manchester and Virtually

Meeting will stream live at: <https://youtube.com/live/rUFcS8rJKxo?feature=share>

NOTE: If any member of the public is unable to attend the meeting in real-time due to a lack of physical location or electronic equipment, they may request assistance by email to Pamela.Heleen@ct.edu at least 24 hours before the meeting.

OPPORTUNITY TO ADDRESS THE BOARD THIS MONTH:

- Written comments will be accepted concerning any matters. They will become part of the permanent record of the meeting. Written comments must be received via email to Pamela.Heleen@ct.edu at least 24 hours in advance of the meeting. All emails received will be compiled, shared with the Board members, and posted on the CSCU website in advance of the meeting, as well as attached to the meeting minutes. Please provide your name, affiliation (public, faculty, staff, student) and, if applicable, college or university affiliation. Anonymous emails will not be posted or shared.
- The Board encourages public comment on matters that appear on this agenda. Requests to provide in-person comments (including virtual appearances) must be received at least 24 hours in advance of the meeting by emailing the Secretary to the Board at Pamela.Heleen@ct.edu. Each speaker must specify the subject of their comments. A confirmation email with instructions to access the meeting will be forwarded the day before the meeting. In fairness to all who wish to address the Board, each speaker must abide by a three-minute time limit. At the end of each speaker's allotted time, the speaker will be asked to yield to the next speaker.
- Presenters will be prioritized based on the agenda of the meeting. First, the Regents will hear comments on action items before them; students will speak first, followed by the public, faculty, and staff. If time remains within the 30 minutes allocated to public comment, general presentations will be heard first from students followed by the public, faculty, and staff. Supplemental information may be provided in written form for distribution to the Regents. Again, should time not be sufficient to accommodate all speakers, written submissions are encouraged.

1. Call to Order and Welcome, Roll Call, Declaration of Quorum

2. Adoption of Agenda

3. Report from CSCU Chancellor Terrence Cheng

4. Comments from Chair Marty Guay

5. Report from Student Advisory Committee – Student Regents Luis Sanchez and Shian Earlington

6. Report from Special Task Force on Online Education – Regent Ted Yang

7. Public Comment

8. Approval of Previous Meeting Minutes

- October 24, 2024 - Regular Meeting.....Page 1
- November 21, 2024 – Special Meeting.....Page 42

9. Consent Agenda

- a. Academic ItemsPage 70
 - i. New Programs
 - 1. COSC – MS – Curriculum and Instruction
 - 2. COSC – BS – Data Analytics
 - 3. COSC – BS - Marketing

- ii. Modifications.....Page 79
 - 1. CCSU – MS - Student Development in Higher Education – Name Change
 - 2. CT State – AA – General Studies - Modifications of courses, program outcomes and program descriptions
 - 3. COSC – MS – Health Informatics – Name Change
 - 4. COSC – BS/MS– Healthcare Administration – Name Change

- iii. Discontinuations.....Page 88
 - 1. COSC – Certificate – Clinical Documentation Improvement
 - 2. COSC – UG Certificate – Health Insurance Customer Service
 - 3. COSC – UG Certificate – Leadership in Health Care Administration

b. 2025 BOR Calendar of Meetings.....Page 94

c. Extension of Deadline for Submission of Five Year Sustainability Plan.....Page 95

10. Academic & Student Affairs Committee – Ira Bloom, Chair

December Meeting: <https://www.youtube.com/live/ve3HjhMKFK0>

Report. Action Items

a. New Program – WCSU – BS – Atmospheric and Climate Sciences.....Page 96

11. Audit Committee – Elease Wright, Chair

No report. No action items.

12. Finance & Infrastructure Committee – Richard J. Balducci, Chair

December Regular Meeting: <https://www.youtube.com/live/RhHo-IEt26k>

Action Item

a. FY26 Tuition and FeesPage 99

13. Governance & Nomination Committee – Juanita James, Chair

No report. No action items.

14. Human Resources & Administration Committee – Sophia Jappinen, Chair

Report. No action items.

15. Technology Committee – Ted Yang, Committee Chair

No report. No action items.

16. Executive Session Anticipated

17. Adjourn

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF REGULAR MEETING
THURSDAY, OCTOBER 24, 2024 – 10:00 a.m.
CONDUCTED IN PERSON AND VIRTUALLY
LIVESTREAMED ON <https://www.youtube.com/live/BLy9foBBBPs>**

REGENTS – PARTICIPATING (Y = yes / N = no)	
Marty Guay, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y (arrived at 10:10)
Shian Earlington, Student Regent	Y
Juanita James	Y(arrived at 10:10)
Sophia Jappinen	Y
Richard Porth	Y
Luis Sanchez, Student Regent	Y(virtual at 10:24)
Ari Santiago	Y
Erin Stewart	Y
Elease E. Wright	Y
Ted Yang	Y
*Brendan Cunningham, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Dante Bartolomeo, Labor Commissioner	N
*Dr. Manisha Juthani, Public Health Commissioner	N
*Daniel O’Keefe, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	Y(arrived at 10:31)
*Kelli-Marie Vallieres, Chief Workforce Officer	N
*Charlene Casamento, OPM Undersecretary	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Terrence Cheng, CSCU Chancellor
 Jessica Paquette, Vice Chancellor for System Affairs & Chief of Staff
 Danny Aniello, Special Asst to the Chancellor, Executive Director for System Project Management
 Dr. Lloyd Blanchard, CSCU Interim Vice President for Administration and Chief Financial Officer
 Adam Joseph, Vice Chancellor of External Affairs
 Vita Litvin, Interim General Counsel
 Lori Lamb, Interim Assistant Vice Chancellor for Human Resources and Labor Relations
 Dr. Tamara O’Day Stevens, Interim AVP, Enrollment Management and Student Success
 Lesley Mara, AVP, Systemwide Initiatives and Sponsored Programs
 Dr. Manohar Singh, Interim President, Western CT State University
 Ed Klonoski, President, Charter Oak State College
 Dr. Dwayne Smith, Interim President, Southern CT State University
 Dr. Zulma Toro, President, Central CT State University
 Dr. Karim Ismaili, Incoming President, Eastern CT State University
 Dr. John Maduko, President, CT State Community College

Pam Heleen, Secretary of the Board of Regents

ADDITIONAL GUESTS:

Dr. Terry MacTaggart, Association of Governing Boards

1. CALL TO ORDER

Chair Guay called the meeting to order at 10:04 a.m. Following roll call, a quorum was declared. It was also noted that three letters were received and were shared with the Board in advance of the meeting.

2. ADOPTION OF AGENDA

Chair Guay called for a motion to adopt the meeting agenda; on a motion by Regent Balducci, seconded by Regent Stewart, the Agenda was unanimously adopted.

3. CHAIR GUAY’S WELCOME

- Chair Guay welcomed everyone to the meeting and thanked Interim President Manohar Singh and the staff at Western Connecticut State University for their hospitality. President Singh made a welcome statement.

4. PUBLIC COMMENT (00:05:43)

Attachment A includes written testimony received prior to the beginning of this Board meeting.

STUDENTS	FACULTY/PUBLIC
Sorreea Gagnebin WCSU – SGA President	Senator Julie Kushner
Gretchen Bunovsky	Representative Patrick Callahan WCSU Alum
	Roberto Alves Mayor of Danbury
	Manoj Misra President WCSU-AAUP Chapter
	Ray Lubus WCSU Alumni Association President
	AnnMarie Puleo WCSU – Director, The University Advisement Center
	John O’Connor Faculty - CCSU
	Melissa Stephens WCSU Enrollment Management and Financial Aid
	Louise Williams CSU-AAUP President; CCSU History Professor
	Jeffrey Schlicht WCSU University Senate President
	Cynthia Stretch SCSU Faculty
	Mercedes DeMasi WCSU – AAUP Business Manager
	Victor Demasi Proud Father of 2 WCSU alumnae
	Rebecca Woodward Director of Information Technology & Media Services

	Julie Perrelli Interim Dean of Student Affairs
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5. CHANCELLOR CHENG'S REMARKS (00:52:25)

- Chancellor Cheng welcomed new Student Regents – Luis Sanchez and Shian Earlington – who were recently elected chair and Vice Chair of the Student Advisory Committee.
- The Chancellor thanked WestConn for their hospitality in hosting this month’s Board meeting. He also thanked the speakers during Public Comment for taking time out of their day, especially the students. He noted that he was recently invited to speak to WestConn’s Student Government. The wonderful team at WestConn is a testament to positivity and the passion that everyone brings every day.
- US News & World Report has rated CCSU, ECSU, and SCSU in the top 25 public universities in the North. Forbes Advisor rated Charter Oak State College (1 out of 10) as the best option for earning an online Bachelor of Social Work degree. The personal finance website, WalletHub ranked WCSU and ECSU among Connecticut’s top 10 colleges and universities for student selectivity, cost and financing, and career outcomes. CT State placed third among community colleges in the country for that ranking.
- President Toro and the team at CCSU recently opened the Applied Innovation Hub, similar to the facilities at Harvard and MIT. ECSU and CT State are being featured on Amazon Prime’s show, The College Tour.
- SCSU Professor Peter Latchman from the Department of Health and Movement Sciences has received international recognition for his COVID-19 recovery research. The Chancellor stressed that this demonstrates that you don’t have to be an R1 university to do impactful research. WCSU is working with the Waterbury Promise as they have been and will strengthen that relationship.
- CT State has just received the 2024 Higher Education Excellence in Diversity Award from Insight Into Diversity magazine. This national honor recognizes colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.
- Budget Update – The Chancellor noted that he understands the frustration throughout the System and added that the Regents will be considering the Biennium Request during this meeting that has been put forward conditional to OPM. The budget prepares for the loss of all one-time funding - \$156 million coming from predominantly the loss of ARPA funds. Revenues and enrollments at each institution are up a bit. There is still a lot of work to do to balance the budget. We are projecting balanced budgets for CCSU, CT State, and Charter Oak. The biennium request is related to ECSU, SCSU, and WCSU, totaling \$23 million for FY26 and \$21 million for FY2027. Chancellor Cheng stressed that we do not see this as the investment and growth plan for the System. It is baseline funding, balancing the budget. He also noted that we are about to enter a long legislative session. Even though it is not reflected in the biennium request being put forward today, the Chancellor assured the members that many conversations with state leaders will occur during the session around investment, vision, and potentially strengthening the System.
- An unexpected financial outcome was recognized at CT State Community College. Originally for FY 2025, a budget deficit of about \$33.5 million was projected. The results actually reflected an unanticipated surplus of \$72 million. CT State, with the assistance of the System Office, will be very transparent about what is found as they “unpack” this gap. The surplus and reserves will be used to mitigate any challenges that CT State has.

- Search updates:
 - CSCU Chief Compliance Officer – search is nearing completion
 - President of WCSU – search process has begun; the leadership profile is being finalized
 - CSCU General Counsel – anticipate an announcement shortly
 - CSCU Chief Financial Officer – meetings with finalists are upcoming
- Update on Special Task Force on Online Learning – Regent Yang – (01:04:42)
 - The Task Force has met to develop a plan to develop an expansion plan for Charter Oak State College and recommendations to manage the opportunities there. Right now, the task force is moving from the fact-finding/discovery phase to synthesis and possible proposal writing. The proposals would then be circulated to many of the members present (Regents and leadership) in time for a full report around Thanksgiving.
- Update on Special Healthcare Task Force from President Maduko (01:06:08)
 - President Maduko reported that the Task Force had their kickoff meeting the week of October 21st. Membership represented experts and professionals across the spectrum of health care; he especially noted the contributions of CCSU Provost Kim Kostelis and SCSU Dean Sandra Bulmer who are co-leading the academic portfolio workgroup.
 - The plan is to have a report, recommendations, and plan ready for the November 21 Special BOR meeting.
 - The Task Force is working with Social Impact Partners to reverse-engineer some of the elements of the reporting and analysis to eliminate duplication.
- Update on Restoration of Student Services at CT State (01:08:14)
 - President Maduko reported that they are doing everything possible to collaborate across campuses to work with governance bodies and administration to put forth a Student Restoration plan with details and associated costs in preparation for next month’s Special BOR meeting.
 - The week of October 21, CFO Kerry Kelley met with the Finance Committee of the College Senate to share the compiled list of requests from the campuses and preliminary approvals from President Maduko’s office. President Maduko also added that there will be time to reconsider the requests that were not approved via this first resolution. The full CT State College Senate will meet on October 25.
- Update from Workforce Group (01:09:44)
 - AVP Lesley Mara reported on systemwide workforce development and talent cultivation. It was determined that it might make more sense to do a brief survey of CSCU institutions to get baseline data and then work with the Office of Workforce Strategy and SIP to build on the efforts already underway.
 - A meeting of the group was held during the week of October 21 to present draft survey questions. Baseline data collection is not intended to be burdensome and will be sent to the Presidents. SIP has agreed to approach the institutions to keep the engagement going.
- Update from President Toro, Senior Advisor to the Chancellor (01:14:20)
 - ACT Framework – The Presidents have developed a draft of 9 goals – 3 goals for each pillar. The draft has been based on the common themes from each institution’s strategic plan. President Toro assured everyone that the liberal arts will be well represented in the goals. President Toro noted that the draft will be sent to the institution Presidents so that it can

proceed through the governance structures at each of the campuses. The final product will come from faculty, staff, and students. The key performance indicators will emerge from this work.

- The Presidents' Council is reviewing the charge of two potential councils – an Enrollment Management Council and a Student Success Council. The goal of the councils would be to have a systemwide strategy in such a way that we can contribute more and more to student success. Another benefit of these councils would be to share best practices among the institutions. A final version of the charge for each council should be available by the end of October.
- Chancellor Cheng added the higher education continues to be a target nationally and politically. He thanked the Board who has been at the table through good times and bad, Chair Guay and Vice Chair James for stepping up to be the leaders of the Board, and all committee chairs and Regents. The Board's work at a high level through policy development and supporting CSCU leaders and management who are responsible for making decisions and getting the work done on the ground is instrumental. The Chancellor noted that we are deconstructing what hasn't worked in the past so we can reconstruct the system and institutions that our students, faculty, and staff deserve. Connecticut cannot be successful in its goals if CSCU is not successful.
 - The Chancellor has had meetings with union leaders through mid-October and was asked if the system is willing to work with them on getting more investment for CSCU. The Chancellor responded in the affirmative.

6. BOR CHAIR GUAY'S REMARKS (01:25:27)

- Chair Guay commented on poor coordination:
 - He referenced the recent Finance Committee meetings, citing the spirited discussion centered around having more time to evaluate and assess plans. What was found in the process was a misalignment on deadlines. He added that the Board is committed to being more engaged and responsible, not just business as usual. Chair Guay has asked CFO Blanchard to respond with a new calendar aligning all activities, considering all the proper oversight and input.
 - He also cited an article that was released on the morning of October 24 concerning CT State's overspending. He shared that he was informed of the story before it was published and immediately assessed the issue with the Chancellor and his team. He found that the spending was in conformance, yet the System needs to be fiscally austere. Discussions occurred about decisions to defer or cancel spending and the need to set an example. The second item was concerning a car allowance benefit; when the State negotiated the contract with the Chancellor, they gave a benefit that was out-of-standard. Ensuring approval of HR leaders and outside counsel, Chair Guay took action to bring the benefit (not a contractual change) back into standard which was cost neutral. Chancellor Cheng stated that he will continue to follow the guidance of Chair Guay and the Board.

7. UPDATE FROM WESTERN CONNECTICUT STATE UNIVERSITY (01:31:43)

Attachment B includes the complete PowerPoint presentation from Interim President Singh and Interim Provost Hegedus.

- Regent Porth thanked Dr. Singh and Dr. Hegedus for the presentation and stated that he liked their recognition that accreditation and regulation are not the same. He also appreciated that they shared the inclusive process that the institution went through. He asked if there was any indication from NECHE about how WestConn’s progress was being received and what the prospects for approval are for next year. Dr. Hegedus responded that NECHE is supportive and has offered to help; he is in contact with them regularly to gather their feedback. If progress continues, there is every expectation that there will be no further probation.
- Regent James appreciated the interconnectedness of all the activities and that they needed to be relentless in the commitment to communication among constituent groups.
- Student Regent Sanchez asked about the hiring of the Chief DEI Officer and Director of Inclusion and Belonging and developing a DEI Master Plan and how these hires will impact student outcomes in the short and long term. Dr. Singh stated that the need for the hires came from discussions in November 2023. The first goal is to make sure the academic excellence and opportunity are equitable. Student Regent Sanchez followed up by asking what actions will be taken to immediately impact the students. Dr. Singh cited one example of an increase in financial support. Tutoring services is another target area for student impact.
- Regent Bloom asked about the form of the response to NECHE, perhaps a mini self-study. He also asked if there was a university-wide committee working on the final submission. Dr. Hegedus responded that the final submission will be a narrative and progress report. NECHE wants to see the document structured specifically by each of the seven concerns. Groups have been identified to assist in the drafting of the progress reports. The Provost’s Office will ultimately be responsible for finalizing the report. The narrative will provide context for the entirety of the report.
- Ex Officio Casamento noted that there is a lack of specificity in the presentation. She is encouraged by the ongoing work and hopes that behind the scenes there is a detailed plan.

Professor Brendan Cunningham commented that he was pleased that the Board accommodated so many speakers in the Public Comment section of the meeting. He also noted that he was pleased with the transparency demonstrated by the agreement to release the draft NCHEMS report. He added that the spending of reserves is a good development for the strength of CSCU. He asked who from the Governor’s Office or OPM will be apologizing to colleagues at ECSU stemming from a postcard signing event in support of an elected official. (2:09:49)

8. **APPROVAL OF PREVIOUS MEETING MINUTES** (2:12:51)

– **September 26, 2024 Meeting Minutes**

On a motion by Regent Balducci and seconded by Regent James, the September 26, 2024 Regular Meeting minutes were unanimously approved.

9. **CONSENT AGENDA** (2:13:12)

On a motion by Regent Balducci, seconded by Regent Yang, the Consent Agenda was unanimously adopted.

RESOLUTIONS APPROVED ON CONSENT

a. Academic Programs – Endowed Chair Appointment

- i. WHEREAS, Central Connecticut State University is seeking to fill the Governor William A. O'Neill Endowed Chair in Public Policy and Practical Politics; and
WHEREAS, This endowed chair is to be filled by a person with a distinguished record of recognition in the fields of public policy and politics; and
WHEREAS, Mr. Rosenberg has had a professional career in public and private service spanning the last fifteen years. He is a product of the CSCU System, having graduated from Southern Connecticut State University with a master's degree in political science. Additionally, a University of Connecticut law school graduate, Mr. Rosenberg currently serves as Chief of Staff and General Counsel in the Secretary of State's office. Previously, he served as Communications Director and General Counsel; and
WHEREAS, Mr. Rosenberg has worked on multiple political campaigns at both the state and national level, as well as serving for five years as Communications Director for the former Speaker of the House Brendan Sharkey; and
WHEREAS, The President of Central Connecticut State University, Dr. Zulma Toro, has endorsed the recommendation to appoint Gabe Rosenberg to this position; be it
RESOLVED, That the Board of Regents for Higher Education of the Connecticut State Colleges and Universities System designates Gabe Rosenberg to fill the Governor William A. O'Neill Endowed Chair in Public Policy and Practical Politics at Central Connecticut State University at the rank of Assistant Professor for a period of one-year, renewable yearly at CCSU's discretion for up to two additional separate and distinct one-year terms.

b. Finance Items

- i. WHEREAS, Under its statutory authority (CGS 4b-38) the Board of Regents "may lease land or buildings, or both, and facilities under the control and supervision of such board when such land, buildings or facilities are otherwise not used or needed for use by the constituent unit and such action seems desirable to produce income or is otherwise in the public interest"; and
WHEREAS, The HB 7152 promotes cellular service vendors to install 5G cellular antennas on state land,
WHEREAS, The community is desirous of quality 5G cellular services; and
WHEREAS, New Cingular Wireless has requested approval for the installation of a 37-foot tall cellular antenna pole located along the southeast edge of CT State Manchester's perimeter loop road; and
WHEREAS, The license agreement provides for an initial 5-year term with the option of three 5-year renewals; and
WHEREAS, The license agreement will compensate CT State at a year -1 rate of \$5,270, escalated 4% annually for each additional year of operation; therefore, be it
RESOLVED, The Board of Regents permits the installation of and site use by New Cingular Wireless of a cellular antenna pole at CT State Manchester for one 5-year term and up to three 5-year term extensions.
- ii. WHEREAS, Under its statutory authority (CGS 4b-38) the Board of Regents may license land or buildings, or both, and facilities under the control and supervision of such board when such land, buildings or facilities are otherwise not used or needed for use by the constituent unit and such action seems desirable to produce income or is otherwise in the public interest; and
WHEREAS, Eastern Connecticut State University erected a 180-foot telecommunications tower in 2003; and

WHEREAS, Telecommunication Tower licensing agreements have generated revenue for the university since its inception; and
WHEREAS, Licensing agreements have improved the quality of cellular data service across the campus; and
WHEREAS, Eastern wishes to permit Verizon use of certain available tower and building space for installation of antenna and supporting equipment; and
WHEREAS, All improvements, licensing and permit costs to support the installation will be borne by Verizon; and
WHEREAS, Verizon will pay Eastern a year-1 annual rate of \$30,000, escalated 2% for each additional operational year, now therefore be it
RESOLVED, The BOR will allow Eastern to license portions of its Telecommunications Tower and space in the Tower Equipment Building to Verizon Wireless for a 5-year term with three 5-year extensions.

10. **CHAIR GUAY – MOTION FROM THE FLOOR**

Chair Guay made the following motion:

**RESOLUTION
Concerning
DIRECTIVE FOR DEVELOPMENT OF A FIVE-YEAR SUSTAINABILITY PLAN**

WHEREAS, The Board of Regents for Higher Education (“BOR”) deems it essential for the Connecticut State Colleges and Universities system (“CSCU”) to engage in a proactive and comprehensive master planning effort to ensure long-term financial and operational sustainability, while prioritizing student success, recognizing the role of the New England Commission of Higher Education and its Standards of Accreditation, and honoring the unique missions of each of the six CSCU institutions, as well as the overarching goals of CSCU; and

WHEREAS, The BOR is responsible for monitoring the viability and effectiveness of CSCU and acts as its budgeting agency, in accordance with Sections 10a-6 and 10a-8 of the Connecticut General Statutes, respectively; and

WHEREAS, The BOR reaffirms its commitment to maintaining affordability, access, and high- quality education for all students across Connecticut, and recognizes the pressing challenges posed by impending demographic shifts, particularly in the Northeast region, as well as the expiration of one-time state and federal funding beginning in fiscal year 2026; and therefore, be it

RESOLVED, That the BOR directs the CSCU Chancellor to engage in a collaborative effort with the leadership of all CSCU institutions, including Presidents, financial and academic officers, and other relevant stakeholders, to develop a five-year sustainability plan (“Plan”); and be it further

RESOLVED, That the Plan shall include, but not be limited to:

1. A detailed analysis of demographic trends and anticipated enrollment changes and their impacts on revenue projections for each of the six CSCU institutions;
2. Identification of academic strategies and innovations that respond to demographic shifts, financial constraints, technological changes, and workforce demands;
3. A plan to address the fiscal gap resulting from the loss of one-time state and federal funding, emphasizing sustainable cost management strategies and minimizing reliance on reserves;
4. Scenarios that assume no tuition increases for years one and two; and for each of the three years thereafter, tuition increases would be aligned with the Higher Education Price Index not to exceed 4%, with financial impacts and mitigation strategies outlined to maintain the quality of education provided to students;

5. Strategies for the optimal utilization and repurposing of existing space and facilities to support institutional goals and student needs;
6. Measures to minimize or prevent adverse impacts on student support services including, but not limited to, academic advising, career counseling, tutoring, mental health and wellness, and other wraparound services designed to improve student retention and assist students throughout their higher education to completion.

RESOLVED, That a draft of the plan be submitted to the BOR by January 15, 2025, for initial review and feedback. A final version, along with any necessary presentations, will be submitted to the BOR and/or relevant committees for approval at a later date, which will be determined after the initial review.

The resolution was seconded by Regent Balducci. Chair Guay opened the floor for questions and discussion:

- Regent Stewart noted her support for the motion and hoped that everyone would be up to the challenge of putting the plan together.
- Regent Yang concurred, adding that he believes that the plan should include all capital assets, not just space.
- Professor Sesanker also voiced her support. She stated that her interpretation of how to address the fiscal gap resulting from one-time state funds might be different from others.
- Professor Cunningham believes that the approach should be one of investment, citing “Field of Dreams” – if we build it, they will come.
- Ex Officio Casamento noted that the System Office should also be creating a 5-year sustainability plan. Chair Guay concurred that this is the intention of the resolution.

The motion was carried by unanimous voice vote.

11. ACADEMIC & STUDENT AFFAIRS COMMITTEE – Committee Chair Bloom (2:25:38)

Regent Bloom reported that the Academic & Student Affairs Committee met on October 10th and thanked the Board for their approval of the Consent Agenda. He provided an update on the CSCU Enrollment and Completion Report.

- The Committee acknowledged the extensive, collaborative, and thorough work of Dr. Lloyd Blanchard and members of his staff.
- The report has been formatted to support the A-C-T pillars of Access, Completion, and Talent and presents the data succinctly so that Regents and leadership at each institution can identify trends in student retention, pinpoint areas for improvement, and make data-driven decisions to enhance educational outcomes.

Chancellor Cheng thanked the System Office team for their work with the Academic & Student Affairs Committee.

12. AUDIT COMMITTEE - Committee Chair Wright

No report.

13. FINANCE & INFRASTRUCTURE COMMITTEE – Committee Chair Balducci

a. FY26/27 Biennium Operating & Capital Budget Request (02:30:02)

Committee Chair Balducci introduced the item and noted that an approved request must be submitted to OPM by the end of October. He noted the lack of timeliness in receiving the report for review. Changes to the process for receipt of Committee materials will be made. CFO Blanchard made the presentation (2:31:07) (Attachment C).

- Regent Porth noted that the budget request is a good way to show the unrealistic decisions the State has made in the past few years regarding its support for CSCU. He believed that the State would be a partner to address the one-time funding ran out. He concludes that the

biennium request is still an unrealistic request and will not support the resolution. In addition, he stated that the third “Whereas” statement of the 5-Year Sustainability Plan resolution that was just passed requests planning to address the fiscal gap which he believes should be done first.

- Professor Sesanker noted that the biennium request is at odds with any effort to develop a 5-Year Sustainability Plan. She noted that the request does not reflect an ask for what we actually need. Chair Guay responded by explaining that the 5-Year Sustainability Plans will really plan out where we want to be, who we want to be, and who do we want to serve and how will we do it. The plans will tell the story to the CT leaders who fund us. We are in a transition phase right now and Chair Guay stated that he understood the angst in the System while we become more proactive in planning. Professor Sesanker continued to state that no project outlined in the Capital Budget request to improve CSCU deteriorating infrastructure has been funded by the Bond Commission. Chancellor Cheng agreed with Professor Sesanker and continued by noting that this exact conversation took place during each of the previous two legislative sessions; since 2017, the System has over \$330 million in approved capital funding that has never been allocated.
- Regent Wright noted her appreciation for rethinking the calendar for the whole budget process. She noted that she was uncomfortable using reserves to make up for deficits and the amount that is being recommended is disconcerting. She wanted to make sure that the resolution today is the recommendation of the Finance Committee because CSCU must submit something by a due date, or we’ll submit this knowing that this is not the perfect solution and we’ll be advocating for more money. Committee Chair Balducci indicated that if the request for more funds didn’t come through, we would have to live with this budget as presented. CFO Blanchard reinforced that the unexpected surpluses at CT State represent unexpended appropriations; so, they are not yet reserves. Most of the funds that he showed as being used for this mitigation effort are this type of surplus; only a small amount is actual dollars that are in reserves now.
- Regent Bloom noted that we have not discussed sources of funds other than tax-levied funds (i.e., grants, foundation funds). He suggested that a hierarchy of funds can be created, and the resolution amended to make it more palatable. He continued by stating that we could accept the resolution as is for this cycle and add a “Whereas” statement for the next iteration to reflect the need to search for other funding. Chair Guay asked that the Presidents take this suggestion into account when creating their 5-Year Sustainability Plan in lieu of creating an amendment to the resolution. Regent Porth supported the need for more funding to support student scholarships so the net to students is lower. He added that the state government is not funding CSCU at an appropriate level and we must push them to get funding where it needs to be.

On a motion by Regent Balducci and seconded by Regent James, the motion concerning the FY26/27 Biennium Operating & Capital Budget Request was approved with 8 yes votes and 2 no votes (Regents Porth and Wright).

14. GOVERNANCE & NOMINATIONS COMMITTEE – Committee Chair James

No report.

15. HUMAN RESOURCES & ADMINISTRATION COMMITTEE – Committee Chair Jappinen

No report.

16. TECHNOLOGY COMMITTEE – Committee Chair Yang

No report.

17. EXECUTIVE SESSION

At 1:08 p.m. on a motion by Regent Balducci, seconded by Regent Yang, the Board voted unanimously to go into Executive Session for the purpose of discussing collective bargaining issues and other items covered by Connecticut General Statute Section 1-210(b)(1).

18. ADJOURNMENT

Chair Guay adjourned the meeting at 1:37 p.m.

Submitted,

Pamela Heleen
Secretary of the CT Board of Regents for Higher Education

October 23, 2024

Dear Ms. Heleen:

I am pleased to welcome the Connecticut State Board of Regents to our campus. It is also my pleasure to write to you this short note in support for Western Connecticut State University, not only in my capacity as a member of the WCSU Foundation Board, but also as a member of the local business community. I have the privilege of serving as the Executive Vice President and Chief Banking Officer of Newtown Savings Bank, a 169 year old mutual savings bank headquartered in Newtown, Connecticut. My bank relies on a steady stream of the young talent that the University graduates every year to fill its ranks; local talent serving a local community providing vital banking services.

WestConn, as it is affectionately known to the Danbury community and beyond, serves as the heart of this region. The University is not only a center for cultural, athletic, and educational activities but also a significant economic driver. As a Foundation, our mission is to collaborate with our advancement colleagues and the Board to raise funds that elevate the University and provide critical scholarship support for our students. In my capacity as a Foundation Board member, and, I might add, the proud father to a Westconn alumni, I am committed to the advancement of this mission through my service as member of the Executive Committee, Chair of the Finance Committee and member of the Investment Committee.

This year, I am proud to share that the Foundation has awarded over \$800,000 in scholarships to 387 students. Our work with corporations, foundations, and alumni helps build strong bridges for the long-term welfare of WestConn, its students and the community as a whole, that benefits from the presence of this this vital institution in the greater Danbury area. Most importantly, our efforts and stewardship supports students who will become the future leaders and professionals in our community—bankers, accountants, nurses, teachers, police officers, and more. WestConn is at the core of what education and community is truly about. Some of my best employees and most successful customers are Westconn alumni.

We recognize the challenges posed by the shifting demographics of college-aged students, which directly impact operational needs. Additionally, we are troubled by the negative press that the University receives, whether from local faculty, staff, or employees and board members from the Connecticut State Colleges and Universities system. This type of negative sentiment and press only serves to undermine our efforts to manage the demographic and economic challenges we face as an academic institution steeped in the history of the greater Danbury, and a crucial contributor to its success.

We ask for your continued support to sustain this 120-year-old institution, ensuring that WestConn remains a cornerstone of our region for generations to come. Thank you for your kind attention. Please feel free to reach out to me if you have any questions or considerations.

Sincerest regards,

Anthony F. Giobbi
WCSU Foundation Board Member

October 24, 2024

Dear Chancellor Cheng and BOR Members,

My name is Rebecca Wozniak, and I graduated last spring from WCSU with a BA in History and BA in Political Science. This written testimony will focus on the recent budget proposal passed by the board.

I came into WCSU in the fall of 2020 — not an ideal time to be a college freshman, as you might imagine. I spent most of my freshman and sophomore year trying to navigate an unfamiliar academic landscape during an extraordinarily uncertain time. Yet, when the worst of the pandemic was over, Western's struggles were not. It became increasingly clear to me that the pandemic was not solely to blame for its problems. **Financial mismanagement, neoliberal leadership who possess philosophies wholly antithetical to healthy and happy institutions, and the state's continued disinvestment in the CSCU system has been killing WCSU, and the system more broadly, long before anyone knew what social distancing or Zoom was.** The fall of my junior year I spent fighting budget cuts that intended to gut the Social Sciences department. It was then that I realized just how bad it was at WCSU. My entire four years at WCSU, four years that are often said to be the “best four years of your life,” were colored by the consequences of those budget cuts. I've spent more time than I would like in front of boards and governmental bodies like this one begging those who claim to care about accessible, affordable, and high quality public higher education to do more. My firsthand experience of that fall was so impactful that I felt compelled to write one of my senior theses on its neoliberal roots. I titled it, “Faculty Experience of Shared Governance in a Neoliberal Culture of Higher Education at Western Connecticut State University.” If any board members are interested in learning from it, I am more than happy to share it. Please email me at rebeccawozniak101@gmail.com.

Mercedes DeMasi, a 2011 alum of WCSU who is testifying today, has often described her time at the university to me. She has told me about the opportunities that existed and her own experiences: a debate club that gave Ivy League students a run for their money, travel trips to Crete and Brazil that are no longer financially accessible for students, programs that have long since been cut, fascinating upper-level classes that now cannot be offered to students, and professors who retired and were never replaced. **Her recollection of the university is entirely alien to me.** I jokingly call it the “good old days” of WCSU. *How can it be that in just a little over a decade this board has allowed and accepted such systematic degradation?*

At the October 17th meeting, Colena Sesanker made the point that the budget requests we put forward to OPM and the state should reflect not just what we need to squeak by for one or two more fiscal years, but what we need to **thrive**. This board has passed a budget proposal that has factored in what it believes it can “reasonably expect” from the state. **If our idea of a “reasonable” expectation of our state is that we continue to burn through reserves and mitigate deficits year after year, we are already resigned to the eventual destruction of the CSCU system.** The proposed budget estimates an \$11 million cut at WCSU. As a recent graduate, I can tell you that there is no excess fat left to cut. The impact

of such a cut will spell the end for the university I've known and will damn any hope of the university returning to the one Mercedes knew in 2011. This board is supposed to be the largest advocate for the system. **We must demand more from Governor Ned Lamont and the legislature, not start our budget requests with the smallest sum we can hope to survive on.** I ask for courage, not capitulation.

Sincerely,

Rebecca Wozniak

BOR TESTIMONY – OCTOBER 24, 2024

Dr. Manoj Misra, WCSU-AAUP President

Welcome to Western. I am Manoj Misra, AAUP Chapter President. I am here because I am worried about the lack of leadership, I see from the system office and the BOR. I was teaching a class this Tuesday in White Hall. It was a hot day, and the White Hall HVAC system is a joke. The classroom was so hot that students were sweating profusely. One of my students was presenting and felt so sick that she ran out of the classroom and returned after a good 20 minutes. The heat was unbearable, and she was having a panic attack. I have the email from the student in case you want to see it. I taught the next class outside because they were all complaining about the heat. This is our working condition and their learning condition.

I hear that NCHEMS will soon publish their report. I don't need to read what's in that report because I already know what they will say. Somehow, the conclusion will be similar to their other reports. What's best they might as well copy and paste from their previous reports and just change the institution name: enrollment declining, faculty are overpaid, benefit structure is a problem, and budget mitigation is needed, etc. They will say that Western had 5,600 students in 2010

and now only 4,200. Mark Twain famously said, “There are three kinds of lies: lies, damned lies, and statistics.” What the NCHEMS report won’t tell you is that the 5,600 number was an anomaly. When the Great Recession hit and our economy collapsed, people returned to schools in droves. Just before the recession, our enrollment was 4,800. So, our enrollment has declined a little, but that’s not cataclysmic. What the NCHEMS report won’t tell you is that between 2001 and 2023 general operating appropriations in Connecticut have decreased by [33.1% per FTE, from \\$20,444 to \\$13,681](#). NCHEMS won’t tell you that because they get paid by the OPM. Truth isn’t good for business.

In a state where the median income is \$76,000, an instructor starts at only \$62,495, less than the state median income. Someone with a PhD, highly skilled in their trade, starts at \$70,729 at the Assistant Professor level. I often joke that the difference between an assistant and associate professor is an extra sandwich a week. I joke, but that’s the reality. You hide behind cushy words like mitigation. Mitigation means you are going to destroy someone’s dreams. Those cuts have real impacts. I want you to come face-to-face with that student and tell her that her learning conditions don’t matter; that it’s more important to mitigate. Anyone can come with a knife and start slashing. Real leadership is when you stand up to

the bully and tell them that we need more funding because higher education matters. Because our students matter. Because their dreams matter.

It was really disappointing to see that you capitulated even before the fight started. The biennium budget request was disappointing. Regents, I believe you want the best for this institution. It's about time to translate that belief into action. We want leadership that has a vision—a vision to make our system better, not to lead it toward slow death. Thank you.

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Sincerely,

Rebecca Wozniak

Dear Board of Regents,

We, the Graduate Interns of Western Connecticut State University (WCSU), stand beside the Graduate Interns of Central Connecticut State University (CCSU) in their plea to continue investing in our Graduate Internships. It is evident that our compensation is reflective of a past decade. Therefore, we agree with the proposal put forth by the CCSU Graduate Interns to increase our stipends to \$44,000 per fiscal year. We believe this request is appropriate to consider given historical inflation trends since 1992. We would also like to reiterate that this increase in compensation would place the Connecticut State Colleges and Universities (CSCU) Graduate Internships at a competitive edge in the region encouraging a larger, more diverse group of qualified applicants.

As Graduate Interns, we have many obligations, both inside and outside of the workplace. We are students, advisors, mentors, leaders, program directors, supervisors, teachers, counselors, waiters/waitresses, athletes, volunteers, and ROTC cadets. Despite our various titles, we dedicate ourselves to the success of the universities we so proudly call home.

As young adults and developing professionals, we face many of the same financial stressors that established individuals in their careers endure. These financial obligations include but are not limited to rent/mortgage and utilities, healthcare, insurance, fuel, food, and phone bills. A second job is required for many Graduate Interns after hours and weekends. Appropriate compensation would significantly alleviate the aforementioned stressors, allowing us to dedicate more time and energy to our academics and internships.

We would like to emphasize to our universities, the Board of Regents, and the State of Connecticut how grateful we are for the opportunities the Graduate Internship Program offers. These internships are a critical element to secure a successful future. Many of us could not pursue advanced degrees without these opportunities. We want nothing more than to excel in our service to our universities, supervisors, and ultimately the students. We know fair compensation will enable us to do so.

We respectfully request your assessment of our compensation, and we look forward to communicating with you further.

Sincerely,

Michael Azzi, Graduate Intern for Clubs and Organizations



Briana Beekman, Graduate Intern for Events & Conference Management



Valerie Martarella, Graduate Intern for Judicial Affairs




Lia Reynolds, Graduate Intern for Fraternity & Sorority Life and Leadership



Nosakhare Uzamere, Graduate Intern for Events & Conference Management



Evan Walker, Graduate Intern for Programming



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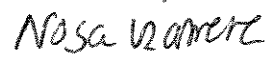
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Western Connecticut State University

Making Progress in Critical Domains

Dr. Manohar Singh, President (Interim)





NECHE Accreditation

Maintained NECHE accreditation by implementing substantive changes to address concerns about financial sustainability, shared governance, and planning standards.

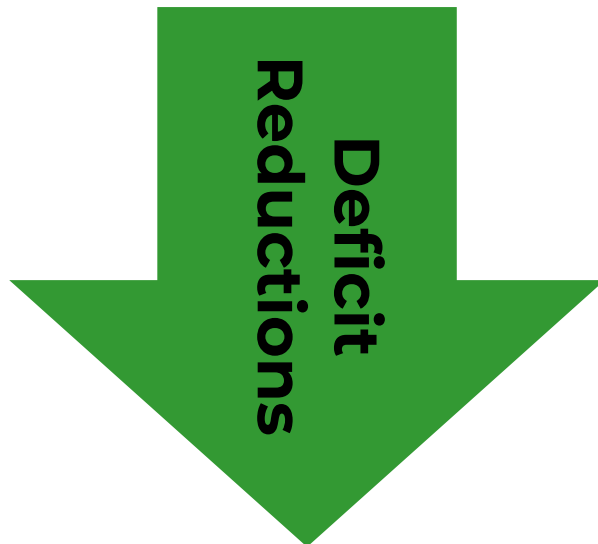




Budget Deficit Reduction and Reserves Growth



Increased reserves from \$1.2M to \$11M without negatively impacting student success.



Achieved a 62% reduction in a \$12M budget deficit, decreasing it by ~\$7M in FY24 and an additional ~\$7M in FY25.



Academic Programs Reconfigurations & Innovation for Growth

- Reconfigured and realigned low-enrollment programs to prioritize resource allocation for strategic growth in targeted areas aligned with workforce needs.
- Established the School of Graduate, International, and Career Studies.
- Launching new programs - MS in Artificial Intelligence and an MBA in Cybersecurity. Responding to workforce needs of regional employers.





Enrollment Growth



Making Progress in Critical Domains

Increased total Full-Time Equivalent enrollment by 3.8% (0.8% headcount) from Fall 2023 to Fall 2024, generating approximately \$1.7M in additional revenue.

Increased Institutional Aid by \$1.6M

Lowered tuition & fee/institutional aid discount rate, from 34% to 32%.

Recruitment strategies yielded the largest freshman class since 2018. A growth of 20% over the past year.

Largest Freshman Class since 2018

Enhanced first-year retention from 70% to 73.2% through targeted student success initiatives.

Athletic Programs Expansion for Enrollment Growth with Positive ROI

- Introduced three new sports in Fall 2024.
- Additional 4 sports being launched in the coming year.
- Increased the number of student-athletes from 478 to 609 in Fall 2024 compared to Fall 2023.





Systemwide Institutional Collaboration

- Collaborative program offerings.
- Community college transfer initiatives.

Making Progress in Critical Domains



A Higher Degree of Online Learning





Stephen Hegedus, Ph.D.
**Provost and Vice President for
Academic Affairs**

***Response to NECHE
Notice of Concern Update***



Standard #3: Organization and Governance



- **Concern #1:** Developing an effective system of shared governance that supports communication, transparency, and accountability at all levels.
- **Concern #7:** Achieving its goals for diversity, equity, and inclusion (DEI), including the development of a shared understanding of diversity, equity, and inclusion and implementation of policies and procedures that support DEI at the institution.
- **Concern #2:** Ensuring the stability of its senior leadership, including the hiring of and transition to a permanent president.





Standard #7: Institutional Resources



- **Concern #3:** Developing a multi-year financial plan that will lead to financial stability and ensure sufficient financial resources to carry out its mission and developing financial processes that include ongoing enterprise risk management.
- **Concern #5:** Ensuring sufficient levels of staffing across the university, particularly in student support services and facilities.





Standard #8: Educational Effectiveness



- **Concern #6:** Developing and implementing systematic assessment processes, including the development of learning outcomes for all programs, the availability and use of student success data and student survey data, and the regular assessment of the University's general education program and university learning outcomes.
- **Concern #4:** Achieving its enrollment and retention goals.





PLANS



- Developed and several in progress.
- Task forces involving campus leadership (staff, faculty, administration).
- Final report in June 2025 outlines progress made and specific long-term plans.
- Investment in IT solutions to aid such work and build a data infrastructure to inform planning, decision making and quality assurance, operationalization of strategic plans, grant/gift acquisition.
- Internal progress reports in January 2025/May 2025 for campus review and final report finalized/submitted in July 2025. Site team review in October 2025.





ACTIONS: Standard #3: Organization and Governance



- Reduce/reconfigure Senate subcommittees and focus specific groups on institutional priorities e.g., assessment, financial planning.
- Enhanced communication between campus divisions and senior leadership.
- Consultative and collaborative decision making.
- Clarity on policies and procedures.
- Hiring of a Chief DEI Officer and Director of Inclusion & Belonging.
- Development of a DEI Master Plan.
- Administer Campus Climate Survey for staff and students.
- Preparation of 2024 Affirmative action plan.
- Presidential search.





ACTIONS: Standard #7: Institutional Resources



- Multiyear financial master plan including a budget model/underpinning assumptions/fiscal outlook/commitment to reserves etc.
- Commitment to Budget Mitigation Plan.
- Linkages between resource allocation and strategic priorities.
- Commitment to increase external funding (e.g., grants, research, philanthropy, industry partnerships) & monetizing assets.
- Development of an HR Master plan and hiring strategy.
- Invest in AI to increase productivity and efficiencies given low staffing numbers.



ACTIONS: Standard #8: Educational Effectiveness



- Reconfiguration of the university assessment committee.
- Updates to learning outcomes for all programs.
- General education assessment plan/processes/common reporting templates.
- Documenting evidence of impact.
- Institutional support for rigorous assessments (instructional and non-instructional).
- Development of an Enrollment Management Plan with underpinning assumptions/projection models/goals
 - a comprehensive university enrollment report Undergraduate and Graduate.
 - a comprehensive university retention plan.





Response to NECHE Notice of Concern



Q&A





**Thank you for visiting
*WestConn.***

We appreciate your support.





FY26/FY27 Biennium Request

- Our request is \$60M less than what we received in FY25.
- FY25 appropriations include block grant, legislative initiatives, and temporary support.
 - We expect reduction of \$156M in temporary support based on OPM guidance.
- SEBAC wage increases for FY26 & FY27 are not included.

(\$millions)	FY25	FY26	FY27
CSUs	185.1	233.8	233.8
CT State	225.3	264.6	264.3
Charter Oak	3.3	5.4	5.4
BOR	.5	.5	.5
Developmental education	10.2	10.2	10.2
Outcome-based funding	1.4	1.4	1.4
O'Neill chair	.3	.3	.3
PACT	28.5	34.2	34.2
Other	-	.7	.7
Temporary support	156.3	-	-
Total Baseline Budget Request	610.9	551.1	550.8



Deficit mitigation

- Planned deficit mitigation is \$95M.
- FY26
 - Expenditure reduction = \$39.7M
 - Reserves = \$55.2M
- FY27
 - Expenditure reduction = \$37.0M
 - Reserves = \$58.1M

(\$millions)	FY26	FY27
Central	7.0	5.8
Eastern	2.1	2.1
Southern	8.6	7.8
Western	11.4	11.2
CT State	60.0	62.9
Charter Oak	1.8	1.3
System Office	4.0	4.0
Deficit mitigation	(94.9)	(95.1)



Projections

- We are asking the State to cover remaining projected deficits after mitigation.
- FY26
 - Request \$23.0M
- FY27
 - Request \$21.6M

(\$millions)	FY26	FY27
Central	-	-
Eastern	(6.4)	(7.3)
Southern	(9.8)	(6.4)
Western	(10.8)	(12.1)
CT State	-	-
Charter Oak	-	-
Project deficit after mitigation	(23.0)	(21.6)

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF A SPECIAL MEETING
THURSDAY, NOVEMBER 21, 2024 – 10:00 a.m.
CONDUCTED VIRTUALLY**

LIVESTREAMED ON https://www.youtube.com/live/RscoO_Ji6wc

REGENTS – PARTICIPATING (Y = yes / N = no)	
Marty Guay, Chair	Y(arrived at 10:11)
Richard J. Balducci	Y(arrived at 10:13)
Ira Bloom	Y
Shian Earlington, Student Regent	Y
Juanita James	Y
Sophia Jappinen	Y
Richard Porth	Y
Luis Sanchez, Student Regent	Y
Ari Santiago	Y
Erin Stewart	Y
Elease E. Wright	Y
Ted Yang	Y
*Brendan Cunningham, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Dante Bartolomeo, Labor Commissioner	Y
*Dr. Manisha Juthani, Public Health Commissioner	Y
*Daniel O’Keefe, DECD Commissioner	Y
*Charlene Russell-Tucker, Education Commissioner	N
*Kelli-Marie Vallieres, Chief Workforce Officer	N
*Charlene Casamento, OPM Undersecretary	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Terrence Cheng, CSCU Chancellor
 Jessica Paquette, Vice Chancellor for System Affairs & Chief of Staff
 Danny Aniello, Special Asst to the Chancellor, Executive Director for System Project Management
 Dr. Lloyd Blanchard, CSCU Interim Vice President for Administration and Chief Financial Officer
 Adam Joseph, Vice Chancellor of External Affairs
 Vita Litvin, Interim General Counsel
 Lori Lamb, Interim Assistant Vice Chancellor for Human Resources and Labor Relations
 Dr. Aynsley Diamond, Associate Vice President of Academic Affairs
 Dr. Tamara O’Day Stevens, Interim AVP, Enrollment Management and Student Success
 Lesley Mara, AVP, Systemwide Initiatives and Sponsored Programs
 Dr. Manohar Singh, Interim President, Western CT State University
 Ed Klonoski, President, Charter Oak State College
 Dr. Dwayne Smith, Interim President, Southern CT State University
 Dr. Zulma Toro, President, Central CT State University
 Dr. Karim Ismaili, Incoming President, Eastern CT State University
 Dr. John Maduko, President, CT State Community College
 Tom Yelich, CT State Chief of Staff

Pam Heleen, Secretary of the Board of Regents

1. **CALL TO ORDER**

As Chair Guay had technological difficulties for the first few minutes of the meeting, Vice Chair Juanita James called the meeting to order at 10:04 a.m. Following roll call, a quorum was declared.

2. **AMEND THE AGENDA**

Seth Freeman, President of the Congress of Connecticut Community Colleges (4Cs), exercised his contractual privilege to speak at this Special BOR Meeting.

Vice Chair James made a motion to amend the agenda to add this item. Regent Porth seconded the motion which carried by unanimous voice vote.

3. **ADOPTION OF AMENDED AGENDA**

Vice Chair James made a motion to adopt the amended agenda; the motion was seconded by Regent Wright, the amended agenda was unanimously adopted.

4. **PUBLIC COMMENT (00:04:17)**

PUBLIC
Seth Freeman, President of the 4Cs

5. **CHANCELLOR CHENG'S REMARKS (00:07:55)**

- Chancellor Cheng noted that on Dec. 5, 2024, NCHEMS will present their report to the BOR. NCHEMS was commissioned by the Office of Policy and Management to do an analysis of the financial situation across our system. I encourage all stakeholders to engage in that meeting.
- The Chancellor shared his appreciation for CT State's prioritization of shared governance throughout the process of the reinstatement of student-facing services, engaging stakeholders across the institution to identify the services most essential to student support and success. This inclusive approach ensures that the voices of students, faculty, and staff have been central to the development of this plan. The restoration of these services is not just a matter of operational necessity; it underscores the Board's deep commitment to CSCU students and the quality of their higher education experience.
- The Chancellor provided an update on various searches around the System:
 - The WCSU President search was officially advertised. He thanked President Toro for her work as Search Committee Chair, as well as the members of the committee who are engaged in this process. Currently, participation on the Search Advisory Committee is being requested from various constituent groups across the Western community to ensure an inclusive and engaging search. In response to calls for greater transparency and campus involvement in the presidential search process, significant updates have been made. The process now includes campus visits and open public forums for candidates advancing to the final round. These changes reflect the need to balance confidentiality with a commitment to fostering an open and inclusive process which has already been positively received by stakeholders.
 - The search for the next president of Southern Connecticut State University will begin shortly with an announcement planned for the upcoming week. The Chancellor thanked Dr. Smith for his tireless work and dedication as interim president during this transitional period.
 - On November 29, 2024, Karen Buffkin as General Counsel and Cameron Liston as Chief Compliance Officer will join the CSCU leadership team. Karen Buffkin brings a wealth of

legal expertise and deep experience in both the public sector in CT and higher education, which will be invaluable navigating the complex landscape of policies and governance. Similarly, Cameron Liston's extensive background in compliance and oversight will be instrumental in strengthening our commitment to accountability and integrity.

- The Chancellor announced that Michael Mundrane will serve as CSCU's interim CIO. He has been CIO at UConn for 10 years and brings a wealth of knowledge and experience.
- The Chancellor announced the recent appointment of Marilyn Albrecht as the Director of Labor Relations. Marilyn has been serving in this role on an interim basis, and her leadership, expertise, and commitment during this time have been invaluable.
- Chancellor Cheng provided an update on the progress of the Board of Regents' ACT framework and its directive to establish systemwide goals and key performance indicators (KPIs). With systemwide goals identified by the CSCU Presidents Council, each campus is now actively working to select KPIs that align with these priorities. This process is being conducted collaboratively, through the shared governance process, to ensure that diverse perspectives are represented. This inclusive approach not only strengthens the alignment of KPIs with institutional priorities but also fosters a sense of shared ownership and commitment across the system. The work being done to select KPIs is not just about metrics; it's about creating a culture of accountability and continuous improvement.

6. BOR CHAIR GUAY'S REMARKS (0:17:30)

- Prior to turning the meeting back to Chair Guay, Vice Chair James reminded everyone that the BOR policy on Public Participation at BOR Meetings (Policy 6-03) states that everyone should avoid personal affronts and that it would be appropriate decorum to abide by the policy.
- Chair Guay noted that in late August, the Board directed the Chancellor and the President of CT State Community College to present to the Board's Finance & Infrastructure Committee and the Board's Academic & Student Affairs Committee, a plan to strategically restore and/or adjust certain student services across CT State affected by the FY2024/FY2025 deficit mitigation efforts. Earlier this month, CT State's plan was unanimously approved by the Academic & Student Affairs Committee and the Finance & Infrastructure Committee for consideration by the full Board. President Maduko and CT State's CFO Kerry Kelley reviewed the plan and answered questions.

7. APPROVAL OF PLAN TO REINSTATE STUDENT SERVICES AT CT STATE COMMUNITY COLLEGE (00:19:42)

- Attachment A includes the complete PowerPoint presentation from President Maduko and CT State CFO Kerry Kelley.
- Professor Elle Van Dermark noted that she was representing CT State Senate (00:37:00). She discussed the provisional support that the CT State Senate provided for the plan and why there was provisional support. The Senate's support was provisional due to the narrowness of the student services resolution and the rigor that was applied for the positions being considered. Senators expressed that there were more important student facing positions that did not fall within the rubric and that those positions should have been considered. There were also concerns about the sustainability of the positions and the potential harm for students if these provisional positions weren't sustained, and there were concerns about the shared governance process employed at each

of the campuses. President Maduko's commitment to implement a midyear review process overcame all concerns. She continued by noting that in light of Governor Lamont's recent order for additional cuts, some CT State Senators have already expressed concern that those positions will not be given the same consideration that they would have six weeks ago. She concluded by asking each Regent to leverage your proximity to the governor and advocate for CT State and urged him to honor his previous commitment to exclude higher education from any further cuts.

- Professor Colena Sesanker provided commentary (00:40:16). She reiterated a source of disappointment with the restoration citing that it is about \$1.7 million in FY25, annualized to approximately 10% of the cut that was made during deficit mitigation. She continued by noting that in a non-budget legislative session, the legislature provided the system with \$33 million more than it was asking for (which she asserts was specifically in response to advocacy from faculty and staff). Professor Sesanker noted that there is a big difference between what was cut and what has been restored, and it would be good to see how the additional money (\$33M) was spent and if any of it made its way to CT State. Chair Guay indicated that CFO Blanchard would be available to follow up on these issues after the meeting and volunteered to attend the meeting if Professor Sesanker so chooses.
- Vice Chair James responded to CT State Senator Van Dermark and indicated the importance for the BOR to advocate in the best interests of CSCU students. She noted that there will be many more discussions about how to do that collectively and more effectively.
- Regent Santiago thanked President Maduko and his team for the work put into the plan. He also supported the idea that the Board wants to be collaborative with all stakeholders starting with the appropriate decorum during BOR meetings. He noted that the BOR needs to face the reality of mandated salary increases from the state that are unsupported, the need to budget for decreasing enrollment and other challenges.
- Chair Guay instructed the Board Secretary to distribute BOR Policy 6.3 to all those who will be attending Board meetings. If proper decorum is not demonstrated as requested in the policy, the Board Chair will stop public comments and revert back to accepting them only in writing.
- Regent Porth also thanked President Maduko and all those who worked on this rigorous and comprehensive process. He noted that this project represents a good example of how CSCU can operate going forward in the most inclusive and transparent way and that the mid-year review mentioned is a way for the Board to stay focused on this item over time.
- Chair Guay gave Professor Sesanker his commitment to get the “puts and takes” of our budget process on a one-pager so that we can all agree on the facts and realities of the funding model.

A motion to approve the CT State Plan to Reinstate Student Services was made by Chair Guay and seconded by Regent Wright; the motion was approved unanimously by voice vote.

8. UPDATE FROM SPECIAL TASK FORCE ON HEALTH CARE – President John Maduko (00:58:34)

- The strategic initiative is focused and targeted to begin to align CSCU's healthcare programs with Connecticut's evolving workforce needs, healthcare innovations, and policy priorities. The primary goal of the Task Force is to assess CSCU's healthcare portfolio, identify gaps and

opportunities, and address critical workforce needs within Connecticut's healthcare sector. This ensures CSCU's programs are optimized to support the state's future healthcare workforce.

- The key objectives are to:
 - Evaluate the current state of CSCU's healthcare programs.
 - Identify workforce and educational gaps.
 - Enhance program alignment with industry needs.
 - Foster healthcare innovation and promote equity and access.
 - Strengthening partnerships to support long-term success.
- By aligning programs with industry demands and improving educational outcomes, CSCU is committed to advancing the future of healthcare across Connecticut and providing more opportunities for student access, opportunity, and postgraduate success.
- The task force includes experts from healthcare, academia, workforce development, philanthropy, innovation, policy, and national best practices. Collaborators include the Department of Public Health, CT Health Foundation, Office of Workforce Strategy, SIP, CT Innovations, and CSCU academic leaders.
- Activities to date include:
 - Convened with taskforce contributors.
 - Established a report outline.
 - Collected data on workforce development, equity, access, and policy from external contributors.
 - Held discussions with CSCU healthcare educators to gather insights.
- Next steps include:
 - Draft Taskforce Recommendations
 - Synthesize data collected from discussions, reports, and system-wide input.
 - Develop actionable recommendations aligned with identified gaps and opportunities.
 - Engage Stakeholders
 - Share preliminary findings and seek feedback from internal and external stakeholders, including industry partners, policymakers, and academic leaders.
 - Finalize Taskforce Report

**9. UPDATE – SPECIAL TASK FORCE ON ONLINE EDUCATION – Regent Ted Yang
(01:03:30)**

- Slide presentation is included as Attachment B.
- Professor Sesanker asked if state funding for Charter Oak will be addressed by the Task Force and how the non-represented faculty will be supported. Regent Yang responded that the Task Force is developing a financial model; the team did not know as of yet the dollar amount of the State funding request. President Klonoski remarked that they are at the final stages of an agreement between Charter Oak State College and their adjunct faculty.
- Regent Santiago congratulated Regent Yang and the Task Force on the work to date.
- Commissioner Juthani asked if the Task Force knew the types of online programs that students have been accessing at other competitor schools and how Charter Oak might be able to fill the gaps, so Connecticut residents are less likely to choose an out-of-state online school. Regent Yang indicated that the Task Force has some of the data, but not all. He stated that none of the Task Force's work is about program review, but the key to accomplishing the goals is to have the right courses in the right programs that students are looking for. Conclusions will be in the December 16th report.

- Chair Guay asked that the final report include a review of the NCHEMS recommendations as they relate to online education. He also asked that the final report address Professor Sesanker's financial question, as well as around the issue of intellectual property and program development.

Professor Cunningham provided commentary concerning the development of ACT goals and KPIs citing a discussion that took place during the November 15th (01:18:56). He stated that he shared Professor Sesanker's understanding of the biennium adjustment and the money involved. He also offered comments about decorum. He shared that he does not have the same view as Chancellor Cheng does with respect to the ACT pillars. Based on the Faculty Advisory Committee meeting on November 15, the ACT pillars did not involve shared governance; he added that the President's Council is not shared governance and the goals they developed arriving to the institutions predetermined. He stated that the four CSU Senate presidents are talking about boycotting the ACT pillars. Chair Guay indicated that he had been in communication with the Senate presidents and granted them their requested extension. President Toro stated that the process described by Professor Cunningham is a misrepresentation of the what is going on at CCSU; she described the stages and involvement of shared governance. Professor Cunningham stated that he is channeling the remarks made by CCSU's FAC representative, Mark Jackson. Professor Cunningham suggested that if there are inaccuracies in Professor Jackson report on the record, they should be documented and submitted to the FAC for discussion at their next meeting. Professor Cunningham also noted his belief that strategic plans are not shared governance. Chair Guay asked Professor Cunningham to send him the strategic plans that were developed with shared governance and indicated that he would follow-up after viewing the last FAC meeting.

Regent Santiago indicated that we need to live up to the tone for Board meetings established by Chair Guay at the June Board meeting.

Interim President Smith responded that when he arrived at SCSU in June, 2023, the institution was 18 months into the development of the current strategic plan with all stakeholders involved in its development. Interim President Singh also noted that his campus began discussions of a new strategic plan in shared governance in August 2023 and that it reflects the will of the stakeholders and does not belong to the President, but to its faculty, staff, and students.

18. ADJOURNMENT

Chair Guay reminded everyone of the December 5 Special BOR Meeting to be held at CCSU when the recommendations in the NCHEMS report will be presented. Chair Guay adjourned the meeting at 11:38 a.m.

Submitted,

Pamela Heleen
Secretary of the CT Board of Regents for Higher Education



Report to the Finance & Infrastructure Committee on the Board Resolution to Restore Student Facing Services

November 6, 2024

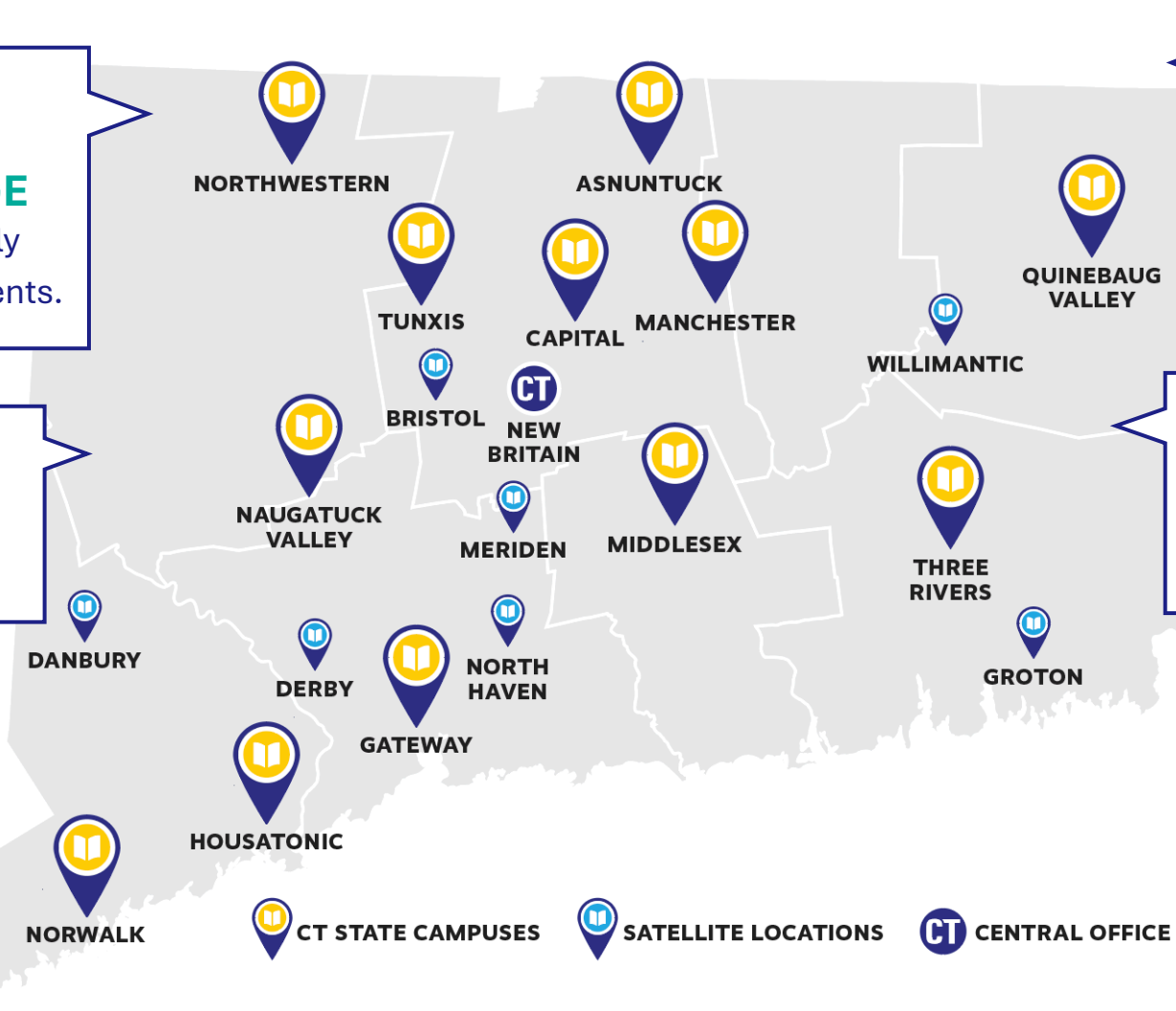
Your Community. Your College.



In July of 2023, CT State became the **LARGEST COLLEGE** in Connecticut. Currently enrolling **64,883** students.

We serve **25%** of all undergraduate students in Connecticut.

We serve over **5,000** dual-enrolled high school students.



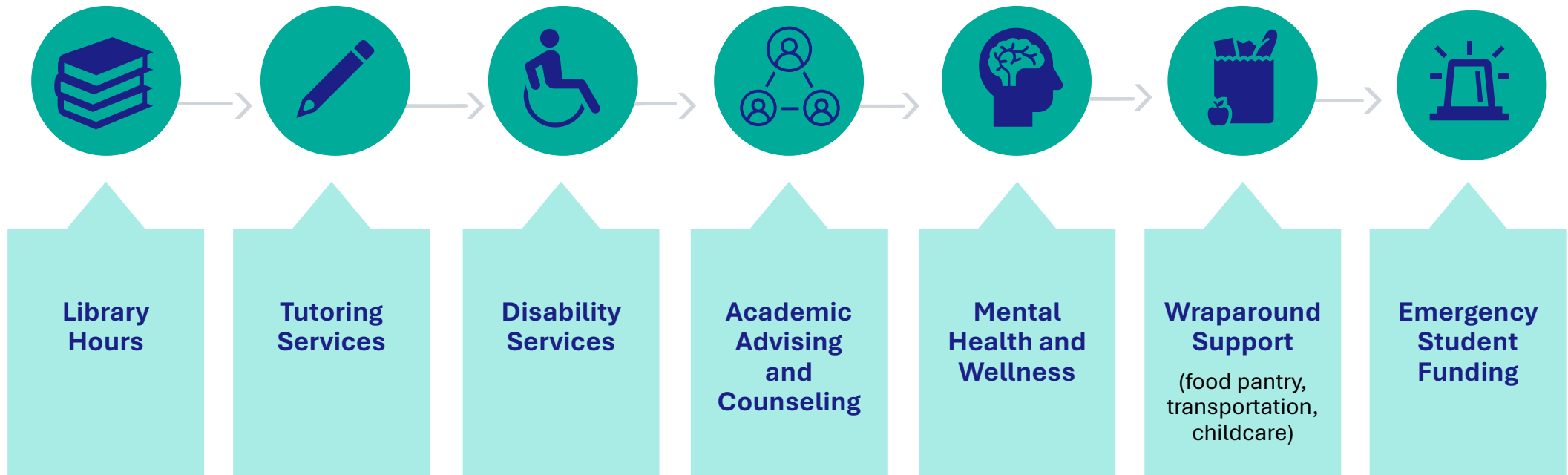
Connecticut's community colleges have a 60-year history of educating **250,000** alumni.

Over **90%** of our alumni remain in Connecticut and are Connecticut taxpayers.

57% are students of color; we are a minority-majority institution.

Resolution to Restore Student Facing Services

The Board directed CT State to develop a plan to strategically restore student services affected by the FY 24 & 25 deficit mitigation
Plan should prioritize the key student services such as:





The CT State Plan

- Aligns with CT State's strategic priorities and goals
- Leverages the Holistic Student Support Surveys on student needs & challenges
- Recognizes that no two years are the same & analyze the makeup of the student body and how they access our campuses/offerings
- Honors our Principles of Shared & Participatory Governance & **received conditional endorsement from the CT State College Senate**
- Provides a timeline for implementation
- Identifies a funding source
- Is transparent



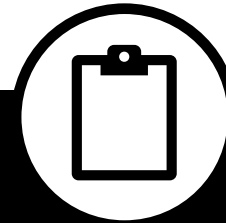
▶▶ CT State Progress in Developing the Plan



Campus leaders engaged with local stakeholder groups to identify student needs



**Initial recommendations were submitted on 9/27/24
Finance Division analyzed the cost for each**



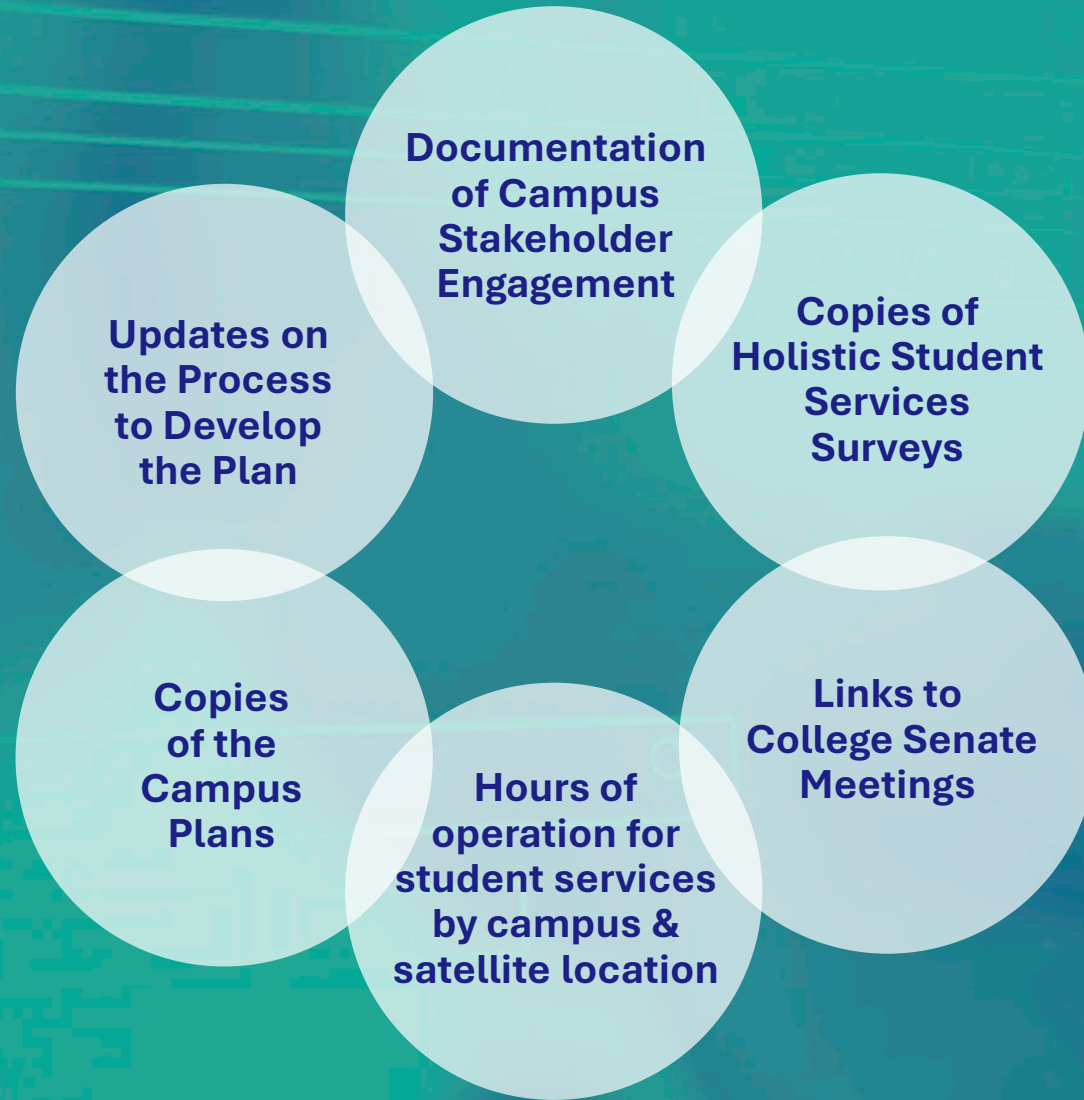
CT State completed a survey on the Hours of Operation for student facing services by campus and satellite location



With support from College Senate leaders, the timeline to develop the plan was extended to allow for statewide shared governance

CT State is Committed to Transparency

The college has established a
webpage that contains:



CT State's Plan to Restore Student Services



Received 76 requests



All evaluated to affirm

- Impacted by FY 24 or 25 deficit mitigation
- Meets resolution's definition of student facing services



Plan recommends 39 requests with FY 25 costs of \$1.7 million, which annualizes to \$2.1 million thereafter

Count of Recommendations by Campus					
Campus	Section I Funded Recommendations	Section II Not Funded: Not Defined As Student Services in the Resolution	Section III Not Funded: Not part of FY 24 or FY 25 Deficit Mitigation	Section IV Withdrawn: Recommendation Already Funded	TOTAL
AS	1	-	-	-	1
CP	4	1	-	1	6
GW*	6	7	4	-	17
HO	4	-	-	1	5
MA	2	1	2	3	8
MX**	2	4	2	4	12
NK	2	-	-	-	2
NV	4	-	1	-	5
NW	1	1	-	-	2
QV	2	-	-	-	2
TR	2	-	-	-	2
TX	6	5	-	-	11
CT	3	-	-	-	3
TOTAL	39	19	9	9	76

* Originally, campus submitted 13 requests, but those with multiple parts were divided into component parts
 ** Originally, campus submitted 7 requests, but those with multiple parts were divided into component units

▶▶ Presidential Initiatives & Student Services



Student Transportation

CT State is partnering with a ridesharing company to develop a pilot program to subsidize student rides to augment public transportation.



Supplemental Instruction

Establishes a pilot program to provide embedded peer tutors to support student success in 25 sections of courses with high withdrawal or failure rates. (This will fund at least one section per campus).



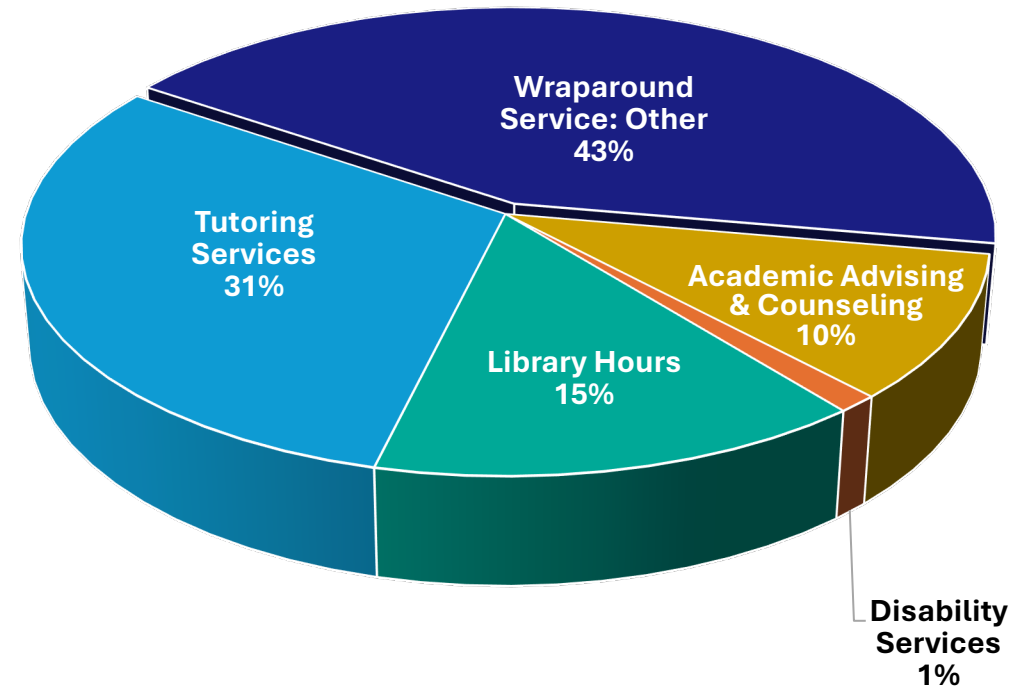
Career Services

Provides additional career services at four campuses that do not have dedicated resources. (Asnuntuck, Northwestern, Three Rivers & Tunxis)
The plan funds a FT position at Middlesex & Capital is hiring a grant funded position.

Analysis of Plan to Restore Student Facing Services by Functional Area

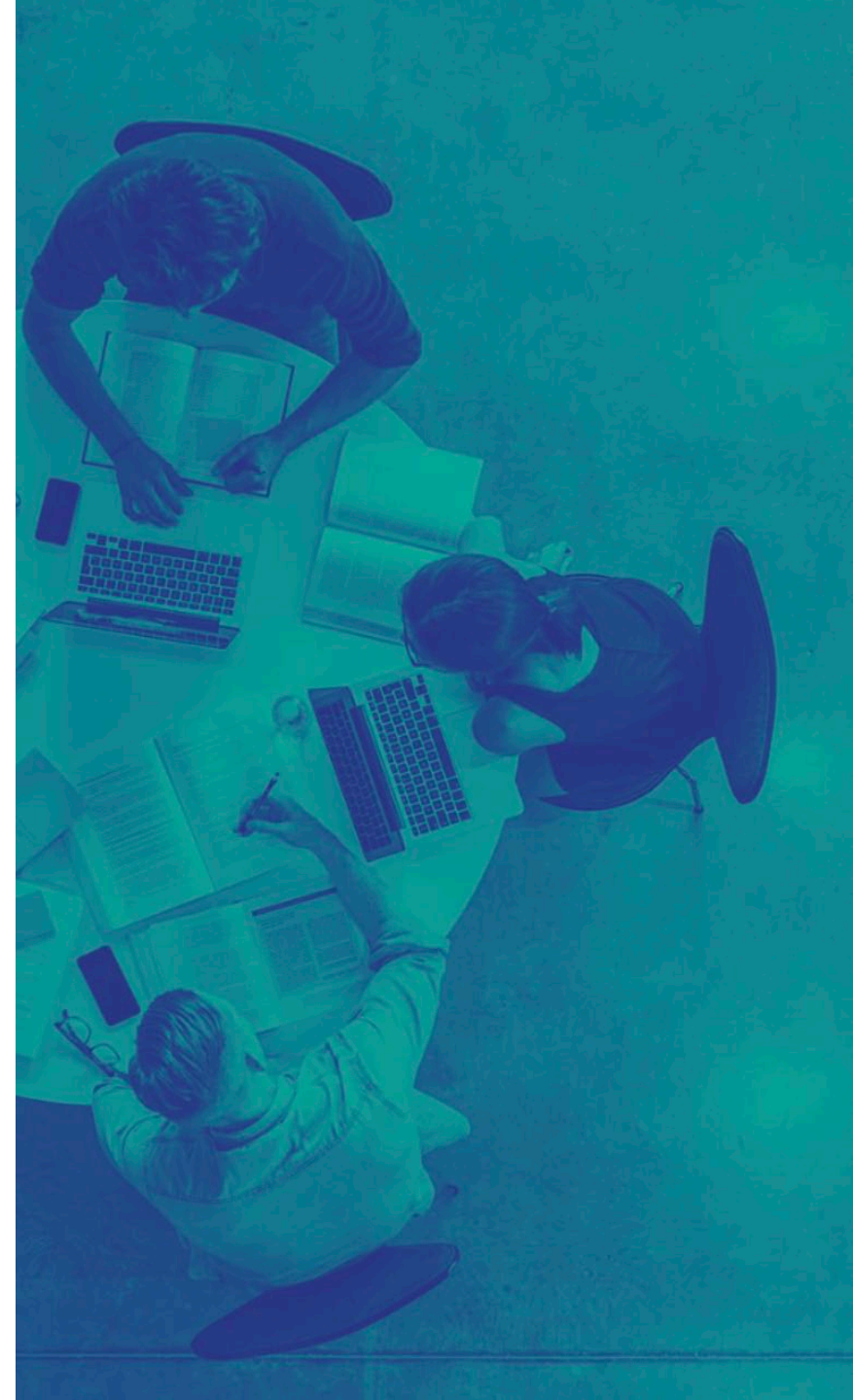
- Because the FY 24 & 25 deficit mitigation plans minimized the impacts on students, some campuses did not have many items to request
- Similarly, because certain areas of student facing services were shielded from reductions, like disability & mental health, there are not a lot of requests in those areas

CT State Plan to Restore Student Facing Services by Functional Area



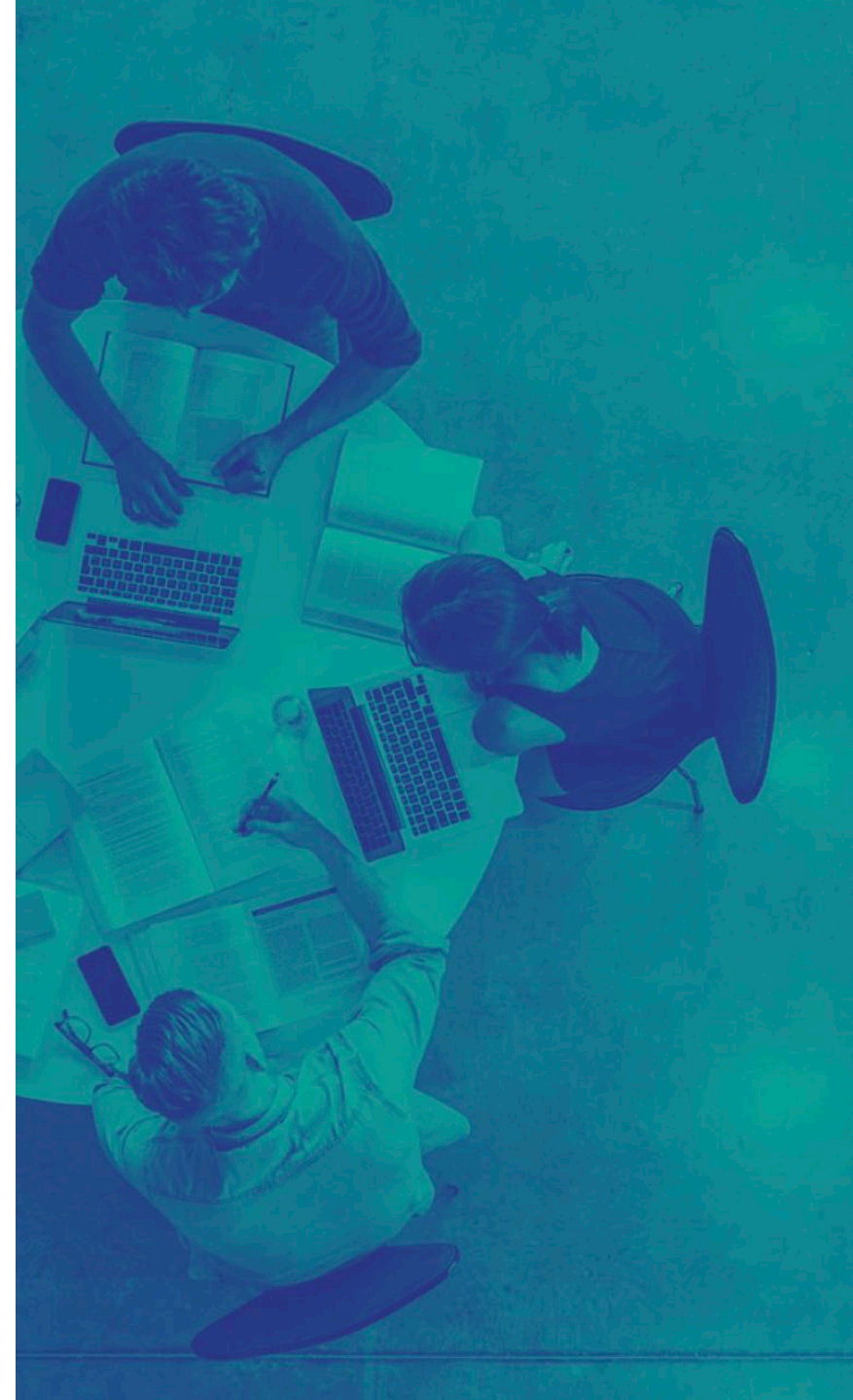
Implementation Timeline & Budget

- Assumes December 1st implementation
- FY 25 budget has a \$4.8 million surplus
- Request authority from the board to increase FY 25 expenditures by \$1.76 million for FY 25, thereby reducing surplus to \$3.0 million
- The FY 24 deficit mitigation plan implemented a net reduction of \$24.0 million in expenditures, this plan restores approximately 10% of reductions when fully annualized



Requests **NOT** included in the Plan

- Will be added to the requests campuses made as part of the FY 25 budget development process (referred to as Template E) to restore services or for new strategic priorities
- CT State will re-evaluate these and all budget requests at the mid-year assessment of the FY 25 budget in early January and if possible, re-allocate lapsing funds to support these important services





Thank You

CT STATE
COMMUNITY COLLEGE

CharterOak
STATE COLLEGE

Scaling Charter Oak State College for Connecticut's Workforce



November 21, 2024

Ted Yang

CSCU

Charter Oak Scaling Taskforce

Rick Levin - Former CEO Coursera, Former President Yale

Matt McCooe - CEO, Connecticut Innovations

Maureen Hogan – Professor Charter Oak and Director of Early Childhood Education

Bogdan Zamfir - Professor SCSU and Director, Center for Educational and Assistive Technology

Samantha Fisher – Managing Director, Global Education Practice Accenture

Bruce Soltys – VP of HR and Emerging Talent Travelers

Cindy Pugliese – SVP of Revenue Cycle Services at Hartford Healthcare

Ed Klonoski - President, Charter Oak State College

Problem: CT is a Net Exporter of CT Online Students
Problem: Workforce Shortages in CT

CT Online Students Attending OOS (Top5)		CT Students Attending In State (Top 5)	
Institution	Number	Institution	Number
SNHU	3,786	CT State	7,501
WGU	1,206	Post	1,855
Penn Foster	813	Goodwin	1,626
U of Phoenix	689	COSC	1,560
Capella	650	UCONN	1,084
<i>All OOS Colleges</i>	<i>20,352</i>	<i>All CT Colleges</i>	<i>18,832</i>

Currently there are 90,000+ unfilled jobs in CT.

Top Current Job Postings in CT (Bachelor's Level)	
Job	Number
Registered Nurse	6.8k
Computer User Spec	3.24k
Software Developers	3.05k
Elem Teach, Spec Ed	3k
Marketing Managers	2.81k

COSC's Unique Position



FULLY ONLINE



STATEWIDE &
SCALABLE



WORKFORCE
RESPONSIVENESS



AFFORDABILITY

Online Competitive Pricing Undergraduate Level

	Goodwin	Post	Thomas Edison	Excelsior	Southern New Hampshire	Charter Oak
Part Time Cost per Semester	\$ 4,410	\$ 3,824	\$ 3,336	\$ 3,356	\$ 1,980	\$ 2,279
Per Credit Charge	\$ 735	\$ 629	\$ 556	\$ 550	\$ 330	\$ 329
Additional Semester Fees	\$ -	\$ 50		\$ 56		\$ 305
Application Fee	\$ -	\$ -	\$ 50	\$ -	\$ -	\$ 50
% Charge Rate Compared to Charter Oak	94%	68%	46%	47%	-13%	-
Notes:						

Thomas Edison has a \$427 in state per credit rate, out of state rate utilized in the calculation above.



Goals

Scale COSC from 2,000 to 6,000 Students Within 5 Years.

\$0 of Direct State Support within 5 Years.



Key Initiatives for Growth

Partnership Expansion:

- LADDERS

School of Education:

- Focus on Early Childhood Education and addressing educator shortages.

Brand Competitiveness:

- Increase recognition through rebranding and targeted marketing.

Technological Enhancements

- Artificial Intelligence

Supporting CSCU Institutions

Online Program Experience (OPX):

- Develop and implement an OPX rate card.



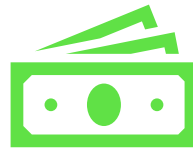
Minimized Impact on CSUs:

- Target different student demographics and online markets.

Projected Benefits



Enrollment Growth &
Achieve Economies of
Scale.



Retain tuition dollars
within Connecticut.



Financial Independence
to Invest Directly to
Students.

Questions & Discussion

Final
Report
Dec 16



CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Approval of a New Program

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Curriculum and Instruction Program (CIP Code: 13.0301, OHE# TBD) leading to a Master of Science degree at Charter Oak State College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Establishment of a new Curriculum and Instruction Program leading to a Master of Science degree at Charter Oak State College.

Name of Institution	Charter Oak State College	
Name of Program	Curriculum and Instruction	
CIP Code	13.0301	
OHE# (Leave blank for new programs)		
Degree Level	Master of Science	
Number of Collegiate Credits	33	
Date of Action (Anticipated)	12/19/2024	
Nature of Request	<input checked="" type="checkbox"/> Licensure and Accreditation <input type="checkbox"/> Program Change <input type="checkbox"/> Phase-out Program <input type="checkbox"/> Terminate Program	
If Name Change, New Name		
Delivery	Current (If not a new program) <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online	Future <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input checked="" type="checkbox"/> Online
Effective Term	Fall 2025	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

PROPOSAL AND RATIONALE

The Master of Science (M.S.) in Curriculum and Instruction is designed for educators seeking to develop expertise in student-centered learning across a broad range of educational programs, including early childhood education, elementary education, middle school, high school, as well as special education and urban education settings. Students will learn to develop curriculum, differentiate instructional strategies for all learners in inclusive educational settings, and serve as teacher leaders or instructional coaches within a variety of educational programs.

A major trend in higher education today is adults returning to school. The National Center for Education Statistics (NCES) reports that in Fall 2021, 3.2 million students were enrolled in postbaccalaureate degrees within the United States. NCED also reports that by 2031, postbaccalaureate enrollment is projected to increase by 6 percent. While this number reflects

overall enrollment, 100,000 adults in the United States are reported to be pursuing graduate degrees in education each year. 50,000 of these adults are pursuing online learning programs. Adults often prefer to enroll in online degree programs since they are generally working full-time, raising families, or caring for elderly family members.

Trends in education overall are many and varied. They include developing 'Executive Functions' in younger students, Social and Emotional Learning (Birth-Grade 12), Technology, Artificial Intelligence (AI), and Student-Centered learning. In Connecticut, there is also a growing trend in diversity of its student population. The increasing diversity with CT populations necessitates students needing to learn and grow as capable and competent 21st century learners who are culturally competent, can collaborate, and have skills in critical thinking and reasoning and problem-solving. These trends are best addressed by advancing the educational qualifications of existing teachers.

This program aims to address CT's workforce needs and enhance the well-being of its communities. Currently, public school teachers in CT with a bachelor's degree face limited options within the CSCU system for pursuing an online master's degree. Charter Oak State College, with its unique asynchronous model designed for adult learners, offers a solution where students can balance other adult responsibilities while attending school. However, many teachers enroll in private programs with exorbitant tuition and fees, often resulting in significant debt due to student loans. Instead of using their increased salary from the advanced degree to improve their quality of life, teachers end up using that additional money to pay off student loans. This financial strain leads to career burnout, causing many educators to leave the field despite their professional excellence and dedication. This program will support CT public school teachers by providing more accessible and affordable options within public institutions.

PRO FORMA

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. CSCU's Academic Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Approval of a New Program

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Data Analytics program (CIP Code: 30.7101, OHE# TBD) leading to a Bachelor of Science degree at Charter Oak State College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Establishment of a new Data Analytics program leading to a Bachelor of Science degree at Charter Oak State College.

Name of Institution	Charter Oak State College	
Name of Program	Data Analytics	
CIP Code	30.0701	
OHE# (Leave blank for new programs)		
Degree Level	Bachelor of Science	
Number of Collegiate Credits	48	
Date of Action (Anticipated)	12/19/2024	
Nature of Request	<input checked="" type="checkbox"/> Licensure and Accreditation <input type="checkbox"/> Program Change <input type="checkbox"/> Phase-out Program <input type="checkbox"/> Terminate Program	
If Name Change, New Name		
Delivery	Current (If not a new program) <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online	Future <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input checked="" type="checkbox"/> Online
Effective Term	Fall 2025	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

PROPOSAL AND RATIONALE

The proposed Bachelor of Science in Data Analytics program aims to equip students with the essential knowledge, skills, and competencies required to excel in the rapidly evolving field of data analysis. The program will foster a strong foundation in data science principles, statistical methods, and technological tools, enabling graduates to extract meaningful insights from complex datasets and make informed data-driven decisions.

Data obtained through Gray DI (Decision Intelligence) revealed a high Student Demand and strong Employment outcomes for baccalaureate level data analytics degree programs in CT. Gray DI’s cutting-edge Program Evaluation System (PES) reported that national completions for the program stand at 3,277, ranking in the 93rd percentile, while the sum of onground and online completions in Connecticut is 37, also at the 93rd percentile. The program's greatest strength lies in its high Student Demand, with a Google Search Volume of 34,780 at the 98th percentile, and robust Employment

prospects indicated by an Entry Level Salary of \$76,896 and a Post Entry Level Median Salary of \$115,276 at the 97th percentile.

[PRO FORMA](#)

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. CSCU's Academic Affairs concurs with this recommendation.

12/6/2024 – BOR - Academic and Student Affairs Committee
12/19/2024 – Board of Regents

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Approval of a New Program

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Marketing program (CIP Code: 52.1401, OHE# TBD) leading to a Bachelor of Science degree at Charter Oak State College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Establishment of a new Marketing program leading to a Bachelor of Science degree at Charter Oak State College.

Name of Institution	Charter Oak State College	
Name of Program	Marketing	
CIP Code	52.1401	
OHE# (Leave blank for new programs)		
Degree Level	Bachelor of Science	
Number of Collegiate Credits	60	
Date of Action (Anticipated)	12/19/2024	
Nature of Request	<input checked="" type="checkbox"/> Licensure and Accreditation <input type="checkbox"/> Program Change <input type="checkbox"/> Phase-out Program <input type="checkbox"/> Terminate Program	
If Name Change, New Name		
Delivery	Current (If not a new program) <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online	Future <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input checked="" type="checkbox"/> Online
Effective Term	Fall 2025	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

PROPOSAL AND RATIONALE

The Bachelor of Science in Marketing program equips students with a comprehensive understanding of strategic marketing principles and practices. Emphasizing critical areas such as marketing research, consumer behavior, and effective customer acquisition and retention strategies, the curriculum prepares graduates to excel in today’s competitive landscape. Students will delve into public relations and the art of crafting compelling narratives while gaining hands-on experience in digital marketing techniques, including search engine optimization (SEO) and leveraging artificial intelligence for targeted marketing campaigns. With a robust focus on social media strategies, this degree fosters innovative thinking and equips future marketers with the tools to engage consumers effectively and drive brand loyalty in a rapidly evolving digital world.

This B.S. in Marketing is in high demand in Connecticut, regional and national markets. Students in this major will have the ability to earn multiple professional credentials while enrolled in the

program. Additionally, this program with its multiple credentials should draw greater numbers of potential applicants during their internet search process.

Data obtained through Gray DI (Decision Intelligence) revealed that baccalaureate-level Marketing programs in CT excel in both student demand and employment prospects. Gray DI's cutting-edge Program Evaluation System (PES) reported that National Completions for the program stand at 42,848, ranking at the 99th percentile, with a Sum of On ground and Online Completions in Connecticut at 653, also at the 99th percentile. The program's greatest strength lies in its high Student Demand, evidenced by a Google Search Volume of 21,150 at the 97th percentile, and robust Employment opportunities with an Entry Level Salary at \$65,464 in the 74th percentile. The Post Entry Level Median Salary is also competitive at \$98,224 in the market's 61st percentile. Job Postings per Graduate ratio suggests a balanced job availability for graduates.

PRO FORMA

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. CSCU's Academic Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Modification of a Program

Master of Science in Counselor Education:
Specialization in Student Development in Higher Education
Central Connecticut State University

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – specifically a name change to the Master of Science in Counselor Education: Specialization in Student Development in Higher Education at Central Connecticut State University.

A True Copy:

Pamela A. Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Name change to the Master of Science in Counselor Education: Specialization in Student Development in Higher Education at Central Connecticut State University.

BACKGROUND AND PROPOSAL

The rationale for the name change, allows the program to “stand out” as separate from the more traditional counseling programs offered by the departments (Marriage and Family Therapy, School Counseling, Professional Counseling). While this program is housed within a counseling department, graduates from this program enter careers in various units found in higher ed, including student support services, student affairs, student activities, and academic affairs.

Old Name: Counselor Education: Specialization in Student Development in Higher Education

New Name: Student Development in Higher Education

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. CSCU Academic and Student Affairs concurs with this recommendation.

12/6/2024 – BOR - Academic and Student Affairs Committee

12/19/2024 – Board of Regents

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Modification of an Accredited Program

CT State Community College

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of the Associate of Science in General Studies program at Connecticut State Community College, specifically significant modifications of courses, program outcomes and program descriptions.

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Modification of the Associate of Science in General Studies program at Connecticut State Community College, specifically significant modifications of courses, program outcomes and program descriptions.

BACKGROUND AND OVERVIEW OF MODIFICATIONS

The proposed changes increase the flexibility of the General Studies degree, making it accessible to students seeking a terminal AS degree, differentiating the General Studies degree from the Liberal Arts and Science degrees, which is the main transfer degree at the college. This is also the rationale for the proposed modifications to the program description, which seek to clarify that while the General Studies degree can be used for transfer with proper advising, it is primarily intended to serve as a terminal AS degree.

The total number of courses and course credits to be modified by this modification is 24-27 credits. The proposed changes to the Program Courses are:

1. Delete the requirement that 2 program courses be at the 2000 level
2. Specify that the Arts and Humanities requirement of two courses worth 6-8 credits include any 2 courses from ART, ARTH, COMM, HUM, ENG, MUS, PHL, THR, ARAB, ASL, CHNS, FREN, GERM, ITAL, JAPN, LATN, POLH, RUSN, SPAN, ESOL 1402, ESOL 1502/1512, with the courses coming from different disciplines
3. Specify that the Social/Behavioral Science requirement of 2 courses worth 6-8 credits includes any course from ANTH, ECON, GEOG, POLS, PSY, SOC, or WGS
4. Change the Science Elective of 3-4 credits to a Science/Math Elective of 3-4 credits that includes any course from ASTR, BIO, CHEM, ENV, EARTH, GEOL, HORT, METR, OCEN, PHYS, SCI, or MAT
5. Delete the 3 credit PHL1101 Ethics or PHL1012 Bioethics requirement
6. Change the requirement that students take either CIS 1001 Introduction to Computers Credits, CSA 1110 Introduction to Software Applications, or CSA 2113 Advanced Applications for three credits to a Technological Literacy requirement, including any course from CIS, CSA, or GRA (except for GRA2201 and GRA2202), or other computer-skills based course approved by the program coordinator
7. Change the Open Electives from 15 credits to 18 credits using the additional three credits from the deletion of the PHL1101 Ethics or PHL1012 Bioethics requirement

The proposed program outcomes demonstrate:

- College-level literacy and communication skills across disciplines.
- College-level quantitative reasoning skills.
- Critical thinking and problem-solving skills across disciplines.
- Facility with current computer software applications used in college and the workforce.

Proposed changes to the program description mainly involve editing and reorganization of existing program description content.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. CSU Academic and Student Affairs concurs with this recommendation.

12/6/2024 – BOR - Academic and Student Affairs Committee
12/19/2024 – Board of Regents

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Modification of a Program

Master of Science in Health Informatics
Charter Oak State College

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – specifically a name change to the Master of Science in Health Informatics at Charter Oak State College.

A True Copy:

Pamela A. Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Name change to the Master of Science in Health Informatics at Charter Oak State College.

BACKGROUND AND PROPOSAL

Old Name: Health Informatics
New Name: Health Data Analytics

Renaming the program from M.S. Health Informatics to M.S. Health Data Analytics better reflects current industry trends and the evolving skillset requirements in the healthcare sector. The demand for data analytics skills has skyrocketed in recent years due to the explosion of healthcare data generated by electronic health records (EHRs), wearable devices, and other digital health technologies. Employers increasingly seek professionals who can not only manage health information systems but also derive actionable insights from data to improve patient outcomes, optimize operations, and support decision-making.

Several academic institutions and industry organizations have made similar shifts. For instance, Harvard's M.S. in Health Data Science and Columbia University's M.S. in Health Analytics programs focus on data-driven decision-making, acknowledging that analytics represents a more accurate and forward-looking term compared to informatics, which traditionally emphasizes systems management rather than data interpretation.

Furthermore, data analytics better aligns with market needs in areas like predictive modeling, machine learning, and population health management, all critical for the future of healthcare. This name change will position the program as more relevant to prospective students and employers, including in search of such programs, enhancing its appeal and ensuring that graduates are equipped with the cutting-edge skills needed in today's healthcare environment.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. CSCU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Modification of a Program

Bachelor of Science and Master of
Science in Health Care Administration

Charter Oak State College

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – specifically a name change to both the Bachelor of Science and Master of Science in Health Care Administration at Charter Oak State College.

A True Copy:

Pamela A. Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Name change to the Bachelor of Science and Master of Science in Health Care Administration at Charter Oak State College.

BACKGROUND AND PROPOSAL

Old Name: Health Care Administration

New Name: Healthcare Administration

Changing the program name from "B.S. Health Care Administration" to "B.S. Healthcare Administration" and "M.S. Health Care Administration" to "M.S. Healthcare Administration" aligns the program with industry standards, current usage trends, and clarity in communication.

The term “healthcare” is increasingly used as a single, unified word across the healthcare industry, both in academia and professional settings. Benchmarking with similar programs reveals that leading institutions, such as Johns Hopkins University, SUNY – The State University of New York, SNHU – Southern NH University, Western Governors, and University of Scranton, use “Healthcare Administration” in their program names. This reflects the industry preference for a streamlined, modern term, making it more recognizable and relevant to prospective students and employers.

In addition, "Healthcare" is more often recognized as referring to the system, services, and management structures in place, while “health care” could be interpreted as more patient-facing or direct medical services. The shift from clarifies that the program focuses on managing and leading within the broader healthcare system.

As "Healthcare" becomes the preferred term in the field, this change ensures the program name remains competitive and contemporary, reflecting modern usage, industry trends, and practical considerations for marketing and recruitment.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. CSCU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Discontinuation of Undergraduate Certificate

Clinical Documentation Improvement at
Charter Oak State College

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the following undergraduate certificate at Charter Oak State College effective May 2026.

Clinical Documentation Improvement CIP Code: 51.0707 OHE#: 20262

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuations of an undergraduate certificate – Clinical Documentation Improvement (CDI) at Charter Oak State College.

BACKGROUND AND RATIONALE

Despite a 2-year effort and an accreditation from the Commission on Accreditation for Health Informatics and Information Management (CAHIIM), the program has not attracted prospective students. There currently are 3 students in the program and only 2 other students who have started but did not complete. With five courses that are specific to the program, it has become unsustainable. During the same time, the American Health Information Management Association (AHIMA) launched Clinical Documentation training modules at a much cheaper price that we cannot compete with. Although we believed it would be a popular offering and we do get a good level of interest, there is a lack of prospects who actually move forward with the program.

PHASE OUT/TEACH OUT STRATEGY

The CDI courses will continue to be offered until each student who wishes to complete the program does so. The Program Director will attempt to keep the remaining students on the same schedule, so the courses do not have to be offered more times than necessary to allow students to complete the certificate.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve these discontinuations. CSU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Discontinuation of Undergraduate Certificate

Health Insurance Customer Service at
Charter Oak State College

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the following undergraduate certificate at Charter Oak State College effective May 2026.

Health Insurance Customer Service CIP Code: 51.0713 OHE#: 15447

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuations of an undergraduate certificate – Health Insurance Customer Service at Charter Oak State College.

BACKGROUND AND RATIONALE

This certificate was initially established in response to a corporate partner relationship that is no longer active. Despite an ongoing effort and an accreditation from the Commission on Accreditation for Health Informatics and Information Management (CAHIIM), the program has not attracted prospective students over the years. There currently are no students in the program and the certificate does not lead directly to an industry-recognized credential.

PHASE OUT/TEACH OUT STRATEGY

There are no students enrolled in this certificate.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve these discontinuations. CSCU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Discontinuation of Undergraduate Certificate

Leadership in Health Care Administration at
Charter Oak State College

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the following undergraduate certificate at Charter Oak State College effective May 2026.

Leadership in Health Care Administration CIP Code: 51.0701 OHE#: 16818

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuations of an undergraduate certificate – Leadership in Health Care Administration at Charter Oak State College.

BACKGROUND AND RATIONALE

This certificate was established to be a pathway to the Health Care Administration degree program. Enrollment has been low despite the Commission on Accreditation for Health Informatics and Information Management (CAHIIM) accreditation of the certificate. The certificate does not lead directly to an industry-recognized credential.

PHASE OUT/TEACH OUT STRATEGY

Four students are enrolled in this certificate secondary to their degree programs. All courses within the certificate exist as part of curriculum for other programs, as well. The courses will continue to be offered and each student who wishes to complete the program will be able to do so. The Program Director will attempt to keep the remaining students on the same schedule, so the courses do not have to be offered more times than necessary to allow students to complete the certificate.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve these discontinuations. CSCU Academic and Student Affairs concurs with this recommendation.

Student Advisory Committee 10 am Fridays	Faculty Advisory Committee 1 pm Fridays	Academic and Student Affairs 9:30 am Fridays	Audit 10 am Tuesdays	HR & Administration 3:30 pm Fridays	Finance & Infrastructure 10:30 am Wednesdays	Technology 12:30 Wednesdays	Governance & Nominations 12:30 p.m. Fridays	Board of Regents 10 am Thursdays
January 17	January 24		January 14		January 15	January 15		January 23
February 21	February 21	February 14			February 19			February 27
March 28	March 7	March 7		March 14		March 19	March 7	March 27
April 11 <i>Joint BOR/SAC</i>	April 11	April 4						April 11 <i>Joint BOR/SAC</i>
May 2	May 16	May 9	May 27		May 14	May 14		May 22
	June 13 (<i>Joint BOR/FAC</i>)	June 6		June 13	June 18	June 18	June 6	June 13 (<i>Joint BOR/FAC</i>) June 26 (Regular BOR Mtg)
	July 18							
	August 22				August 20			August 28
September 19	September 19	September 5		September 12		September 10	September 5	September 26
October 18	October 10	October 3			October 15	October 8		October 23
November 14	November 14 (<i>Joint BOR/FAC</i>)					November 12		November 14 1PM (<i>Joint BOR/FAC</i>)
December 12 (<i>Joint BOR/SAC</i>)	December 12	December 5 (joint w/HR)	December 16	Friday, December 5 (joint w/ASA)	December 10	December 10	December 5	December 12 (<i>Joint BOR/SAC</i>) December 18 (Regular BOR Mtg)

CSCU Board of Regents

RESOLUTION

Concerning

CHANGE IN SUBMISSION DEADLINE FOR FIVE-YEAR SUSTAINABILITY PLANS

December 19, 2024

WHEREAS, The deadline for the submission of drafts of five (5) year sustainability plans to the Chief Financial Officer for the System Office was January 15, 2025; and

WHEREAS, It is recognized that additional time is necessary to prepare the draft plans for review; now therefore be it

RESOLVED, That the deadline for submission of draft plans from CSCU institution presidents to the Chief Financial Officer be extended from January 15, 2025 to end-of-business on February 28, 2025.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Approval of a New Program

December 19, 2024

RESOLVED: That the Board of Regents for Higher Education approve the licensure of an Atmospheric and Climate Science program (CIP Code: 30.3501, OHE# TBD) leading to a Bachelors of Science at Western Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Establishment of a new program, Atmospheric and Climate Science program leading to a Bachelors of Science at Western Connecticut State University.

Name of Institution	Western Connecticut State University	
Name of Program	Atmospheric and Climate Science	
CIP Code	30.3501	
OHE# (Leave blank for new programs)		
Degree Level	Bachelors of Science	
Number of Collegiate Credits	120	
Date of Action (Anticipated)	12/19/2024	
Nature of Request	<input checked="" type="checkbox"/> Licensure and Accreditation <input type="checkbox"/> Program Change <input type="checkbox"/> Phase-out Program <input type="checkbox"/> Terminate Program	
If Name Change, New Name		
Delivery	Current (If not a new program) <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online	Future <input checked="" type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> HyFlex <input type="checkbox"/> Online
Effective Term	August 2025	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

BACKGROUND AND PROGRAM OVERVIEW

The Bachelor of Science in Atmospheric and Climate Sciences offers a comprehensive education in the fundamental principles of meteorology, climate systems, and environmental sciences. This interdisciplinary program blends physics, chemistry, and mathematics to explore the dynamic processes that govern Earth’s atmosphere and climate. Through a combination of theoretical coursework, hands-on lab experience, and field research, students will be equipped with the skills necessary to analyze weather systems and predict climate trends.

Western’s BS in Atmospheric and Climate Sciences (ACS), with an accelerated option for MS in Meteorology attainment, will complement existing WCSU Science programs by developing students that can predict weather, analyze climate patterns, and contextualize the importance of this study in building an equitable and climate resilient workforce, as well as offering access and opportunity for diverse students to apply current technological advances (i.e., AI, weather forecasting, climate modeling) towards building a more climate resilient community.

IDENTIFIED NEEDS

This new program introduction is concurrent with the discontinuation of the BS in Meteorology program thereby fulfilling the need for a higher education degree in climate science in southern New England.

Initiatives in Connecticut, and elsewhere, to include climate studies in the K-12 curriculum of primary and secondary public schools will fuel the interest in this relevant and important environmental topic. There is a societal need to address climate change and its impact on our planet and society. This program, drawing on expertise of faculty across disciplines (e.g., physics, meteorology, mathematics, chemistry, computer science), will collaboratively work with students towards solving the most pressing environmental issue of our time.

Nationally, employment of atmospheric scientists, including meteorologists, is projected to grow by 6% which is faster than the average for all occupations. About 900 openings for atmospheric scientists, including meteorologists, are projected each year, on average, over the decade. Many of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force through retirement. These roles will continue to be essential for addressing weather forecasting, climate change, and environmental impacts in various sectors.

Southern New England, with its varied climate, coastal influence and vulnerability to severe tropical weather events, and increased focus on climate adaptation, offers specific opportunities in both public and private sectors. The federal government, especially the National Weather Service (NWS), along with research institutions and private environmental firms, remains a significant employer. Additionally, local research universities and broadcasting outlets in the region provide roles for both research and communication-oriented atmospheric scientists.

PRO FORMA

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. CSCU Academic and Student Affairs concurs with this recommendation.

RESOLUTION

Concerning

CONNECTICUT STATE COLLEGES AND
UNIVERSITIES FY2026 TUITION AND FEES

December 19, 2024

- WHEREAS, The Board of Regents for Higher Education (“BOR”), in accordance with Connecticut General Statutes § 10a-6(a)(3), shall establish tuition and fee policies for the Connecticut State Colleges & Universities (“CSCU”) institutions under the jurisdiction of the BOR (“CSCU institutions”); and
- WHEREAS, The BOR, in accordance with Connecticut General Statutes § 10a-99(a), shall fix fees for tuition and shall fix fees for such other purposes as the BOR deems necessary at the CSCU Universities; and
- WHEREAS, The BOR in accordance with Connecticut General Statutes § 10a-77(a), shall fix fees for tuition at CT State Community College (formerly, “Community-Technical Colleges”) and shall fix fees for such other purposes as the BOR deems necessary; and
- WHEREAS, The BOR in accordance with Connecticut General Statutes § 10a-143(e), shall fix fees at Charter Oak State College and shall fix fees for such other purposes as the BOR deems necessary; and
- WHEREAS, On October 24, 2024, the BOR approved the Biennium Operating & Capital Budget Request for FY2026 and FY2027 which did not include tuition or mandatory fee increases; and
- WHEREAS, The BOR desires to keep tuition and fees at current levels, the CSCU institutions have experienced significant financial challenges that require comprehensive financial strategies to ensure the sustainability and continuity of services; and
- WHEREAS, The proposed fee adjustments include only food service fee rates for the Connecticut State Universities, and credit card service fees for CT State Community College, which are necessary to offset increasing costs associated with these services; and
- WHEREAS, The proposed fee increases were developed through comprehensive leadership efforts at each CSCU institution; now, therefore, be it

RESOLVED, That the BOR approves the FY2026 tuition and fee schedules as presented for CSU, CT State and Charter Oak College as set for in the respective schedules A, B and C; and be it further

RESOLVED, That the BOR authorizes the Chancellor to take all necessary actions to implement the FY2026 fees rates and schedules as approved herein. Any such adjustments shall be promptly reported to the BOR Finance and Infrastructure Committee for review.

A True Copy:

Pamela A. Heleen, Secretary
Board of Regents for Higher Education

ACTION ITEM:

FY 2026 Tuition and Fees: State Universities, CT State Community College, and Charter Oak State College

The Board of Regents (BOR) of the Connecticut State College and Universities (CSCU) is recommending holding tuition and mandatory fees flat for FY2025-26 academic year, reaffirming its commitment to keeping the cost of education as affordable as possible. In the biennial budget submission for FY2026/FY2027, CSCU did not project any additional revenue from increased tuition rates or fees.

However, CSCU will face cost increases due to contract terms, inflation, and rising energy costs. There is considerable interest in requesting that the BOR allow its institutions to raise fees only in certain areas where costs are contractually escalating, such as food services and credit card costs. Additionally, the Student Government Association at Eastern Connecticut State University has requested changes to two student fees: the residence hall social fee and the transportation fee which are presented in detail below.

Connecticut State University System

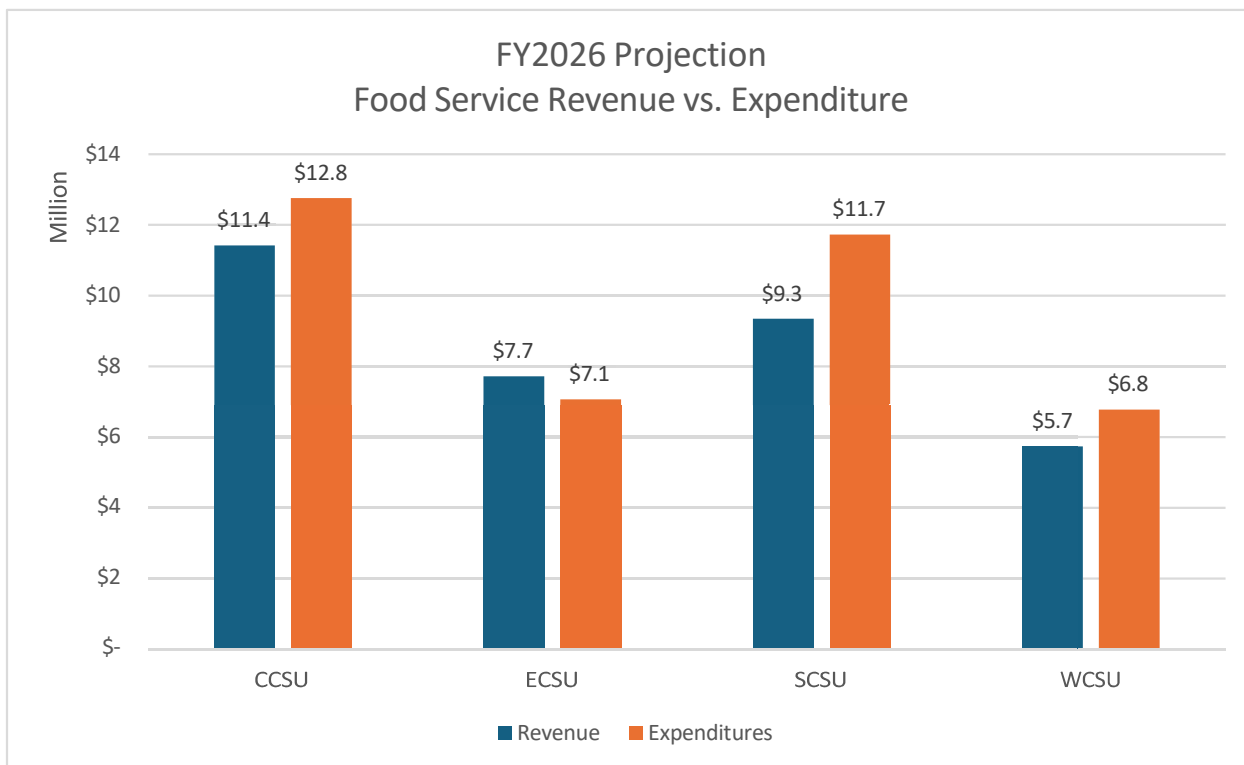
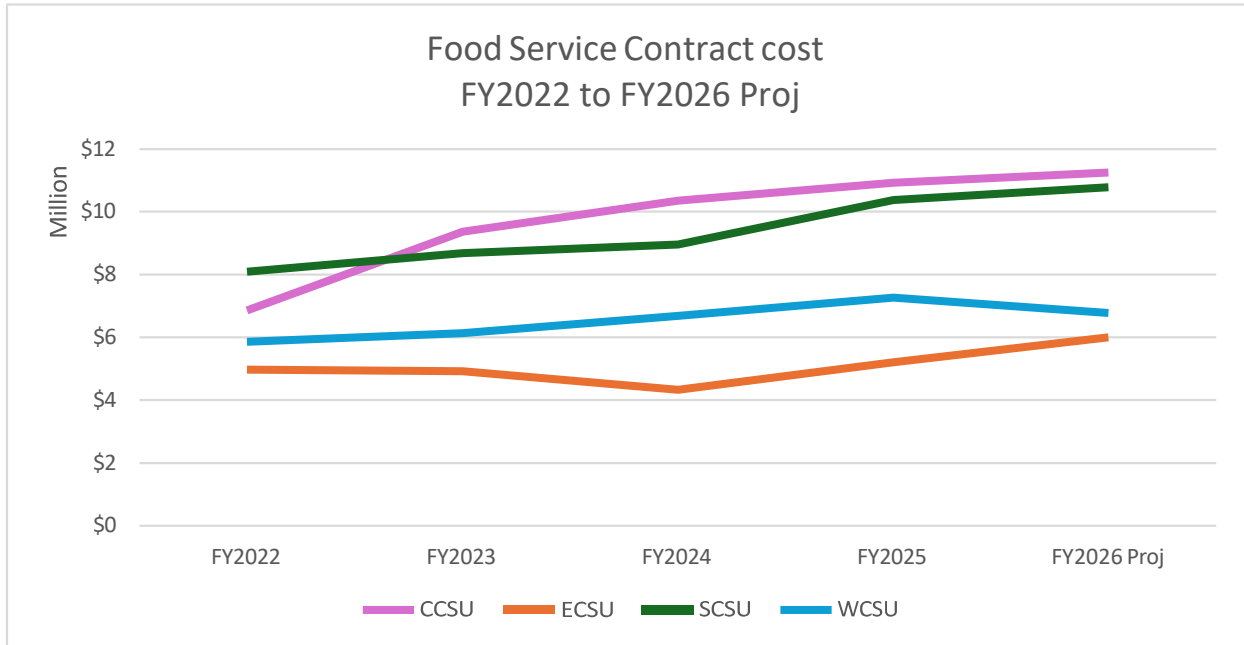
Food Service Fee

The Connecticut State Universities are requesting an adjustment to the food service rates. All Universities offer a variety of meal plans as part of the room and board services provided to all students living on campus. The food service fee increase is campus specific and influenced by the food service contracts that include increases in food costs. The annual food service rates and proposed increases for each university are as follows:

	FY 2025		Proposed FY 2026		FY2026 Proposed vs. FY2025	
	\$		\$		\$	%
Central Connecticut State University	\$	5,412	\$	5,602	190	3.5%
Eastern Connecticut State University	\$	6,866	\$	7,064	198	2.9%
Southern Connecticut State University	\$	6,738	\$	7,000	262	3.9%
Western Connecticut State University	\$	6,682	\$	7,056	374	5.6%

The following graphs show that food service costs are increasing for all Universities except Western. Based on the FY2026 projection, the revenue generated from food service operations is insufficient to cover the increasing operating costs at each University except Eastern. With the increase proposed here, the financial impact in FY2026 is projected as follows: CCSU (\$1.4M loss), ECSU (\$600K gain), SCSU (\$2.4M loss), and WCSU shows a loss of \$1.1M.

Food service contracts account for over 88% of the total operational cost on average of providing food service to students. Other operating expenses include personnel cost, equipment, general maintenance, cash registers, dishware, pest control services, emergency generators, and custodial support assigned specifically to food service buildings.



Residence Hall Social Fee - ECSU

The Student Government at ECSU requested to increase the Residence Hall Social Fee from \$20 to \$22 per semester or \$40 to \$44 per academic year. These funds are managed by students and are kept in the Agency Fund group at Eastern Connecticut State University (ECSU) which is a self-sufficient fund. The modest increase provides students with additional resources for self-managed activities and initiatives.

Transportation Fee - ECSU

In FY2018, CSCU partnered with DOT to provide all students with access to Connecticut’s mass transportation systems. Eastern Connecticut State University (ECSU) initially opted out of the program due to limited bus routes in Willimantic. Since then, additional bus routes in the Willimantic area have been added and increased student interest in the UPASS program.

Beginning with Fall 2025, the Student Government Association at ECSU requested to join the UPASS program that offers unlimited rides on public transit systems within the State.

To provide ECSU students with the opportunity to use U PASS, a \$40 transportation fee will be included in all undergraduate student tuition bills each semester.

Changes are highlighted and reflected in Attachment A: “CSU FY26 Tuition and Fees”.

Connecticut State Community College

Tier II Fee, Credit Card Service Fee

Currently, CT State incurs credit card transaction fees as an expense, resulting in \$800,000 in costs per year over the past few years. CT State is proposing a 2.95% fee on credit card transactions.

Expenses for Credit Card Transaction Fees	
FY 21 actual	\$ 837,101
FY 22 actual	\$ 801,462
FY 23 actual	\$ 783,443
FY 24 actual	\$ 799,332
FY 25 estimated	\$800,000-\$850,000

Pursuant to sections 438-441 of Public Act 21-2 (June Special Session), state agencies are required to charge a service fee, starting on July 1, 2022 to customers who make payment of any fee, cost or fine by credit, charge or debit card, unless the Secretary of the Office of Policy and Management (OPM) authorizes a waiver of such service fee, which he authorized from July 1, 2022 to June 30, 2025.

CT State Community College has been operating under this waiver from OPM since July 1, 2022, and has absorbed over \$3M in costs for credit card fees as a result. CT State is working with Touchnet, our credit card service provider, to pass along the 2.95% service fee as early as practicable, starting Fall 2025.

Pursuant to BR 24-014 any credit card service fees shall appear as an informational item at the bottom of the Tier II fee schedule.

The changes are reflected in Attachment B: "CT State FY26 Tuition and Fees, Tier II Fees".

Charter Oak State College (COSC)

There are no changes at Charter Oak State College as reflected in Attachment C: "Charter Oak FY26 Tuition and Fee".

RECOMMENDATION

We recommend that the Board approve the proposed tuition and fee increases.

Attachment A – CSU FY26 Tuition and Fee

Attachment B – CT State FY26 Tuition and Fee, Tier II Fees

Attachment C – Charter Oak FY26 Tuition and Fee

CONNECTICUT STATE UNIVERSITIES
SYSTEMWIDE AVERAGE
FY2025-26 Tuition and Fee Rates - Academic Year

	SYSTEMWIDE AVERAGE											
	Undergraduate In-State				Undergraduate Out-of-State				Undergraduate NE Regional			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%
Tuition	6,998	6,998	0	0.0%	20,938	20,938	0	0.0%	10,498	10,498	0	0.0%
University General Fee	5,130	5,130	0	0.0%	5,130	5,130	0	0.0%	5,130	5,130	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	178	178	0	0.0%	178	178	0	0.0%	178	178	0	0.0%
Media Fee	15	15	0	0.0%	15	15	0	0.0%	15	15	0	0.0%
Subtotal	13,377	13,377	0	0.0%	27,317	27,317	0	0.0%	16,877	16,877	0	0.0%
Transportation Fee (\$40 per semester)	80	80	0	0.0%	80	80	0	0.0%	80	80	0	0.0%
Total - Commuting Student	13,457	13,457	0	0.0%	27,397	27,397	0	0.0%	16,957	16,957	0	0.0%
Housing (Double)	8,448	8,448	0	0.0%	8,448	8,448	0	0.0%	8,448	8,448	0	0.0%
Food Service	6,425	6,681	256	4.0%	6,425	6,681	256	4.0%	6,425	6,681	256	4.0%
Residence Hall Social Fee	45	46	1	2.2%	45	46	1	2.2%	45	46	1	2.2%
Total Tuition and Fees	28,375	28,632	257	0.9%	42,315	42,572	257	0.6%	31,875	32,132	257	0.8%
Tuition Part Time (Per Credit Hour)	292	292	0	0.0%	292	292	0	0.0%	292	292	0	0.0%
General University Fee (Per Credit Hour)	366	366	0	0.0%	370	370	0	0.0%	370	370	0	0.0%
Extension Fee (Per Credit Hour)	658	658	0	0.0%	662	662	0	0.0%	662	662	0	0.0%
Registration Fee (Per Semester)	58	58	0	0.0%	58	58	0	0.0%	58	58	0	0.0%
Transportation Fee (\$40 per semester)	40	40	0	0.0%	40	40	0	0.0%	40	40	0	0.0%
Student Activity Fee	8	8	0	0.0%	8	8	0	0.0%	8	8	0	0.0%
	SYSTEMWIDE AVERAGE											
	Graduate In-State				Graduate Out-of-State				Graduate NE Regional			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%
Tuition	8,716	8,716	0	0.0%	22,446	22,446	0	0.0%	13,074	13,074	0	0.0%
University General Fee	5,130	5,130	0	0.0%	5,130	5,130	0	0.0%	5,130	5,130	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	132	132	0	0.0%	132	132	0	0.0%	132	132	0	0.0%
Total Commuting Student	15,034	15,034	0	0.0%	28,764	28,764	0	0.0%	19,392	19,392	0	0.0%
Housing (Double)	8,448	8,448	0	0.0%	8,448	8,448	0	0.0%	8,448	8,448	0	0.0%
Food Service	6,425	6,681	256	4.0%	6,425	6,681	256	4.0%	6,425	6,681	256	4.0%
Residence Hall Social Fee	45	46	1	2.2%	45	46	1	2.2%	45	46	1	2.2%
Total Tuition and Fees	29,952	30,209	257	0.9%	43,682	43,939	257	0.6%	34,310	34,567	257	0.7%
Tuition Part Time (Per Credit Hour)	482	482	0	0.0%	482	482	0	0.0%	482	482	0	0.0%
General University Fee (Per Credit Hour)	309	309	0	0.0%	313	313	0	0.0%	313	313	0	0.0%
Extension Fee (Per Credit Hour)	791	791	0	0.0%	795	795	0	0.0%	795	795	0	0.0%
Registration Fee (Per Semester)	60	60	0	0.0%	60	60	0	0.0%	60	60	0	0.0%
Student Activity Fee	8	8	0	0.0%	8	8	0	0.0%	8	8	0	0.0%

CONNECTICUT STATE UNIVERSITIES

Undergraduate and Graduate Tuition and Fee Increases by Commuting & Resident Student
Dollar & Percent Change FY2025-26

FY 2025-26 Academic Year	CENTRAL				EASTERN				SOUTHERN				WESTERN			
	Undergraduate		Graduate		Undergraduate		Graduate		Undergraduate		Graduate		Undergraduate		Graduate	
	Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent	Dollar	Percent
In-State Commuting Student	\$0	0.0%	\$0	0.0%	\$80	0.6%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
In-State Resident Student	\$190	0.7%	\$190	0.7%	\$282	0.9%	\$202	0.6%	\$262	0.9%	\$262	0.9%	\$374	1.3%	\$374	1.2%
Out-of-State Commuting Student	\$0	0.0%	\$0	0.0%	\$80	0.3%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Out-of-State Resident Student	\$190	0.5%	\$190	0.5%	\$282	0.6%	\$202	0.4%	\$262	0.6%	\$262	0.6%	\$374	0.9%	\$374	0.8%

CONNECTICUT STATE UNIVERSITIES

In-State Undergraduate Cost of Attendance Schedule

FY2024-25 & FY2025-26 Tuition and Fee Rates - Academic Year

	CENTRAL Undergraduate In-State				EASTERN Undergraduate In-State				SYSTEMWIDE AVERAGE Undergraduate In-State			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%
Tuition	6,998	6,998	0	0.0%	6,998	6,998	0	0.0%	6,998	6,998	0	0.0%
University General Fee	4,716	4,716	0	0.0%	5,674	5,674	0	0.0%	5,130	5,130	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	172	172	0	0.0%	200	200	0	0.0%	178	178	0	0.0%
Media Fee	28	28	0	0.0%			0	N/A	15	15	0	0.0%
Subtotal	12,970	12,970	0	0.0%	13,928	13,928	0	0.0%	13,377	13,377	0	0.0%
Transportation Fee (\$40 per semester)	80	80	0	0.0%		80	80	N/A	80	80	0	0.0%
Total - Commuting Student	13,050	13,050	0	0.0%	13,928	14,008	80	0.6%	13,457	13,457	0	0.0%
Housing (Double)	7,630	7,630	0	0.0%	9,080	9,080	0	0.0%	8,448	8,448	0	0.0%
Food Service	5,412	5,602	190	3.5%	6,866	7,064	198	2.9%	6,425	6,681	256	4.0%
Residence Hall Social Fee	44	44	0	0.0%	40	44	4	10.0%	45	46	1	2.2%
Total Tuition and Fees	26,136	26,326	190	0.7%	29,914	30,196	282	0.9%	28,375	28,632	257	0.9%
Tuition Part Time (Per Credit Hour)	292	292	0	0.0%	292	292	0	0.0%	292	292	0	0.0%
General University Fee (Per Credit Hour)	350	350	0	0.0%	365	365	0	0.0%	366	366	0	0.0%
Extension Fee (Per Credit Hour)	642	642	0	0.0%	657	657	0	0.0%	658	658	0	0.0%
Registration Fee (Per Semester)	58	58	0	0.0%	60	60	0	0.0%	58	58	0	0.0%
Transportation Fee (Per semester)	40	40	0	0.0%		40	40	N/A	40	40	0	0.0%
Student Activity Fee									8	8	0	0.0%
	SOUTHERN Undergraduate In-State				WESTERN Undergraduate In-State							
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25					
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%				
Tuition	6,998	6,998	0	0.0%	6,998	6,998	0	0.0%				
University General Fee	5,094	5,094	0	0.0%	5,036	5,036	0	0.0%				
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%				
Student Activity Fee	140	140	0	0.0%	199	199	0	0.0%				
Media Fee	30	30	0	0.0%			0	N/A				
Subtotal	13,318	13,318	0	0.0%	13,289	13,289	0	0.0%				
Transportation Fee (\$40 per semester)	80	80	0	0.0%	80	80	0	0.0%				
Total - Commuting Student	13,398	13,398	0	0.0%	13,369	13,369	0	0.0%				
Housing (Double)	8,150	8,150	0	0.0%	8,932	8,932	0	0.0%				
Food Service	6,738	7,000	262	3.9%	6,682	7,056	374	5.6%				
Residence Hall Social Fee	50	50	0	0.0%	45	45	0	0.0%				
Total Tuition and Fees	28,336	28,598	262	0.9%	29,028	29,402	374	1.3%				
Tuition Part Time (Per Credit Hour)	292	292	0	0.0%	292	292	0	0.0%				
General University Fee (Per Credit Hour)	403	403	0	0.0%	344	344	0	0.0%				
Extension Fee (Per Credit Hour)	695	695	0	0.0%	636	636	0	0.0%				
Registration Fee (Per Semester)	55	55	0	0.0%	60	60	0	0.0%				
Transportation Fee (Per semester)	40	40	0	0.0%	40	40	0	0.0%				
Student Activity Fee					8	8	0	0.0%				

CONNECTICUT STATE UNIVERSITIES
Out-of-State Undergraduate Cost of Attendance Schedule
FY2024-25 & FY2025-26 Tuition and Fee Rates - Academic Year

	CENTRAL				EASTERN				SYSTEMWIDE AVERAGE			
	Undergraduate Out-of-State				Undergraduate Out-of-State				Undergraduate Out-of-State			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	
Tuition	20,938	20,938	0	0.0%	20,938	20,938	0	0.0%	20,938	20,938	0	0.0%
University General Fee	4,716	4,716	0	0.0%	5,674	5,674	0	0.0%	5,130	5,130	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	172	172	0	0.0%	200	200	0	0.0%	178	178	0	0.0%
Media Fee	28	28	0	0.0%			0	N/A	15	15	0	0.0%
Subtotal	26,910	26,910	0	0.0%	27,868	27,868	0	0.0%	27,317	27,317	0	0.0%
Transportation Fee (\$40 per semester)	80	80	0	0.0%		80	80	N/A	80	80	0	0.0%
Total - Commuting Student	26,990	26,990	0	0.0%	27,868	27,948	80	0.3%	27,397	27,397	0	0.0%
Housing (Double)	7,630	7,630	0	0.0%	9,080	9,080	0	0.0%	8,448	8,448	0	0.0%
Food Service	5,412	5,602	190	3.5%	6,866	7,064	198	2.9%	6,425	6,681	256	4.0%
Residence Hall Social Fee	44	44	0	0.0%	40	44	4	10.0%	45	46	1	2.2%
Total Tuition and Fees	40,076	40,266	190	0.5%	43,854	44,136	282	0.6%	42,315	42,572	257	0.6%
Tuition Part Time (Per Credit Hour)	292	292	0	0.0%	292	292	0	0.0%	292	292	0	0.0%
General University Fee (Per Credit Hour)	367	367	0	0.0%	365	365	0	0.0%	370	370	0	0.0%
Extension Fee (Per Credit Hour)	659	659	0	0.0%	657	657	0	0.0%	662	662	0	0.0%
Registration Fee (Per Semester)	58	58	0	0.0%	60	60	0	0.0%	58	58	0	0.0%
Transportation Fee (Per semester)	40	40	0	0.0%		40	40	N/A	40	40	0	0.0%
Student Activity Fee									8	8		

	SOUTHERN				WESTERN			
	Undergraduate Out-of-State				Undergraduate Out-of-State			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	
Tuition (1)	20,938	20,938	0	0.0%	20,938	20,938	0	0.0%
University General Fee	5,094	5,094	0	0.0%	5,036	5,036	0	0.0%
University Fee (1)	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	140	140	0	0.0%	199	199	0	0.0%
Media Fee	30	30	0	0.0%			0	N/A
Subtotal	27,258	27,258	0	0.0%	27,229	27,229	0	0.0%
Transportation Fee (\$40 per semester)	80	80	0	0.0%	80	80	0	0.0%
Total - Commuting Student	27,338	27,338	0	0.0%	27,309	27,309	0	0.0%
Housing (Double)	8,150	8,150	0	0.0%	8,932	8,932	0	0.0%
Food Service	6,738	7,000	262	3.9%	6,682	7,056	374	5.6%
Residence Hall Social Fee	50	50	0	0.0%	45	45	0	0.0%
Total Tuition and Fees	42,276	42,538	262	0.6%	42,968	43,342	374	0.9%
Tuition Part Time (Per Credit Hour) (1)	292	292	0	0.0%	292	292	0	0.0%
General University Fee (Per Credit Hour)	403	403	0	0.0%	344	344	0	0.0%
Extension Fee (Per Credit Hour)	695	695	0	0.0%	636	636	0	0.0%
Registration Fee (Per Semester)	55	55	0	0.0%	60	60	0	0.0%
Transportation Fee (Per semester)	40	40	0	0.0%	40	40	0	0.0%
Student Activity Fee					8	8	0	0.0%

Notes:

BOR Resolution BR-23-065 authorizes CSCU institutions to offer the Discounted Tuition Rate equivalent to the current NEBHE regional tuition rate to students from all locations outside of the State of Connecticut.

CONNECTICUT STATE UNIVERSITIES

Out-of-State Graduate Cost of Attendance Schedule

FY2024-25 & FY2025-26 Tuition and Fee Rates - Academic Year

	CENTRAL				EASTERN				SYSTEMWIDE AVERAGE			
	Graduate Out-of-State				Graduate Out-of-State				Graduate Out-of-State			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%
Tuition	22,446	22,446	0	0.0%	22,446	22,446	0	0.0%	22,446	22,446	0	0.0%
University General Fee	4,716	4,716	0	0.0%	5,674	5,674	0	0.0%	5,130	5,130	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	74	74	0	0.0%	200	200	0	0.0%	132	132	0	0.0%
Total - Commuting Student	28,292	28,292	0	0.0%	29,376	29,376	0	0.0%	28,764	28,764	0	0.0%
Housing (Double)	7,630	7,630	0	0.0%	9,080	9,080	0	0.0%	8,448	8,448	0	0.0%
Food Service	5,412	5,602	190	3.5%	6,866	7,064	198	2.9%	6,425	6,681	256	4.0%
Residence Hall Social Fee	44	44	0	0.0%	40	44	4	10.0%	45	46	1	2.2%
Total Tuition and Fees	41,378	41,568	190	0.5%	45,362	45,564	202	0.4%	43,682	43,939	257	0.6%
Part Time Tuition (Per Credit Hour)	481	481	0	0.0%	481	481	0	0.0%	482	482	0	0.0%
General University Fee (Per Credit Hour)	344	344	0	0.0%	269	269	0	0.0%	313	313	0	0.0%
Extension Fee (Per Credit Hour)	825	825	0	0.0%	750	750	0	0.0%	795	795	0	0.0%
Registration Fee (Per Semester)	65	65	0	0.0%	60	60	0	0.0%	60	60	0	0.0%
Student Activity Fee			0	N/A					8	8	0	0.0%
Ed.D Leadership Tuition (Per Credit Hour)									751	751	0	0.0%
Ed.D Leadership General University Fee (Per Credit Hour)									365	365	0	0.0%
Doctoral Program Fee Tuition (Per Credit Hour)	753	753	0	0.0%					878	878	0	0.0%
Doctoral Program General University Fee	356	356	0	0.0%					412	412	0	0.0%
Doctoral Program Extension Fee (Per Credit Hour)	1,109	1,109	0	0.0%					1,109	1,109	0	0.0%
Ed. D. Nursing Part Time (Per Credit Hour)									1,002	1,002	0	0.0%
Ed. D.Nursing General University Fee (Per Credit Hour)									468	468	0	0.0%
MBA Part Time Tuition (Per Credit Hour)									593	593	0	0.0%
MBA General University Fee									401	401	0	0.0%
MLS Part Time Tuition (Per Credit Hour)									593	593	0	0.0%
MLS General University Fee									401	401	0	0.0%
MFA - Writing Part Time Tuition (Per Credit Hour)									562	562	0	0.0%
MFA - General University Fee									244	244	0	0.0%
MS Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MS Music Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MS Counseling Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MAT Secondary Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MBA Program (Full-time)									30,175	30,175	0	0.0%
Accelerated MBA Program (Full-time Online/Hybrid)									30,175	30,175	0	0.0%
On Line Full Time MBA/MLS/Sports and Ent. Mgt.									16,626	16,626	0	0.0%
MFA Art Program (Full-time)									26,698	26,698	0	0.0%
MFA Writing Program (Full-time)									23,552	23,552	0	0.0%

	SOUTHERN				WESTERN			
	Graduate Out-of-State				Graduate Out-of-State			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%
Tuition	22,446	22,446	0	0.0%	22,446	22,446	0	0.0%
University General Fee	5,094	5,094	0	0.0%	5,036	5,036	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	54	54	0	0.0%	199	199	0	0.0%
Total - Commuting Student	28,650	28,650	0	0.0%	28,737	28,737	0	0.0%
Housing (Double)	8,150	8,150	0	0.0%	8,932	8,932	0	0.0%
Food Service	6,738	7,000	262	3.9%	6,682	7,056	374	5.6%
Residence Hall Social Fee	50	50	0	0.0%	45	45	0	0.0%
Total Tuition and Fees	43,588	43,850	262	0.6%	44,396	44,770	374	0.8%
Part Time Tuition (Per Credit Hour)	484	484	0	0.0%	480	480	0	0.0%
General University Fee (Per Credit Hour)	396	396	0	0.0%	244	244	0	0.0%
Extension Fee (Per Credit Hour)	880	880	0	0.0%	724	724	0	0.0%
Registration Fee (Per Semester)	55	55	0	0.0%	60	60	0	0.0%
Student Activity Fee					8	8	0	0.0%
Ed.D Leadership Part Time Tuition (Per Credit Hour)	753	753	0	0.0%	748	748	0	0.0%
Ed.D Leadership General University Fee (Per Credit Hour)	392	392	0	0.0%	338	338	0	0.0%
Doctoral Program Part Time (Per Credit Hour)	1,002	1,002	0	0.0%				
Doctoral Program General University Fee (Per Credit Hour)	468	468	0	0.0%				
Ed. D. Nursing Part Time (Per Credit Hour)					1,002	1,002	0	0.0%
Ed. D.Nursing General University Fee (Per Credit Hour)					468	468	0	0.0%
MBA Part Time Tuition (Per Credit Hour)	593	593	0	0.0%				
MBA General University Fee	401	401	0	0.0%				
MLS Part Time Tuition (Per Credit Hour)	593	593	0	0.0%				
MLS General University Fee	401	401	0	0.0%				
MFA - Writing Part Time Tuition (Per Credit Hour)					562	562	0	0.0%
MFA - General University Fee					244	244	0	0.0%
MS Education Program (Full-time Commuting)					15,007	15,007	0	0.0%
MS Music Education Program (Full-time Commuting)					15,007	15,007	0	0.0%
MS Counseling Education Program (Full-time Commuting)					15,007	15,007	0	0.0%
MAT Secondary Education Program (Full-time Commuting)					15,007	15,007	0	0.0%
MBA Program (Full-time) On Ground Only	30,175	30,175	0	0.0%				
Accelerated MBA Program (Full-time Online/Hybrid)	30,175	30,175	0	0.0%				
On Line Full Time MBA/MLS/Sports and Ent. Mgt.	16,626	16,626	0	0.0%				
MFA Art Program Tuition (Full-time)					26,698	26,698	0	0.0%
MFA Writing Program Tuition (Full-time)					23,552	23,552	0	0.0%

CONNECTICUT STATE UNIVERSITIES

NE Regional Graduate Cost of Attendance Schedule

FY2024-25 & FY2025-26 Tuition and Fee Rates - Academic Year

	CENTRAL Graduate NE Regional				EASTERN Graduate NE Regional				SYSTEMWIDE AVERAGE Graduate NE Regional			
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25	
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%
Tuition	13,074	13,074	0	0.0%	13,074	13,074	0	0.0%	13,074	13,074	0	0.0%
University General Fee	4,716	4,716	0	0.0%	5,674	5,674	0	0.0%	5,130	5,130	0	0.0%
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%
Student Activity Fee	74	74	0	0.0%	200	200	0	0.0%	132	132	0	0.0%
Total - Commuting Student	18,920	18,920	0	0.0%	20,004	20,004	0	0.0%	19,392	19,392	0	0.0%
Housing (Double)	7,630	7,630	0	0.0%	9,080	9,080	0	0.0%	8,448	8,448	0	0.0%
Food Service	5,412	5,602	190	3.5%	6,866	7,064	198	2.9%	6,425	6,681	256	4.0%
Residence Hall Social Fee	44	44	0	0.0%	40	44	4	10.0%	45	46	1	2.2%
Total Tuition and Fees	32,006	32,196	190	0.6%	35,990	36,192	202	0.6%	34,310	34,567	257	0.7%
Part Time Tuition (Per Credit Hour)	481	481	0	0.0%	481	481	0	0.0%	482	482	0	0.0%
General University Fee (Per Credit Hour)	344	344	0	0.0%	269	269	0	0.0%	313	313	0	0.0%
Extension Fee (Per Credit Hour)	825	825	0	0.0%	750	750	0	0.0%	795	795	0	0.0%
Registration Fee (Per Semester)	65	65	0	0.0%	60	60	0	0.0%	60	60	0	0.0%
Student Activity Fee			0	N/A					8	8	0	0.0%
Ed.D Leadership Tuition (Per Credit Hour)									751	751	0	0.0%
Ed.D Leadership General University Fee (Per Credit Hour)									365	365	0	0.0%
Doctoral Program Fee Tuition (Per Credit Hour)	753	753	0	0.0%					878	878	0	0.0%
Doctoral Program General University Fee	356	356	0	0.0%					412	412	0	0.0%
Doctoral Program Extension Fee (Per Credit Hour)	1,109	1,109	0	0.0%					1,109	1,109	0	0.0%
Ed. D. Nursing Part Time (Per Credit Hour)									1,002	1,002	0	0.0%
Ed. D.Nursing General University Fee (Per Credit Hour)									468	468	0	0.0%
MBA Part Time Tuition (Per Credit Hour)									593	593	0	0.0%
MBA General University Fee									401	401	0	0.0%
MLS Part Time Tuition (Per Credit Hour)									593	593	0	0.0%
MLS General University Fee									401	401	0	0.0%
MFA - Writing Part Time Tuition (Per Credit Hour)									562	562	0	0.0%
MFA - General University Fee									244	244	0	0.0%
MS Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MS Music Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MS Counseling Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MAT Secondary Education Program (Full-time Commuting)									15,007	15,007	0	0.0%
MBA Program (Full-time)									24,942	24,942	0	0.0%
Accelerated MBA Program (Full-time Online/Hybrid)									24,942	24,942	0	0.0%
On Line Full Time MBA/MLS/Sports and Ent. Mgt.									16,626	16,626	0	0.0%
MFA Art Program (Full-time)									16,608	16,608	0	0.0%
MFA Writing Program (Full-time)									13,718	13,718	0	0.0%
	SOUTHERN Graduate NE Regional				WESTERN Graduate NE Regional							
	Actual	Proposed	FY26 vs. FY25		Actual	Proposed	FY26 vs. FY25					
	FY 2024-25	FY 2025-26	\$	%	FY 2024-25	FY 2025-26	\$	%				
Tuition	13,074	13,074	0	0.0%	13,074	13,074	0	0.0%				
University General Fee	5,094	5,094	0	0.0%	5,036	5,036	0	0.0%				
University Fee	1,056	1,056	0	0.0%	1,056	1,056	0	0.0%				
Student Activity Fee	54	54	0	0.0%	199	199	0	0.0%				
Total - Commuting Student	19,278	19,278	0	0.0%	19,365	19,365	0	0.0%				
Housing (Double)	8,150	8,150	0	0.0%	8,932	8,932	0	0.0%				
Food Service	6,738	7,000	262	3.9%	6,682	7,056	374	5.6%				
Residence Hall Social Fee	50	50	0	0.0%	45	45	0	0.0%				
Total Tuition and Fees	34,216	34,478	262	0.8%	35,024	35,398	374	1.1%				
Part Time Tuition (Per Credit Hour)	484	484	0	0.0%	480	480	0	0.0%				
General University Fee (Per Credit Hour)	396	396	0	0.0%	244	244	0	0.0%				
Extension Fee (Per Credit Hour)	880	880	0	0.0%	724	724	0	0.0%				
Registration Fee (Per Semester)	55	55	0	0.0%	60	60	0	0.0%				
Student Activity Fee					8	8	0	0.0%				
Ed.D Leadership Part Time Tuition (Per Credit Hour)	753	753	0	0.0%	748	748	0	0.0%				
Ed.D Leadership General University Fee (Per Credit Hour)	392	392	0	0.0%	338	338	0	0.0%				
Doctoral Program Part Time (Per Credit Hour)	1,002	1,002	0	0.0%								
Doctoral Program General University Fee (Per Credit Hour)	468	468	0	0.0%								
Ed. D. Nursing Part Time (Per Credit Hour)					1,002	1,002	0	0.0%				
Ed. D.Nursing General University Fee (Per Credit Hour)					468	468	0	0.0%				
MBA Part Time Tuition (Per Credit Hour)	593	593	0	0.0%								
MBA General University Fee (Per Credit Hour)	401	401	0	0.0%								
MLS Part Time Tuition (Per Credit Hour)	593	593	0	0.0%								
MLS General University Fee (Per Credit Hour)	401	401	0	0.0%								
MFA - Writing Part Time Tuition (Per Credit Hour)					562	562	0	0.0%				
MFA - General University Fee					244	244	0	0.0%				
MS Education Program (Full-time Commuting)					15,007	15,007	0	0.0%				
MS Music Education Program (Full-time Commuting)					15,007	15,007	0	0.0%				
MS Counseling Education Program (Full-time Commuting)					15,007	15,007	0	0.0%				
MAT Secondary Education Program (Full-time Commuting)					15,007	15,007	0	0.0%				
MBA Program (Full-time) On Ground Only	24,942	24,942	0	0.0%								
Accelerated MBA Program (Full-time Online/Hybrid)	24,942	24,942	0	0.0%								
On Line Full Time MBA/MLS/Sports and Ent. Mgt.	16,626	16,626	0	0.0%								
MFA Art Program Tuition (Full-time)					16,608	16,608	0	0.0%				
MFA Writing Program Tuition (Full-time)					13,718	13,718	0	0.0%				

CONNECTICUT STATE UNIVERSITIES

TIER II FEES SCHEDULE FY2024-25 Rates FY2025-26 Rates

FEE DESCRIPTION	CENTRAL		EASTERN		SOUTHERN		WESTERN	
	Fiscal Year		Fiscal Year		Fiscal Year		Fiscal Year	
	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26	2024-25	2025-26
Application Fee (one time)	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
ED.D Evaluation Fee					\$100	\$100	\$0	\$0
Bad Check Penalty (per occurrence)	20	20	20	20	20	20	20	20
Late Fee (per occurrence)	50	50	50	50	50	50	50	50
(1) Transcript Fee (per occurrence)			-	-	0/15	0/15	0	0
Full-time Students (one-time)			40	40	-	-	30	30
Part-time Students (one-time)			12	12	-	-	30	30
Duplicate Diploma Fee (per occurrence)	25	25	25	25	25	25	25	25
Lost ID Card Fee-Resident	10/25	10/25	10	10	10/20	10/20	15	15
Lost ID Card Fee-Non Resident	10/25	10/25	10	10	10/20	10/20	15	15
Nautilus/Fitness Center User Fee (per semester)								
On-campus residents	-	-	-	-	45	45	-	-
Off-campus residents	-	-	-	-	45	45	-	-
Cooperative Education Fee (per semester)	200	200	-	-	-	-	-	-
Installment Payment Program (per Semester)	35	35	35	35	45	45	45	45 *
(8) Past Due Payment Plan Enrollment Fee (for inactive st	-	-	-	-	50	50	50	50
Re-registration Fee	100	100	100	100	100	100	100	100
(5) Orientation Fee (Orientation Program Fee)	200	200	150	150	150	150	200	200
(3) Credit Card Service Fee/Convenience Fee (per transact	2.95%	2.95%	2.95%	2.95%	2.95%	2.95%	2.95%	2.95%
(4) Over-Registration / Excess Credit Fee								
Undergraduate (per credit hour)	642	642	657	657	695	695	636	636
Graduate (per credit hour)	809	809	750	750	880	880	725	725
Study Abroad Program Fee (per semester)								
Undergraduate	150	150	150	150	150	150	150	150
Graduate	150	150	150	150	150	150	150	150
Nat'l Student Exchange Application Fee	-	-	150	150	-	-	-	-
Study Abroad Application Fee (per semester)								
Undergraduate	75	75	75	75	75	75	75	75
Graduate	75	75	75	75	75	75	75	75
Study Abroad Placement Fee (per semester)								
Undergraduate	75	75	-	-	-	-	-	-
Graduate	75	75	-	-	-	-	-	-
Graduate Continuing Enrollment Fee								
Graduate Resident (per semester)	40	40	-	-	150	150	40	40
Graduate Nonresident (per semester)	40	40	-	-	150	150	40	40
Part-time Matriculating (per semester)	40	40	-	-	150	150	40	40
Graduate Re-entry Fee:								
Graduate Resident (per occurrence)	50	50	-	-	-	-	-	-
Graduate Nonresident (per occurrence)	50	50	-	-	-	-	-	-
Part-time (per occurrence)	50	50	-	-	-	-	-	-
(7) Undergraduate Nursing Lab Fee								
Full Time (per semester)	325	325	450	450	500	500	500	500
Part Time (per credit)	27	27	50	50	50	50	40	40
Graduate Nursing Lab Fee								
Full Time (per semester)	-	-	-	-	500	500	500	500
Part Time (per credit)	-	-	-	-	50	50	40	40
Marriage & Family Therapy Program Fee								
Full Time (per semester)	-	-	-	-	150	150	-	-
Part Time (per credit)	-	-	-	-	15	15	-	-
(8) Writing Center Fee								
Full Time (per semester)	-	-	-	-	20	20	16	16
Part Time (per semester)	-	-	-	-	10	10	16	16
(8) Composition 1 Course Fee								
Full Time (per course)							50	50
Part Time (per course)							50	50
(8) BBA Business Program Fee (per semester)								
Full Time (per semester)							60	60
Part Time (per credit)							2	2
(8) Graduate Business Program Fee (per semester)	125	125	-	-	-	-	120	120
Full Time (per semester)							4	4
Part Time (per credit)								
(8) NUR 475 Course Fee							600	600
Art Studio Fee (per course)	-	-	50	50	60	60	50	50
(8) Media Arts (per designated course)							40	40
(8) Digital Interactive Media Arts (per designated course)							40	40
Biology Lab Fee (per course)	-	-	50	50	-	-	50	50
Chemistry Lab Fee (per course)	-	-	50	50	-	-	50	50
Earth Science Lab Fee (per course)	-	-	50	50	-	-	50	50
Science Lab Fee	-	-	-	-	60	60	-	-
(8) PSY 530 Course Fee (per course)							100	100

Physical Activity Equipment Fee					60	60		
Full Time (One Time)					20	20		
Part Time (per credit for One Course)								
(2) Science Engineering Technology Lab Fee (per course)	40	40	-	-	-	-	-	-
Math Emporium Lab Fee (Full Time and Part Time per	-	-	-	-	65	65	-	-
course)	-	-	50	50	50	50	-	-
(6) Applied Music Fee (max./sem.)								
Undergraduate (1/2 hr./1 hr. lesson)	200/400	200/400	320/620	320/620	-	-	320/620	320/620
Graduate (1/2 hr./1 hr. lesson)	200/400	200/400	320/620	320/620	-	-	320/620	320/620
Theater Lab Fee (per course)	30	30	50	50	-	-	-	-
Language Lab Fee	-	-	-	-	25	25	-	-
Physics Lab Fee (per course)	-	-	50	50	-	-	50	50
EMT Lab Fee (per course)	-	-	-	-	75	75	-	-
Counseling Procedures with Children Lab Fee	-	-	-	-	20	20	-	-
Counseling Procedures Lab Fee	-	-	-	-	200	200	-	-
Outdoor Adventure Leadership Lab Fee (per course)	-	-	-	-	30	30	-	-
Rec & Leisure Program Fee	-	-	-	-	10	10	-	-
Exercise Science Lab Fee (Standard First Aid & Safety p	-	-	-	-	40	40	-	-
Athletic Training Clinical Course Fee (per course)								
Undergraduate	-	-	-	-	60	60	-	-
Graduate	-	-	-	-	75	75	-	-
EPY 600 Course Fee (per course)	-	-	-	-	-	-	75	75
Design Lab Fee (per designated course)	65	65	-	-	-	-	-	-
MBA Challenge Exam Fee (per occurrence)	-	-	-	-	250	250	-	-
Challenge Exam Fee								
Full-time Students (per occurrence)	-	-	-	-	-	-	200	200
Part-time Students (per occurrence)	-	-	-	-	-	-	200	200
Other Students (per occurrence)	-	-	-	-	-	-	250	250
Full-time Undergraduate Program Fee (per semester)								
Music Program	-	-	-	-	-	-	150	150
Art Program	-	-	-	-	-	-	50	50
Theatre Program	-	-	-	-	-	-	150	150
Musical Theater Program	-	-	-	-	-	-	150	150

Notes:

- (1) CCSU - \$5 per semester within the University General Fee for FT students and \$3 per semester charge within the registration fee for PT students
- (2) Cap on lab fees will be set to \$80 per semester for students who enroll in 2 or more labs.
- (3) Approved Credit Card Service Fee modification to accommodate the new credit card convenience fees, rate changed effective 5/1/23. The service provider, TouchNet, recently increased the fee for international transactions to 4.25%.
- (4) Over-Registration / Excess Credit Fee applies to credit hours in excess of 18 credit hours per semester.
- (5) WCSU replaced the First Year Experience Fee with Orientation Fee. CCSU and WCSU is increased the Orientation Fee beginning with fall 2024.
- (6) ECSU added the Applied Music Fee beginning with Fall 2024 semester.
- (7) ECSU added the Undergrad Nursing Lab Fee beginning with Fall 2024 semester.
- (8) WCSU implemented new Tier II Fees beginning with Fall 2024 semester.

CONNECTICUT STATE UNIVERSITIES

eLearning Tuition and Fees

ATTACHMENT A

	CENTRAL							
	AY 2025				AY 2026			
	Fall and Spring			Extension Fee (per Credit Hour)	Fall and Spring			Extension Fee (per Credit Hour)
	Tuition	GUF	Total		Tuition	GUF	Total	
Undergraduate								
In State	292	350	642	642	292	350	642	642
Out of State	292	367	659	659	292	367	659	659
NE	292	367	659	659	292	367	659	659
Graduate (1)								
In State	481	328	809	809	481	328	809	809
Out of State	481	344	825	825	481	344	825	825
NE	481	344	825	825	481	344	825	825
Doctoral Program								
In State	753	356	1109	1109	753	356	1109	1109
Out of State	753	356	1109	1109	753	356	1109	1109
NE	753	356	1109	1109	753	356	1109	1109

	EASTERN							
	AY 2025				AY 2026			
	Fall and Spring			Extension Fee (per Credit Hour)	Fall and Spring			Extension Fee (per Credit Hour)
	Tuition	GUF	Total		Tuition	GUF	Total	
	292	365	657	657	292	365	657	657
	292	365	657	657	292	365	657	657
	292	365	657	657	292	365	657	657
	481	269	750	750	481	269	750	750
	481	269	750	750	481	269	750	750
	481	269	750	750	481	269	750	750

	SOUTHERN							
	AY 2025				AY 2026			
	Fall and Spring			Extension Fee (per Credit Hour)	Fall and Spring			Extension Fee (per Credit Hour)
	Tuition	GUF	Total		Tuition	GUF	Total	
Undergraduate								
In State	292	407	699	699	292	407	699	699
Out of State	292	407	699	699	292	407	699	699
NE	292	407	699	699	292	407	699	699
Graduate								
In State	484	396	880	880	484	396	880	880
Out of State	484	396	880	880	484	396	880	880
NE	484	396	880	880	484	396	880	880

	WESTERN							
	AY 2025				AY 2026			
	Fall and Spring			Extension Fee (per Credit Hour)	Fall and Spring			Extension Fee (per Credit Hour)
	Tuition	GUF	Total		Tuition	GUF	Total	
	292	344	636	636	292	344	636	636
	292	344	636	636	292	344	636	636
	292	344	636	636	292	344	636	636
	482	244	726	726	482	244	726	726
	482	244	726	726	482	244	726	726
	482	244	726	726	482	244	726	726

Note:

(1) Data Mining program (CCSU) - beginning with Fall 2023 semester, the tuition structure will be the same as the standard graduate tuition rates.

FY2025-26 Tier II Fees

	Effective Fall 2024 Approved FY2025	Effective Fall 2025 Proposed FY2026
Educational Extension Fees		
Academic Evaluation Fee	\$15.00	\$15.00
Portfolio Assessment Fee	\$100.00	\$100.00
(1) Proctoring fee per test	\$15/\$35	\$15/\$35
(2) CT-CCNP Student Assessment Fee	\$136.25/\$316.25	\$136.25/\$316.25
(3) Nursing Media Fee	\$247.75	\$247.75
Auxiliary Activity Fees		
(4) Application Fee	\$0.00	\$0.00
(4) Program Enrollment Fee	\$0.00	\$0.00
Late Registration Fee	\$5.00	\$5.00
Replacement of Lost ID Card	\$10.00	\$10.00
(5) Replacement of Lost Parking Access Card Fee	\$15.00	\$15.00
Returned Check Fee	\$25.00	\$25.00
Late Payment Fee	\$15.00	\$15.00
Late Drop Fee (per course)	withhold 10% of tuition	withhold 10% of tuition
Installment Plan Fee	\$25.00	\$25.00
(6) CLEP Service Fee (6)	\$15.00	\$15.00
(7) Credit Card Service Fee	2.95%	2.95%

Notes:

- (1) non-CCC students.
- (2) Connecticut Community College Nursing Program (CT-CCNP) Student Assessment and NCLEX-RN Preparation Fee; \$136.25 per student per semester for semesters 1-3; \$316.25 per student in semester 4. The higher fee in the final semester accounts for the cost of the NCLEX-RN Review course provided at the end of the program.
- (3) Nursing Media Fee of \$247.75 per semester represents 25% of total cost of the publisher resources is collected from students when they register for each of the four semesters of the nursing program. Based on strategic partnership with Pearson Education, Inc. and Follett, Inc., this "installment plan" will allow CCC nursing students to receive materials, including books and digital content at the beginning of the nursing program.
- (4) Beginning with Fall 2019, Application Fee and Program Enrollment Fee have been eliminated.
- (5) Capital campus replacement of Lost Parking
- (6) Authorized to a maximum amount as stated, subject to change based on CLEP fee schedule
- (7) Change to credit card service fee rate beginning with Spring 2025 semester.

Semester Hours	FY2025 Approved (effective Fall 2024)			FY2026 Proposed (effective Fall 2025)		
	Tuition	College Services Fee	Total	Tuition	College Services Fee	Total
In-state						
1	192.00	116.00	308.00	192.00	116.00	308.00
2	384.00	116.00	500.00	384.00	116.00	500.00
3	576.00	116.00	692.00	576.00	116.00	692.00
4	768.00	137.00	905.00	768.00	137.00	905.00
5	960.00	158.00	1,118.00	960.00	158.00	1,118.00
6	1,152.00	179.00	1,331.00	1,152.00	179.00	1,331.00
7	1,344.00	200.00	1,544.00	1,344.00	200.00	1,544.00
8	1,536.00	221.00	1,757.00	1,536.00	221.00	1,757.00
9	1,728.00	242.00	1,970.00	1,728.00	242.00	1,970.00
10	1,920.00	263.00	2,183.00	1,920.00	263.00	2,183.00
11	2,112.00	284.00	2,396.00	2,112.00	284.00	2,396.00
12 or more**	2,304.00	305.00	2,609.00	2,304.00	305.00	2,609.00
Annual Full-time	4,608.00	610.00	5,218.00	4,608.00	610.00	5,218.00
Out-of-State *						
1	578.00	325.00	903.00	578.00	325.00	903.00
2	1,156.00	325.00	1,481.00	1,156.00	325.00	1,481.00
3	1,734.00	325.00	2,059.00	1,734.00	325.00	2,059.00
4	2,312.00	378.00	2,690.00	2,312.00	378.00	2,690.00
5	2,890.00	431.00	3,321.00	2,890.00	431.00	3,321.00
6	3,468.00	484.00	3,952.00	3,468.00	484.00	3,952.00
7	4,046.00	537.00	4,583.00	4,046.00	537.00	4,583.00
8	4,624.00	590.00	5,214.00	4,624.00	590.00	5,214.00
9	5,202.00	643.00	5,845.00	5,202.00	643.00	5,845.00
10	5,780.00	696.00	6,476.00	5,780.00	696.00	6,476.00
11	6,358.00	749.00	7,107.00	6,358.00	749.00	7,107.00
12 or more**	6,936.00	802.00	7,738.00	6,936.00	802.00	7,738.00
Annual Full-time	13,872.00	1,604.00	15,476.00	13,872.00	1,604.00	15,476.00
NEBHE *						
1	289.00	147.00	436.00	289.00	147.00	436.00
2	578.00	147.00	725.00	578.00	147.00	725.00
3	867.00	147.00	1,014.00	867.00	147.00	1,014.00
4	1,156.00	179.00	1,335.00	1,156.00	179.00	1,335.00
5	1,445.00	211.00	1,656.00	1,445.00	211.00	1,656.00
6	1,734.00	243.00	1,977.00	1,734.00	243.00	1,977.00
7	2,023.00	275.00	2,298.00	2,023.00	275.00	2,298.00
8	2,312.00	307.00	2,619.00	2,312.00	307.00	2,619.00
9	2,601.00	339.00	2,940.00	2,601.00	339.00	2,940.00
10	2,890.00	371.00	3,261.00	2,890.00	371.00	3,261.00
11	3,179.00	403.00	3,582.00	3,179.00	403.00	3,582.00
12 or more**	3,468.00	435.00	3,903.00	3,468.00	435.00	3,903.00
Annual Full-time	6,936.00	870.00	7,806.00	6,936.00	870.00	7,806.00

* In-state tuition and fees for neighboring States (Massachusetts, Rhode Island and New York) at the following Campuses: Asnuntuck, Quinebaug Valley, Three Rivers, Norwalk, Northwestern, Housatonic, and Naugatuck Valley Danbury Campus
 **Excess Credits Tuition Charge - An additional flat tuition charge of \$100 per semester shall apply when total registered credits exceed 17

Mandatory Usage Fees	FY25 Approved		FY26 Proposed	
		Max per Term		Max per Term
Clinical Program Fee-Level 1*	\$511.00	-	\$511.00	-
Clinical Program Fee-Level 2*	\$377.00	-	\$377.00	-
Advanced Manufacturing Lab Fee (per course) ***	\$200.00	-	\$200.00	-
Supplemental Course Fee Level 1 **	\$108.00	430.00	\$108.00	430.00
Supplemental Course Fee Level 2 ** (2)	\$215.00		\$215.00	
Material Fee *** (1)	\$54.00	108.00	\$54.00	108.00

* Per semester; not assess Material or Supplemental Course Fee
 ** Per course; level determined by additional contact hours
 Level 1 = 1 to 1.5 contact hours greater than credit hours
 Level 2 = 2 or more contact hours greater than credit hours
 *** Per course, where applicable

(1) Material Fee excludes Advanced Manufacturing and Nursing courses which have different material assessments.
 (2) Supplemental Course Fee Level 2 is maximum per course and maximum per Semester to \$430.
 (3) Advanced Manufacturing Program Fee with a per lab class fee of \$200. No max - # labs per semester can vary greatly.

Semester Hours	FY2025 Approved (effective Fall 2024)			FY2026 Proposed (effective Fall 2025)		
	Extension Fee	College Services Fee	Total	Extension Fee	College Services Fee	Total
In-State						
1	208.00	116.00	\$324.00	208.00	116.00	\$324.00
2	416.00	116.00	\$532.00	416.00	116.00	\$532.00
3	624.00	116.00	\$740.00	624.00	116.00	\$740.00
4	832.00	137.00	\$969.00	832.00	137.00	\$969.00
5	1,040.00	158.00	\$1,198.00	1,040.00	158.00	\$1,198.00
6	1,248.00	179.00	\$1,427.00	1,248.00	179.00	\$1,427.00
7	1,456.00	200.00	\$1,656.00	1,456.00	200.00	\$1,656.00
8	1,664.00	221.00	\$1,885.00	1,664.00	221.00	\$1,885.00
9	1,872.00	242.00	\$2,114.00	1,872.00	242.00	\$2,114.00
10	2,080.00	263.00	\$2,343.00	2,080.00	263.00	\$2,343.00
11	2,288.00	284.00	\$2,572.00	2,288.00	284.00	\$2,572.00
12	2,496.00	305.00	\$2,801.00	2,496.00	305.00	\$2,801.00
13	2,704.00	305.00	\$3,009.00	2,704.00	305.00	\$3,009.00
14	2,912.00	305.00	\$3,217.00	2,912.00	305.00	\$3,217.00
15	3,120.00	305.00	\$3,425.00	3,120.00	305.00	\$3,425.00
etc.						

Out-of-State *						
1	208.00	325.00	533.00	208.00	325.00	533.00
2	416.00	325.00	741.00	416.00	325.00	741.00
3	624.00	325.00	949.00	624.00	325.00	949.00
4	832.00	378.00	1,210.00	832.00	378.00	1,210.00
5	1,040.00	431.00	1,471.00	1,040.00	431.00	1,471.00
6	1,248.00	484.00	1,732.00	1,248.00	484.00	1,732.00
7	1,456.00	537.00	1,993.00	1,456.00	537.00	1,993.00
8	1,664.00	590.00	2,254.00	1,664.00	590.00	2,254.00
9	1,872.00	643.00	2,515.00	1,872.00	643.00	2,515.00
10	2,080.00	696.00	2,776.00	2,080.00	696.00	2,776.00
11	2,288.00	749.00	3,037.00	2,288.00	749.00	3,037.00
12	2,496.00	802.00	3,298.00	2,496.00	802.00	3,298.00
13	2,704.00	802.00	3,506.00	2,704.00	802.00	3,506.00
14	2,912.00	802.00	3,714.00	2,912.00	802.00	3,714.00
15	3,120.00	802.00	3,922.00	3,120.00	802.00	3,922.00
etc.						

NEBHE *						
1	208.00	147.00	355.00	208.00	147.00	355.00
2	416.00	147.00	563.00	416.00	147.00	563.00
3	624.00	147.00	771.00	624.00	147.00	771.00
4	832.00	179.00	1,011.00	832.00	179.00	1,011.00
5	1,040.00	211.00	1,251.00	1,040.00	211.00	1,251.00
6	1,248.00	243.00	1,491.00	1,248.00	243.00	1,491.00
7	1,456.00	275.00	1,731.00	1,456.00	275.00	1,731.00
8	1,664.00	307.00	1,971.00	1,664.00	307.00	1,971.00
9	1,872.00	339.00	2,211.00	1,872.00	339.00	2,211.00
10	2,080.00	371.00	2,451.00	2,080.00	371.00	2,451.00
11	2,288.00	403.00	2,691.00	2,288.00	403.00	2,691.00
12	2,496.00	435.00	2,931.00	2,496.00	435.00	2,931.00
13	2,704.00	435.00	3,139.00	2,704.00	435.00	3,139.00
14	2,912.00	435.00	3,347.00	2,912.00	435.00	3,347.00
15	3,120.00	435.00	3,555.00	3,120.00	435.00	3,555.00
etc.						

* In-state tuition and fees for neighboring States (Massachusetts, Rhode Island and New York) at the following campuses:
Asnuntuck, Quinebaug Valley, Three Rivers, Norwalk, Northwestern, Housatonic, and Naugatuck Valley-Danbury Campus

Mandatory Usage Fees	FY25 Approved		FY26 Proposed	
		Max per Term		Max per Term
Clinical Program Fee-Level 1*	\$511.00	-	\$511.00	-
Clinical Program Fee-Level 2*	\$377.00	-	\$377.00	-
Advanced Manufacturing Lab Fee (per course) *** (3)	\$200.00	-	\$200.00	-
Supplemental Course Fee Level 1 **	\$108.00	\$430.00	\$108.00	\$430.00
Supplemental Course Fee Level 2 ** (2)	\$215.00		\$215.00	
Material Fee *** (1)	\$54.00	\$108.00	\$54.00	\$108.00

- * Per semester; not assess Material or Supplemental Course Fee
- ** Per course; level determined by additional contact hours
Level 1 = 1 to 1.5 contact hours greater than credit hours
Level 2 = 2 or more contact hours greater than credit hours
- *** Per course, where applicable

- (1) Material Fee excludes Advanced Manufacturing and Nursing courses which have different material assessments.
- (2) Supplemental Course Fee Level 2 is maximum per course and maximum per Semester to \$430.
- (3) Advanced Manufacturing Program Fee with a per lab class fee of \$200. No max - # labs per semester can vary greatly.

CT STATE COMMUNITY COLLEGE
FY2025-26 Student Activity and Transportation Fees
Per Semester

ATTACHMENT B

<u>Campus</u>	FY2025 Approved		FY2026 Proposed	
	Full-Time	Part-Time	Full-Time	Part-Time
Asnuntuck	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Capital	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Gateway	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Housatonic	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Manchester	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Middlesex	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Naugatuck Valley	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Northwestern	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Norwalk	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Quinebaug	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Three Rivers	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Tunxis	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
	\$ 240.00	\$ 120.00	\$ 240.00	\$ 120.00
Transportation Fee (U-PASS Per Semester) (1-2)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
NV-Rides (3)	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00

Notes:

- (1) Transportation Fee applies to all credit students at campuses except those who identify Naugatuck Valley and Quinebaug Valley as their home campus.
- (2) Some exclusions apply
- (3) For students identifying Naugatuck Valley as the home campus

	Adopted 2025 Rate	Proposed 2026 Rate	Annual Change	
			\$	%
Tier I Tuition Rates				
<u>Online Undergraduate Programs (Resident & Non Resident)</u>				
Undergraduate Tuition per credit	\$ 329	\$ 329	\$ -	0.00%
Student Services Fee	\$ 230	\$ 230	\$ -	0.00%
Technology Fee	\$ 75	\$ 75	\$ -	0.00%
<u>Online Undergraduate Programs (Military Personnel)</u>				
Active Duty, Guardsmen's and Drilling Reservist per Credit Fee	\$ 250	\$ 250	\$ -	0.00%
<u>Online Graduate Programs (Resident & Non Resident)</u>				
Graduate Tuition per credit	\$ 529	\$ 529	\$ -	0.00%
Student Services Fee	\$ 340	\$ 340	\$ -	0.00%
Technology Fee	\$ 75	\$ 75	\$ -	0.00%
Tier II Fees				
<1> <u>Course Material Fee</u>				
Digital Bookstore Access	TBD	TBD		
<u>Miscellaneous</u>				
Application Fee for Certificate or Degree Program	\$ 50	\$ 50	\$ -	0.00%
Payment Plan Registration Fee	\$ 45	\$ 45	\$ -	0.00%
Late Registration Fee	\$ 100	\$ 100	\$ -	0.00%
Late Payment Plan Fee	\$ 40	\$ 40	\$ -	0.00%
Bad Check Fee	\$ 50	\$ 50	\$ -	0.00%
Diploma Replacement	\$ 30	\$ 30	\$ -	0.00%
<u>Course Audit Fee</u>				
Undergraduate Course Audit	\$ 350	\$ 350	\$ -	0.00%
Graduate Course Audit	\$ 475	\$ 475	\$ -	0.00%
<u>Alternative Route to Certification (ARC) Early Childhood Program</u>				
ARC Tuition Per Credit	\$ 270	\$ 270	\$ -	0.00%
ARC EDTPA Credentialing Retake Fee	\$ 300	\$ 300	\$ -	0.00%
<u>Connecticut Directors Credential</u>				
Initial Level Credentialing	\$ 107	\$ 107	\$ -	0.00%
Standard Level Credentialing	\$ 134	\$ 134	\$ -	0.00%
Master Level Credentialing	\$ 161	\$ 161	\$ -	0.00%
Initial & Standard Level Renewal	\$ 80	\$ 80	\$ -	0.00%
Master Level Renewal	\$ 107	\$ 107	\$ -	0.00%
<u>Testing & Examinations</u>				
COSC Pathways Exam	\$ 100	\$ 100	\$ -	0.00%
<u>General Credit Registry</u>				
Registry for C SCU School	\$ 100	\$ 100	\$ -	0.00%
Registry for Non-C SCU School	\$ 475	\$ 475	\$ -	0.00%
Reactivate Registry	\$ 150	\$ 150	\$ -	0.00%
<u>Pharmacy Refresher</u>				
Pharmacists Refresher Courses	\$ 550	\$ 550	\$ -	0.00%
<u>Credit for Prior Learning (CPL) & Connecticut Credit Assessment Program (CCAP)</u>				
Portfolio Program Per Course Assessment Fee (Matriculated Students)	\$ 350	\$ 350	\$ -	0.00%
Portfolio Program Per Course Assessment Fee (Visiting Students)	\$ 450	\$ 450	\$ -	0.00%
Credential Evaluation under Credential Credit Program	\$ 500	\$ 500	\$ -	0.00%
CCAP Administrative Fee (Non-Profit Training Sponsor)	\$ 2,500	\$ 2,500	\$ -	0.00%

CCAP Administrative Fee (For Profit Training Sponsor)

Adopted 2025 Rate	Proposed 2026 Rate	Annual Change	
		\$	%
\$ 5,000	\$ 5,000	\$ -	0.00%

Notes to Tuition Rate & Fee Schedule

<1> CSCU is currently performing an RFP for bookstore services. At the completion of the process, Charter Oak will begin providing digital bookstore access to students at cost.

Calculation of Annual Tuition Rate Change				
Annual percent change in tuition based on a student taking 24 credits over the Fall and Spring semester.				
	Adopted 2024 Rate	Adopted 2025 Rate	Proposed 2026 Rate	% Change
Undergraduate				
Tuition	-	7,896	7,896	
Student !	-	460	460	
Technolc	-	150	150	
	-	8,506	8,506	0.00%
Graduate				
Tuition	-	8,160	8,160	
Student !	-	680	680	
Technolc	-	150	150	
	-	8,990	8,990	0.00%