



**SPECIAL BOR ACADEMIC & STUDENT AFFAIRS MEETING  
MINUTES**

**Thursday, November 9, 2023 @9:00 a.m.**

**Conducted via Remote Participation**

**Regents Present:** Chair Ira Bloom, Regent Juanita James, Regent James McCarthy, Regent Porth

**Other Regents:** BOR Chair JoAnn Ryan, Regent Ari Santiago, Regent Ted Yang

**Ex Officio Members:** Professor Colena Sesanker

**Staff Present:** Terrence Cheng, Chancellor  
Dr. Rai Kathuria, CSCU Provost & Senior Vice President of Academic and Student Affairs  
Dr. Aynsley Diamond, Associate Vice President of Academic Affairs  
Pam Heleen, Associate Director of Board Affairs  
Steve Marcelynas, CSCU Director of Transfer and Articulation  
Kaylah Davis, Exec. Asst. – Academic & Student Affairs (Recorder)

**Institution Leadership:**

Central Connecticut State University	President Zulma Toro, Provost Kimberly Kostelis
Eastern Connecticut State University	President Elsa Nunez, Provost Bill Salka, CFO James Howarth
Southern Connecticut State University	President Dwayne Smith, Provost Robert Prezant, CFO Mark Rozewski, Vice President for Student Affairs Tracy Tyree, Vice President for Institutional Advancement Michael Kingan, CIO Dennis Reiman, Vice President for Diversity, Equity, and Inclusion Diane Ariza, Vice President for Enrollment Management Julie Edstrom
Western Connecticut State University	President Manohar Singh, Provost Missy Alexander, Vice President for Enrollment Management and Student Affairs Jay Murray
Charter Oak State College	President Edward Klonoski
CT State Community College	President John Maduko, Provost Levy Brown, Interim Vice President of Enrollment Management Tamika Davis



**1. Call to Order:**

The meeting was called to order at 9:01 a.m. by Chair Ira Bloom and quorum was established.

**2. Institutional and System Enrollment Initiatives and Strategies – Recruitment and Retention of Students:**

Introductory Remarks

Committee Chair Ira Bloom welcomed all attendees and outlined the format of the meeting, detailing that each institution will present for 5 minutes, followed by 8 minutes of Q&A. Questions will begin with the Academic and Student Affairs Committee Regents, followed by other Regents and ex-officio members. All will have the opportunity to ask one question to begin and will cycle back for a second question as time permits. Any additional questions or follow-up can be directed to Provost Rai Kathuria.

Southern Connecticut State University – Presentation by President Dwayne Smith and Provost Robert Prezant – Attachment A

Discussion:

Regent James McCarthy asked if there is an anticipated return to pre-COVID enrollments by the end of this year. It was confirmed by the SCSU leadership team that they will not be meeting the pre-COVID enrollment numbers this year; however, the cohorts in 2018 and 2019 were larger than usual. Despite the trend of smaller cohorts since COVID, there has been growth and possibility of meeting pre-COVID enrollment next year.

Regent Juanita James asked what other strategies are planned if this current one does not meet expectation. President Smith stated that this cohort is the most diverse and has grown two percent. They plan to use data to determine where to expand and make intentional resource allocations. New initiatives have been launched specifically regarding academic support and intervention.

Regent Chair JoAnn Ryan asked about tactics for community outreach. The SCSU leadership team stated that outreach is a part of their strategic plan. Further, they visit all high schools across CT, connect with non-profit organizations for development of pathways, and promote on social media. Additionally, they are intentional with outreach and using demographics, and are actively engaging with Spanish-speaking families.

Regent Santiago asked what the top two initiatives are ‘must do’s’ to improve enrollment and retention. President Smith confirmed that their strategic plan focuses on enrollment, with a goal to increase yield. The 2<sup>nd</sup> initiative is retention, and 3<sup>rd</sup> is persistence, specifically with getting 3<sup>rd</sup> year students to degree completion.

Regent Yang inquired on how career development fits into enrollment and retention plans. The SCSU leadership team confirmed that from day one, students are developing competencies that employers are looking for, they are connecting students with alumni and employers to increase experience and are continuing to explore expansion of employer connections. It was added that they plan to increase experiential learning and internship opportunities.

Eastern Connecticut State University – Presentation by President Elsa Nunez and Provost Bill Salka – Attachment B

Discussion:



Regent James McCarthy asked about retention numbers and the remaining fifteen percent of students that do not continue, specifically regarding the drop off after year two, and further, what outreach is made to that group. President Nunez advised that with ECSU being so close to UConn, that they are their top competitor, and students will enroll there for completion. Provost Salka added that finances also contribute, and often students need more financial aid to continue, and those students tend to transfer to a community college and come back after. Regent Juanita James asked about enrollment strategies, and a focus on increasing transfer students, specifically in the Nursing program. President Nunez confirmed that they have good transfer numbers, but non-traditional students have difficulty with campus location and driving to campus. The new general education program, Liberal Arts Core, is designed with transfer students in mind. Additionally, informal meetings with students will be held to discuss obstacles relating to transfer.

Regent Ted Yang asked about new programs in development and if they were explored with Charter Oak. Provost Salka advised that new programs were developed prior to COSC involvement and quick development was necessary. He will discuss further outside of this meeting.

Regent Ari Santiago asked ECSU to identify the two most important items that must get done to reach goals. President Nunez identified them as enrolling graduate students through BISK and having a successful nursing program.

#### Central Connecticut State University – Presentation by President Zulma Toro and Provost Kimberly Kostelis – Attachment C

##### Discussion:

Regent James McCarthy asked for more information on living and learning communities, and asked if non-residential students have the opportunity for involvement in them. Provost Kostelis confirmed the living and learning communities has plans with Student Affairs to expand.

Regent Ari Santiago asked what the top two objectives are to impact enrollment and retention. It was confirmed that CCSU has a goal of two percent enrollment growth. To accomplish this, they must bring prospective students to campus, this includes doing more tours and campus visits.

Regent Ted Yang inquired about CCSU's pursuit of Hispanic-Serving Institution (HSI) status. President Toro stated that there is the goal to have 25% of CCSU students identify as Hispanic. To do so, they are engaging in areas with a large Hispanic demographic, such as NY and TX, as well as areas in CT such as Waterbury. Hispanic students are also the fastest growing student population, if they reach HSI status, it will provide CCSU access to funding for infrastructure and retention.

Regent Juanita James inquired on the first-generation academy and its reception by staff, faculty, student, and families. Provost Kostelis advised that they currently have a waiting list for future cohorts. Adding that they just had a first generation 'day' with a panel of alumni and current students, which provided feedback and more information.

#### Western Connecticut State University – Presentation by President Manohar Singh and Provost Missy Alexander – Attachment D

##### Discussion:

Regent Richard Porth asked how the projections for the enrollment increase was derived, and if it is possible to look at enrollment changes as they develop and focus on those that are



producing best results. Provost Alexander confirmed that there was an increase this year for first year students by 13% , adding that the graduate projections are modest. With data informed changes to their enrollment model, they have seen increase in the first-year class; and with this model, they have improved student support structures. Their retention model includes wrap-around services where students work with professional advisors alongside faculty members; additionally, this model includes collaboration with the tutoring resource center.

Regent James McCarthy asked when they expect to return to enrollment from previous years, specifically in 2018 and 2019. WCSU leadership team advised that they are looking at another 2-3 years to return to pre-COVID numbers. They were enrolling larger cohorts before COVID; however, this year 90 students were added to their first-year class, and they are planning to maintain this growth. The retention rate for next fall anticipates continued improvement. Adding that, with more positivity and support, there is an increase in morale. Committee Chair Ira Bloom asked if there are any collaborations or agreements with transfer students from NY, as they are close in location. WCSU leadership team confirmed that since the NY/NJ pilot program, there have been agreements, especially with Dutchess Community College which serves as a feeder school in the pipeline of enrollment.

Regent Ari Santiago inquired on the top two “must do” priorities. President Singh identified priorities as providing quality programs that attract students, such as AI and software development, adding that two masters’ programs for AI and Robotics are planned for fall 2024. The second focus is on international students. Additionally, Western will focus on the Danbury High School population for enrollment.

#### CT State Community College – Presentation by President John Maduko and Provost Levy Brown – Attachment E

##### Discussion:

Regent Richard Porth commented that partnerships such as Career Connect demonstrate to state leaders the value that we provide, adding a request to track how strategies progress.

Regent Juanita James agreed with Regent Porth’s comment and stated that there is an opportunity to create a process of learning best practices from one another and to increase efforts in partnering with the business community.

Regent Ari Santiago asked about the ‘reboot’ of business and manufacturing partnerships, and their previous and current successes. President Maduko advised that this is not a reboot, but an internal mechanism with the addition of a community outreach council to ensure streamlining of process with external partnerships. He confirmed those partnerships are continued to be maintained.

Professor Colena Sesanker commented regarding the next fiscal year, stating that there should be awareness of expansion efforts and items being put on the back burner without further investment. President Maduko confirmed their practical approach as they balance their budget. Adding that they are mindful as it relates to deliberate external partnerships, and this internal workforce council will maximize this approach. There is also the focus on high demand areas like healthcare, as that sector provides the highest job opportunities in the state, along with advancing manufacturing.

Regent Ted Yang inquired on marketing efforts. CT State’s leadership team confirmed there is investment in outreach, particularly with readmitted students and communication plans. Currently, they are implementing tools and technology that staff use for engagement and to brand CT State.



## Charter Oak State College – Presentation by President Edward Klonoski – Attachment F

### Discussion:

Regent Bloom asked about partnerships with the other campuses. President Klonoski advised they are building partnerships, adding that they are currently working with WCSU, and have a proposal with SCSU to create a pathway from COSC's BSW to SCSU's MSW programs. Regent Ted Yang inquired on the gap between COSC and SNHU. President Klonoski advised that COSC has not been as aggressive as SNHU has been regarding program building, but they are doing virtual open houses and expanding degree programs offered. Regent Ari Santiago asked what the board can do to continue this growth. President Klonoski advised that investment of funds will aid in growth, advising that they do not have enough funds currently to build more than one program per year.

## System Office – Academic and Student Affairs – Presentation by Provost Rai Kathuria – Attachment G

### Discussion:

Committee Chair Ira Bloom asked about the low transfer rate and the goal of 7% growth by 2030, adding that it may need to be larger and sooner. Provost Kathuria advised that the numbers collected in 2016 show that 15% of students come to a CSU from the Community College campuses. Further, once shared governance process is complete, there is an anticipated increase. Additionally, to aid in transfer process, CSCU will be abolishing the transfer application fee. He noted that the 7% number is conservative and they are confident in achieving sooner than 2030.

Regent Richard Porth commented that he is happy to see the System Office playing an integral role in efforts and thanked leaders for taking it upon themselves to play a key part. BOR Chair JoAnn Ryan summarized, adding that there are greater connections to be made with the business community, opportunity to better use foundations, continuing international efforts, opportunity to reach out further to technical schools, provide a greater emphasis on grants, and enhance marketing and communication.

Regent James McCarthy added that he was struck by the wealth of ideas from the reports, suggesting that the institutions read their fellow institutions reports to learn from one another. He added emphasis on the importance of these plans as the demographic cliff and continued decline of high school graduates in the state become more prevalent.

BOR Chair JoAnn Ryan invited all to a seminar on November 17<sup>th</sup> as the speaker is an expert on the 'coming demographic storm'. If there is any interest in joining, please let her know.

### Concluding Remarks

Chancellor Terrence Cheng provided closing remarks by thanking all the teams that came together to lead their institutions forward. The CSCU System mission, vision, and strategy is to serve as many students in CT as possible, and do right by them in providing support, great programs, and ability to find employment and post-graduation opportunities. With this, there is a need to amplify efforts for K-12, returning, international, transfer, and out of state students in credit and non-credit programs. This APP process has begun to analyze programs, and this must continue. Students today are different, and we must adapt with them.

Additionally, we must do more with workforce efforts and partnerships. We must provide detail and timelines to show outcomes and show that we deserve state support. Innovation is needed to ensure transformative change and create pathways for long term sustainability and



success. We must have solutions as a system, and work with institutional leaders to make this happen.

- 3. Chair Ira Bloom called for a motion to adjourn the meeting. On a motion by Regent Rick Porth, seconded by Regent James McCarthy, a vote was taken, and the motion to adjourn the meeting passed at 10:53am.**



# PRESENTATION ON ENROLLMENT

*Presented to*  
Academic and  
Student Affairs Committee  
of the Connecticut  
Board of Regents



Southern Connecticut State University



# NEW SCHOLARS

SCSU Head Count

↑ 10%

Fall '23 first-year class includes 1,227 scholars – a 10% increase over 2022

↑ 14%

941 new transfer and re-admitted students





# OVERALL ENROLLMENT



**1.8%**

Full-time  
head count  
is up 1.8%

Overall head count is  
relatively flat, minus .8%



# GRADUATE ENROLLMENT

Fall 2023

849

New graduate  
scholars, up 22%  
over 2022

6%

Full-time graduate  
enrollment is up 6%

3.6%

Overall graduate  
enrollment is up 3.6%





# FALL 2024 ENROLLMENT GOALS

3.5%

3.5% enrollment growth for Fall 2024 = 282 additional scholars

6%

increase in first-year enrollment

4%

increase in new transfers

2%

increase in new graduate enrollment





# 2024 ENROLLMENT GOALS



73



1% new scholar  
enrollment = 73

59



.7% transfer and  
readmits = 59

67



.8% retention  
= 67

83

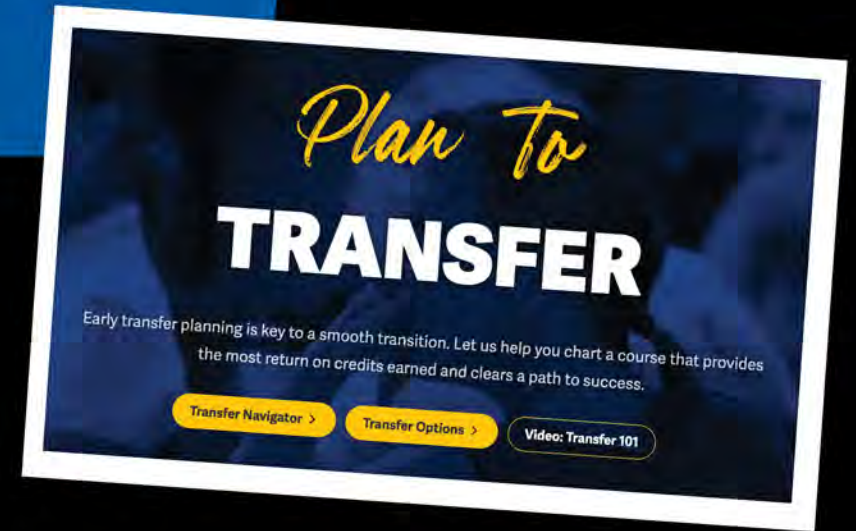


1% graduate  
enrollment (new and  
continuing) = 83



# NEW APPROACHES TO GROW ENROLLMENT: *TRANSFER*

- Expand community college shared programs and partnerships
- Increase opportunities for baccalaureate degrees on CC campus
- Blend LSAMP programs and opportunities
- Grow partnerships for internships for transfer students



**25%**  
GROWTH




**Increase enrollments from CTCC  
from 462 to 578 over 5 years**



# NEW APPROACHES TO GROW ENROLLMENT: *FIRST-YEAR RECRUITMENT*

- Market new NEBHE rates in NY, NJ, and PA
- Use “Southern...Leading the Way” branding for marketing
- Engage Early College population and increase matriculation
- Improve admissions yield from 18% to 20%
- Increase visit events and personal engagement



**NEBHE TUITION BREAK**

**THE DEGREE YOU WANT.  
THE PRICE YOU CAN AFFORD.**

NEBHE's Tuition Break program, New England Regional Student Program (RSP), enables New England, New Jersey, New York, and Pennsylvania residents to enroll in any undergraduate degree program at Southern Connecticut State University at a reduced tuition.

Students from Maine, Vermont, Rhode Island, New Hampshire, Massachusetts, New York, New Jersey, and Pennsylvania can now take advantage of this tuition break program. See reverse for a complete list of academic programs at Southern.

**COMPARISON OF NEBHE VS. OUT-OF-STATE TUITION COSTS**

2023-2024	NEBHE RATES	OUT-OF-STATE RATES
<b>Tuition and fees</b> <small>University General Fee, University Fee, Student Activity Fee, Writing Center Fee, Transportation Fee, Media Fee</small>	\$16,160	\$26,104
<b>Room and Board</b> <small>Housing Standard Double</small>	\$14,700	\$14,700
<b>COST OF ATTENDANCE</b>	<b>\$30,860</b>	<b>\$44,380</b>

**YOU SAVE .... \$9,944**

**tuition break**  
Southern Connecticut State University

**FOR MORE INFORMATION VISIT  
SOUTHERNCT.EDU/ADMISSIONS.**



# NEW APPROACHES TO GROW ENROLLMENT: *RETENTION & PERSISTENCE*



- Assign all first-year students to Advising Specialist Launch Explore Program
- Grow grant opportunities that include hands-on scholarship
- Increase graduate assistantships
- Increase scholarships

Increase retention  
rate from **75.8%** to

**80%**







# Eastern's Recruitment and Retention Initiatives

Connecticut Board of Regents for Higher Education

Academic and Student Affairs Committee

November 9, 2023



# Overview

Eastern is pursuing several new initiatives to increase enrollment while simultaneously reinforcing programs that have proven crucial to our successes in increasing retention.



# Enrollment



# Enrollment Initiatives

- Improved CRM software in Admissions
- New Director of Admissions
- OPM partner for expanded online graduate programs
- New Bachelor of Science degree program in Nursing
- Out-of-State marketing and recruitment



# Improved CRM Software in Admissions

- Moving from FolderWave to Slate for Customer Relationship Management
  - Improves our ability to communicate with prospective students and their families
  - Allows Admissions staff to better track prospective students' progress through the Admissions funnel
  - Provides more robust data for assessing and adjusting recruitment strategy
- Projecting enrollment to be flat for Fall 2024 (879 incoming students)
- Projecting 2% increase for Fall 2025 (897 incoming students)



# New Director of Admissions

- Previously Director of Admissions at two private institutions
- Bringing fresh perspective to help Office of Admissions assess current strengths and weaknesses and improve operations
- Extensive experience (including independent consulting) in implementing Slate as an Admissions CRM



# Expanded Online Graduate Programs

- Signed contract with Bisk, Inc. to serve as the OPM for four of our online, asynchronous MS programs: Accounting; Management; Applied Data Science; Special Education
- Bisk works with Eastern's faculty to develop online courses based on best practices and markets programs to prospective students
- Launching Spring 2024
- Projected to increase revenue: \$247,000 in FY24  
\$1.5M in FY25  
\$2.7M in FY26



# New Bachelor of Science in Nursing

- Partnered with Hartford HealthCare (HHC) to launch a new BS in Nursing to address the severe shortage of Registered Nurses in Connecticut (particularly the eastern part of the state)
- HHC contributing \$500,000 toward the construction of a new simulation facility at Windham Hospital, within walking distance of campus
- Creation of the program supported by \$1.2M CT Health Horizons grant
- Cohorts of 60 students
- \$1.4M new revenue for FY25
- \$2.8M increased revenue for FY26



# Out-of-State Recruitment

- Increased out-of-state marketing and recruiting
- Lowered out-of-state tuition and fees to NEBHE rate
- Projecting 20 more out-of-state students for Fall 24
  - \$32,232 in new revenue



# Retention



83%

Fall 2023



84%

Fall 2024



# Retention Initiatives

- Centralized Academic Success Center
- Dual Advising model
- Reinforced Counseling and Psychological Services (CAPS)



# Centralized Academic Success Center

- All academic support services are located in the Library (almost all on a single floor), which makes them convenient for students to access and raises awareness of the services we provide
  - Advising Center
  - Opportunity Programs
  - Tutoring
  - Math Achievement Center
  - Writing Center
  - Office of Career Success
  - Office of Co-Curricular Academic Programming (e.g. Study Abroad)



# Dual Advising Model

- All first- and second-year students have both a professional advisor in the Advising Center and a faculty advisor in their major department
- Professional Advisors split between working with first-year students and working with students (of any class year) on or approaching academic probation
  - Allows each staff member to specialize
- Student progress is tracked so that students on or approaching probation can be targeted for “intrusive” advising



# Counseling and Psychological Services

- Expanded staff in Counseling and Psychological Services (CAPS) to address increase demand for mental health counseling
- CAPS has contracted with ProtoCall, an after-hours counseling service
  - Students who call the main CAPS number after hours are connected with a licensed counselor with ProtoCall
  - Not a message service: students in distress are connected to someone who can help them right away
  - ProtoCall transfers all details back to CAPS counselors the following day to ensure continuity of care



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# Student Recruitment and Success at Central Connecticut State University

November 9, 2023





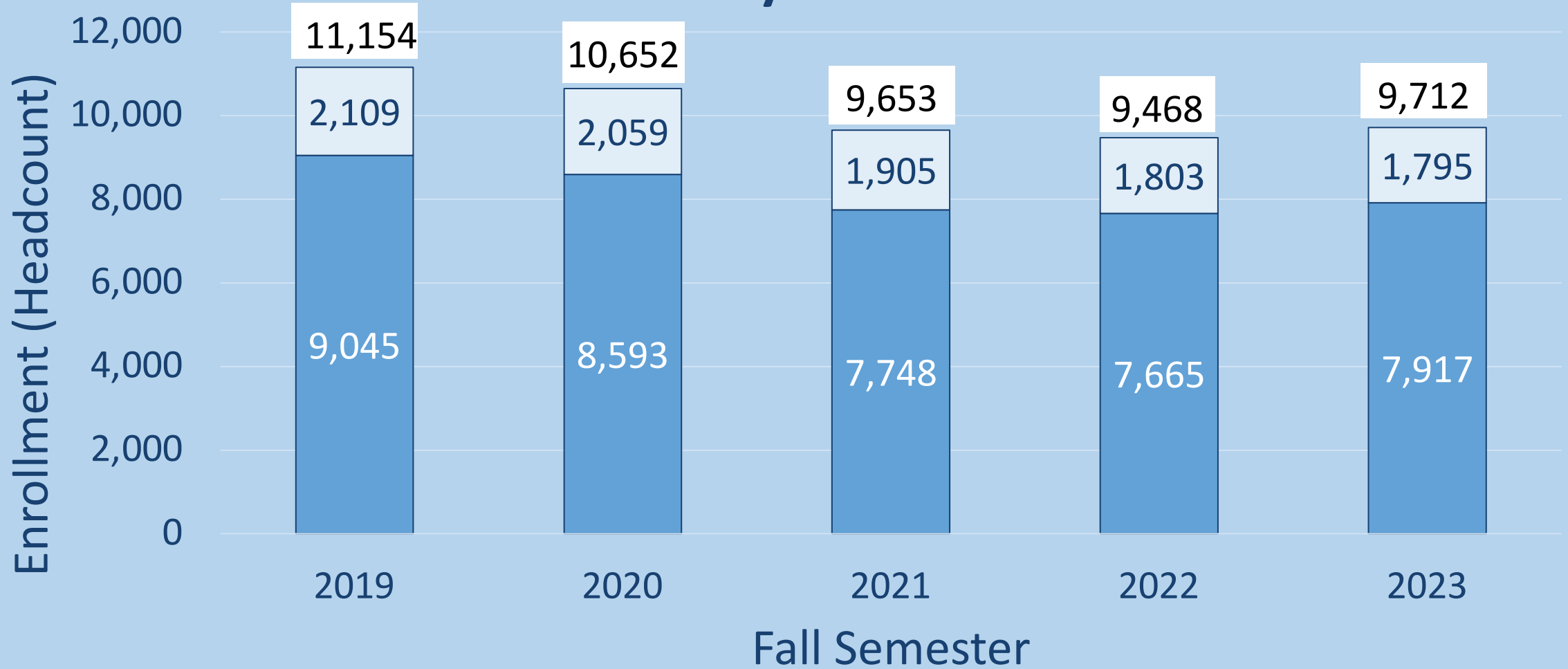
# Central CT State University

Financially sustainable student success  
centered institution: a model for  
Connecticut and beyond



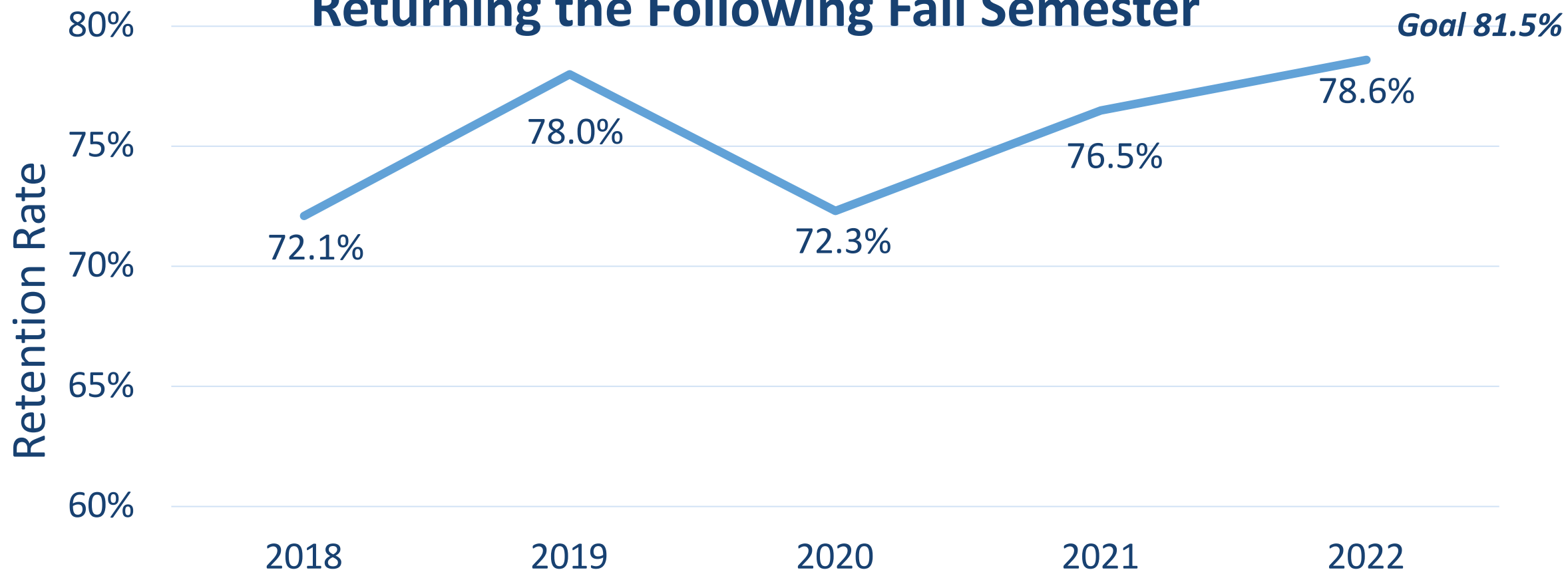


## Enrollment by Student Level



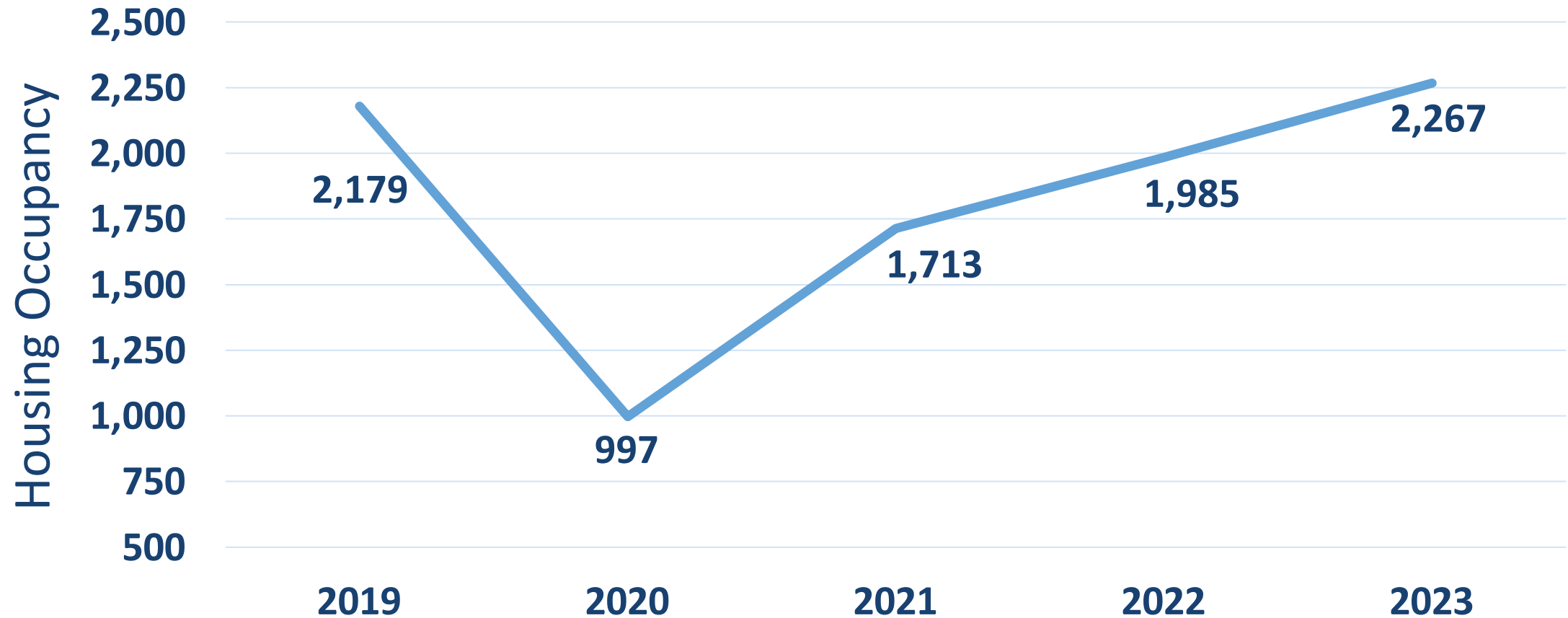


# Retention Rate of First-time Full-time Students Returning the Following Fall Semester





# Number of Students Living On Campus





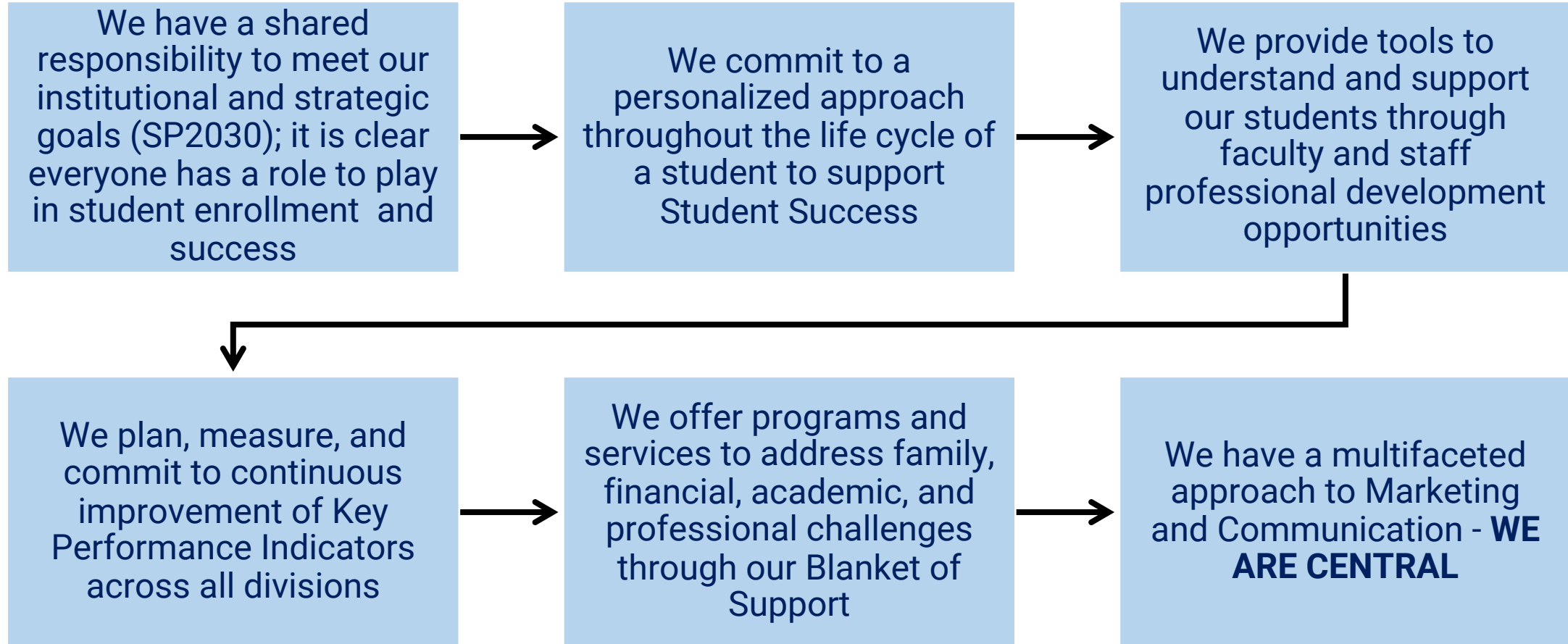
# Enrollment – Undergraduate

- We more than surpassed our FTFT goal of 1,350, enrolling 1,416 students.
- This diverse class is poised to contribute significantly to Central's goal of becoming a Hispanic Serving Institution.





# Central's Approach to Enrollment and Student Success





# Key Performance Indicators - Recruitment

<b>SIZE OF UNDERGRADUATE FIRST-TIME FULL-TIME (FTFT) CLASS</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	1359	1175	1065	1234	1416
<b>SIZE OF UNDERGRADUATE TRANSFER CLASS</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	715	623	586	609	658
<b>SIZE OF GRADUATE FULL-TIME CLASS</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	218	260	218	208	272
<b>SIZE OF GRADUATE PART-TIME CLASS</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	443	413	397	344	347





# Key Performance Indicators - Retention

<b>FIRST-YEAR RETENTION RATE</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
retained to second year	72.1	78.0	72.3	76.5	78.6
<b>SECOND TO THIRD YEAR RETENTION RATE</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
retained to third year	61.6	63.2	60.6	67.4	N/A





# Key Performance Indicator – Housing Occupancy

NUMBER OF STUDENTS IN THE RESIDENCE HALLS	2021	2022	2023
	1719	1985	2267









# We Are Central



WE ARE CENTRAL TO:

Innovation

Your Future

Academic Excellence

You

Our Community

What's Next

Everything







# Summary of Recruitment and Retention Strategies

November 9, 2023



## Grow First-Time, Full-Time Applications by 4%

- **Fire Engine Red:** Performs a targeted senior search each fall. We can communicate directly with purchased names (College Board, ACT, Encoura), as well as our inquiry pool, and drive these students to apply. We target geography, program of study, and academic quality.
- **Othot:** Provides data analysis to increase yield, particularly through more strategic use of financial aid. This year our first-year students increased by 13%, and Othot was clearly a driver of this success.
- **Campus Visits:** Yield for students who visit campus is 47%; 17% for those who do not.
- **Expand Early College:** Recent state grants are driving schools to WCSU for this opportunity.
- **Recruitment Travel:** High Schools, College Fairs, Counselor Events, Panel Presentations (@500 visits)
- **Athletics:** Stay the course. 182 new athletes in 2023, 474 total, 64% in university housing.



# ENROLLMENT STRATEGIES

## Grow Graduate Enrollment by 1%

- International Students
  - Develop full-time schedules for select graduate degrees.
  - Add STEM specializations to the MBA
  - Revise Math MA as MS with an AI focus
- Regional Students
  - Develop 4 + 1 pathways
  - Create direct admit options
  - Partner with Charter Oak
- Increase Marketing of Graduate Programs
- Identify partnerships for recruitment (Regional & International)



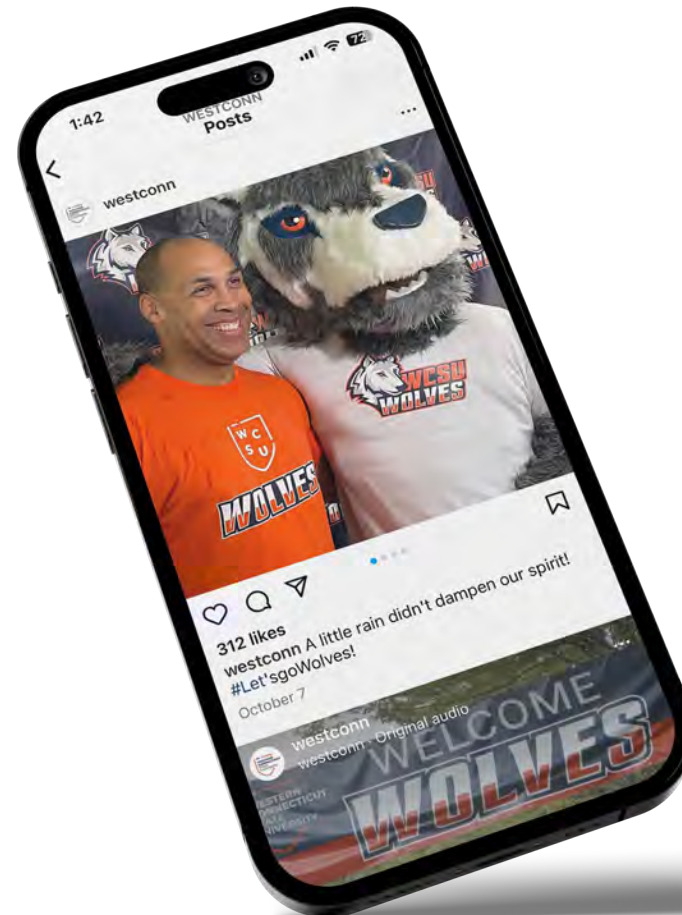


# ENROLLMENT STRATEGIES

## Promote our Brand

- Increased billboards, bus wraps, malls, and metro-north platform.
- Maximizing our digital tools to increase online impressions and geo-fencing certain areas to maximize outreach.
- New ad on NBC and Telemundo. [Fearless Innovation](#)

**GO WOLVES!**





# ENROLLMENT STRATEGIES



## Focus on Transfer

- Increase outreach to community college through
  - Campus Visits
  - Onsite decision days
  - Faculty participation in the recruitment process.
- Re-evaluate our financial aid model to include transfer scholarships.
- Improve transfer processes and pathways.
- Leverage consortium agreements & reverse transfer policy.

*Measurement:* Increase in transfer enrollment year over year. Goal is 5% growth.



## New Academic Programs 2023/2024



**Focus on programs that enhance equity, opportunity, and connections to career advancement.**

Degree	Actuals 2023F	Projected 2023	Projected 2024	Projected 2025
BA Popular Music	7	16	32	48
BFA Theatre Arts	34	26	52	78
BS Health & Wellness	7	20	33	62
EdD Instructional Leadership	28 (2 new)	28 (2 new)	33 (6 new)	28 (5 new)

These programs were not fully approved in time for a normal recruitment cycle. We anticipate meeting the projected enrollments by spring 2024 through internal and external transfer. New students will expand as planned for fall 2024.



# New Academic Programs 2024/2025



Accelerated post-baccalaureate in Nursing (ABiN). Anticipated launch, Summer 24.

Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
20 students	37 students	37 students

BFA Art to align with all other programs in the School of Visual and Performing Arts. Anticipated launch, Fall 2024.

Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
33 students	63 students	90 students



# PROGRAM MODIFICATIONS

- BA in Biology transitioning to BS.
- BS in Justice & Law Administration is transitioning to BS in Criminal Justice, Criminology, & Law.
- BA Anthropology/Sociology: Revision with an applied learning focus.
- BA Political Science: Revision with an applied learning focus.
- BA Economics: Revision to a BBA in Economics
- MBA Business Administration: Adding new options in Cybersecurity and Data Analytics.

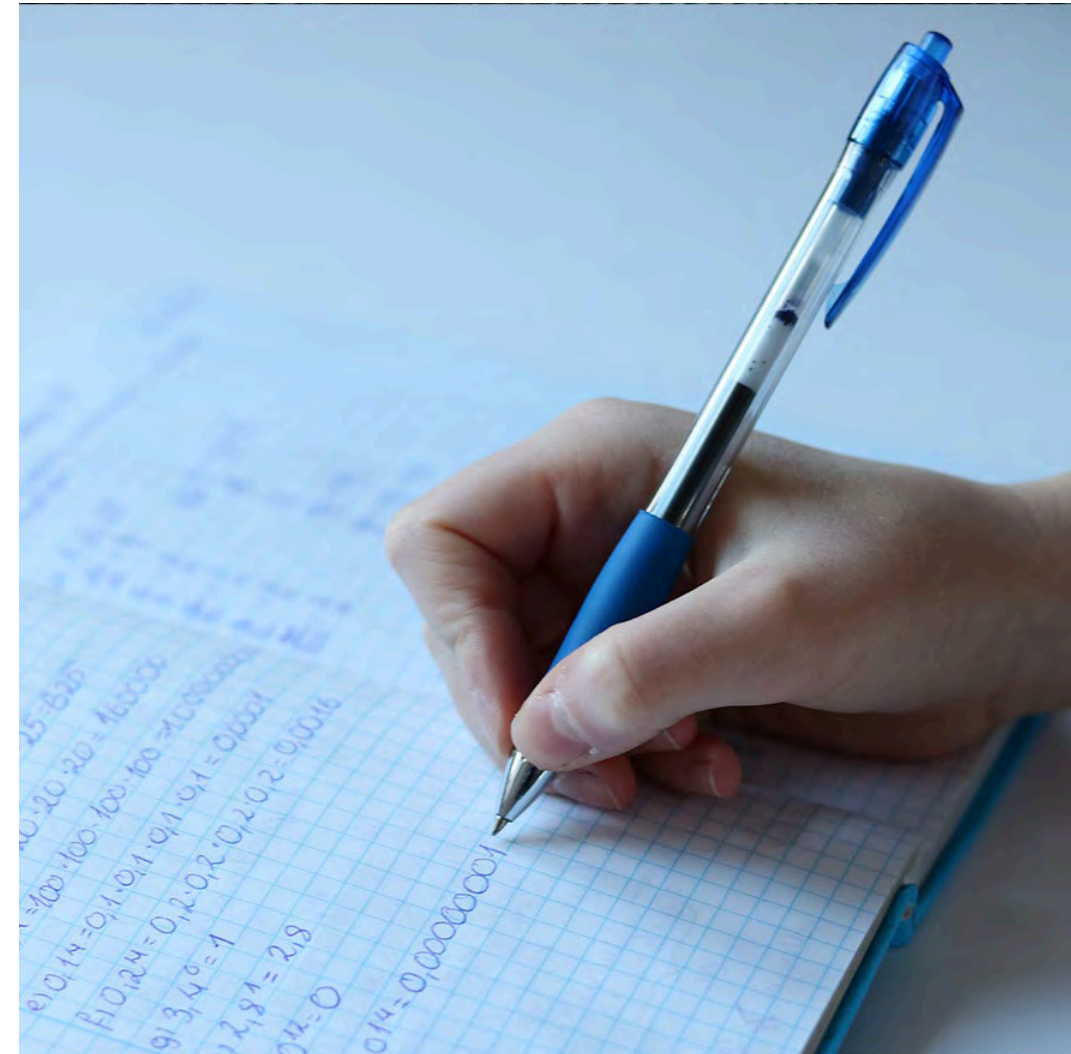




## PROGRAM REDUCTIONS & REVISIONS



- BS Meteorology: Closing per the 2022/2023 review. A new 4+1 program in Climate Science & Meteorology is under review development.
- BA Social Sciences: closed per the 2022/2023 review. Recruitment efforts will focus on the revised BA Anthropology/Sociology and the BA Political Science degrees.
- MA Mathematics: Suspended in spring 2023. Revised program with an Artificial Intelligence focus under review.
- MS Nutrition: Closing due to low enrollment and faculty departure.
- BS RN-to-BSN: Suspended for full-review.





## ADDITIONAL CHANGES UNDER DISCUSSION

Revising Communication & Professional Writing programs with a more applied focus. Potential areas of emphasis:

- Strategic Communication (PR)
- Sports Media

Reposition Digital & Interactive Media Arts as part of our Art Programs

These are part of re-positioning WCSU as a campus focused on Creative Industries.





# RETENTION STRATEGIES



## University Advising

WCSU launched a professional advising model for all first-year students in fall 2023. This model focuses on one-stop support for all incoming students. In addition:

- Advisors work closely with faculty mentors to ensure a smooth hand off to the faculty advisor after the first year.
- Collaborate with the First Year Experience to build campus engagement and inclusion.
- Coordinate academic recovery strategies for students who do not meet minimum GPA requirements in their first semester.

*Measurement:* Restore typical first year retention (73%) then improve 1% per year for the next 3 years.



## Student Engagement

The newly appointed Dean of Student Success and Engagement has redesigned the first-year experience to engage students more fully in campus life. The program integrates attendance at university events (Passport) with the overview of resources (including the Career Success Program), so that students connect with each other and members of the campus community whether commuter or residential. Additional plans include

- Restoring our Intramural Athletics programs.
- Developing a plan for Marching Band Club.
- Bringing an e-Sports Club to WCSU.



# RETENTION STRATEGIES

## Course Leaf

WCSU is in the process of implementing the scheduler tool through Course Leaf. Anticipated benefits:

1. Demand-based course scheduling.
2. Reduced course-conflicts.
3. Fewer course cancellations for low-enrollment.
4. Create a pathway to a common hour.







We welcome your questions.





Academic &  
Student Affairs

**CT STATE**  
COMMUNITY COLLEGE

# Summary of Recruitment and Retention Strategies

November 9, 2023



# CT STATE

## COMMUNITY COLLEGE

Connecticut State Community College (CT State) is a comprehensive multi-campus institution. It is the largest higher education institution in the state of Connecticut.

For fall 23 CT State enrolled 34,991 credit students in which 8,159 are new, 23,474 are continuing, and 2,359 are transfer. Of our total student headcount 89% are enrolled in an associate degree program and 66% of our student body is part-time.





# CT STATE

## COMMUNITY COLLEGE

Additionally, in the inaugural year of CT State, 27% of our students are taking courses at more than one location this semester. Our top degree programs include general studies, liberal arts, business administration, psychology, nursing, and computer science. We should also note that 31% of our students identify as Hispanic/Latinx, which will likely make us eligible for the designation as a Hispanic Serving Institution.



**27%**

of our students are taking  
courses at more than one  
location this semester



# STRATEGIC ENROLLMENT MANAGEMENT STRATEGIES

**CT STATE**  
COMMUNITY COLLEGE

CT State continues to be committed to strategic enrollment management and growth in order to meet the education, workforce, and training needs in Connecticut. The enrollment strategies highlighted are considered in progress or being explored.





## Strategy One: New Strategy Careers Expansion

CT State is expanding its nursing programs. Programs are offered at six campus locations. Our Quinebaug Valley campus is currently finalizing the development of a new Practical Nursing program. Pending approval through shared governance this program is proposed to launch Fall 2024. Further, CT State will seek to offer Practical Nursing at five additional campus locations within the next five years. Additionally, the a PN to RN bridge program will be added to continue to address the nursing shortage across the state.

Academic Year (PN Offering)	Enrollment # (Headcount)
Current Year	Program Development
AY 24/25	24
AY 25/26	223
AY 26/27	422
AY 27/28	621





# STRATEGIC ENROLLMENT MANAGEMENT STRATEGIES



## Strategy Two: Ongoing Career ConneCT

CT State continues to focus on meeting the needs of our diverse enrollment base. The institution is partnering to streamline enrollment strategies to allow for a more student friendly process for non-credit students who are engaged with Career ConneCT.





# STRATEGIC ENROLLMENT MANAGEMENT STRATEGIES



## Strategy Three: New Strategy CT Tech High School Auto Admit

CT State is partnering with Connecticut Technical Education and Career System (CTECS) high schools to expand access and enrollment to postsecondary education opportunities across Connecticut. This partnership will involve the development of a Memorandum of Agreement, piloting an automatic admission process, and expanding dual enrollment opportunities to approximately 12,000 CTEC students.

**Enrollment Baseline:** This fall semester we accepted 505 CTEC students as degree seeking students.

**Enrollment Goal:** Over the course of the next three years, the goal is to expand the percentage of CTEC graduates attending CT State by 10% as well as increase dual enrollment of CTECS by 10%.





# STRATEGIC ENROLLMENT MANAGEMENT STRATEGIES



## Strategy Four: New Strategy International Student Recruitment

CT State is expanding partnerships with ACES as well as developing standard agreements with international recruitment agencies to increase enrollment of students with an F1 Visa. Collectively our campuses have not actively recruited international students abroad. Our international enrollment has maintained based on word of mouth. This fall semester 350 international students are enrolled across 9 campuses. We are pursuing our SEVIS Certification for all 12 of our campuses which will also expand opportunities for international student enrollment.





## Strategy Four: New Strategy International Student Recruitment

### Enrollment Baseline:

- CT State currently has 350 international students which is 1% of our current overall student enrollment (34,991).
- These students are collectively from 50 countries with the top five represented as Brazil, Colombia, Mexico, Nigeria, Jamaica. We have opportunity to increase outreach in countries such as China, India and Korea which have the highest numbers of international students studying in the U.S.





# STRATEGIC ENROLLMENT MANAGEMENT STRATEGIES

## Strategy Four: New Strategy International Student Recruitment

### Enrollment Goal:

Academic Year	Enrollment # (HC)	FTE	% Increase
Current Year/Baseline	350	280	8%
AY 24/25	403	322	15%
AY 25/26	483	386	20%





## Strategy Five: Ongoing Dual Enrollment Expansion

CT State currently serves 27% of all dual enrolled students across Connecticut, representing 3% of our total enrollment. Over the course of the next three years, through policy, procedure and best practice revisions including funding strategies, CT State is working to position expanded dual enrollment opportunities specifically in health care, manufacturing, IT and business pathways with school districts across Connecticut. The anticipated outcome over the next three years is to double CT State's total percentage of enrollment coming through dual enrollment and to see a 10% increase in the number of students who matriculate to CT State who were dually enrolled with us after graduation.





# STRATEGIC ENROLLMENT MANAGEMENT STRATEGIES

## Strategy Five: Ongoing Dual Enrollment Expansion

Enrollment Baseline: Currently we have enrolled 999 dual enrolled students in fall 2023.

### Enrollment Goal:

Academic Year	Dual Enrollment # (Head Count)	% Increase
Current Year/Baseline	999	
AY 24/25	1300	30%
AY 25/26	1750	35%
AY 26/27	1998	15%





# STUDENT RETENTION AND SUCCESS STRATEGIES

**CT STATE**  
COMMUNITY COLLEGE

## Strategy One: Ongoing Teaching and Learning Professional Development

Research shows that students spend more time with faculty than any other within higher education institutions. Teaching and Learning is essential to student success and retention in higher education. CT State is committed to excellent teaching and learning. The institution will continue to provide holistic professional learning and development opportunities for faculty that promotes topics such as active learning, flipped classrooms, and equity-based practices.



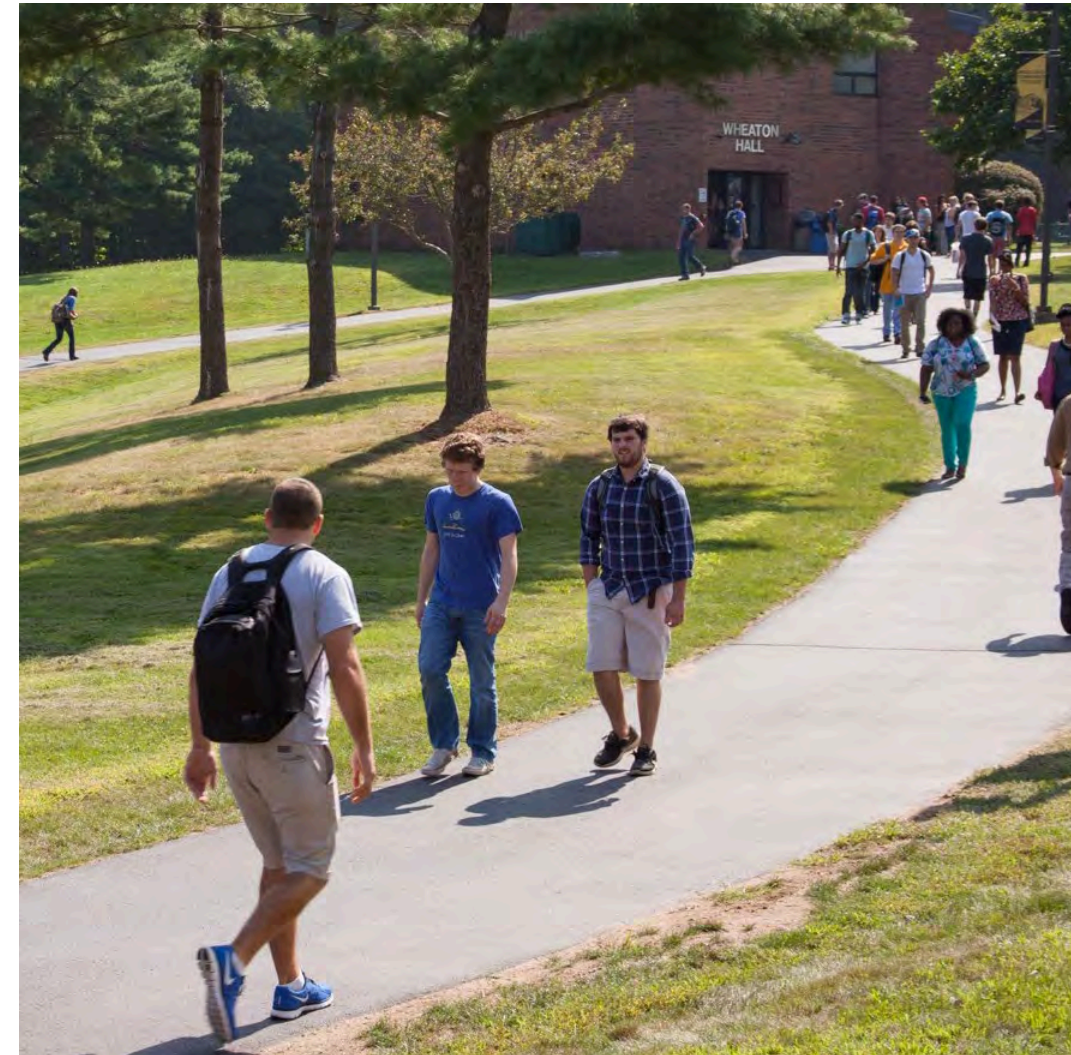


# STUDENT RETENTION AND SUCCESS STRATEGIES

**CT STATE**  
COMMUNITY COLLEGE

## Strategy Two: New Strategy Enrollment Gap Analysis

CT State is partnering with Ferrelli to complete an enrollment gap analysis. The gap analysis will focus on a comprehensive examination of the current enrollment processes, student experiences, missed opportunities, and external factors contributing to the decline, with the aim of creating a unified approach that benefits all 12 campuses.





A blue-tinted photograph of a group of people, likely students or professionals, working together at a table. In the foreground, a woman with braided hair is focused on a laptop. Behind her, another person is writing on a piece of paper. The background is slightly blurred, showing more people and what appears to be a classroom or office setting. The overall mood is collaborative and professional.

We welcome your questions.





Academic &  
Student Affairs

**CharterOak**  
STATE COLLEGE

A Higher Degree of Online Learning

# Summary of New Student and Retention Strategies

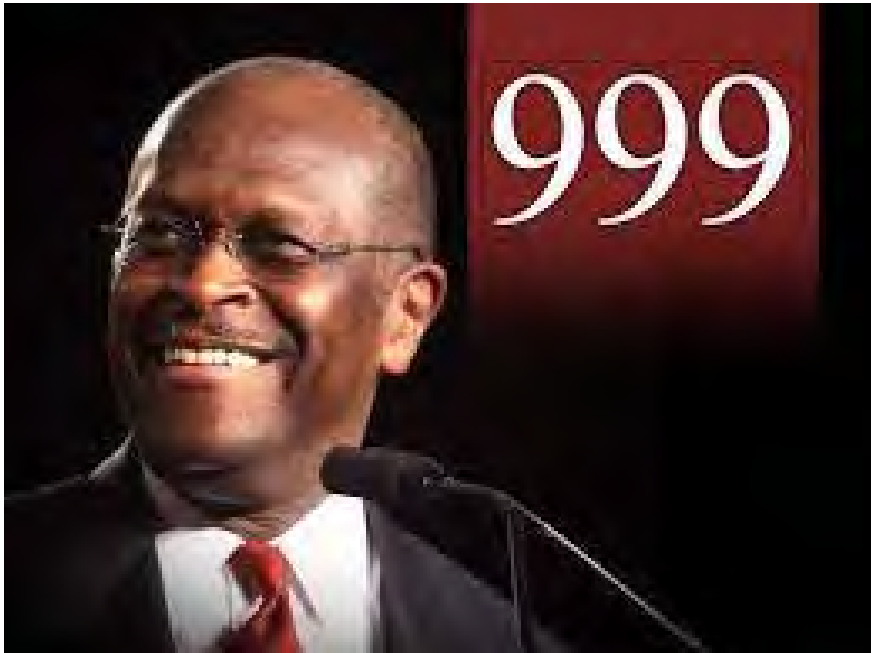
November 9, 2023



# CharterOak STATE COLLEGE

A Higher Degree of **Online** Learning

## ENROLLMENT GOALS FOR COSC



9% Growth Each Year for 3  
Years



2,068 Enrolled Students by  
2025



Year 1 Goal Met  
+9.8% students and +15%  
Credits



# ENROLLMENT STRATEGIES

## New Paid and Organic Search Approach

Sept 23 – Record Leads in a single month (668)

47% increase in leads generated in AY 22/23 compared to AY 21/22

Goal for 25/26 is 6,862 leads





# ENROLLMENT STRATEGIES

## Virtual Open House

2,279 prospects  
registered

47% were new  
prospects

18 Virtual Open  
Houses in AY  
22/23

40% that register  
apply

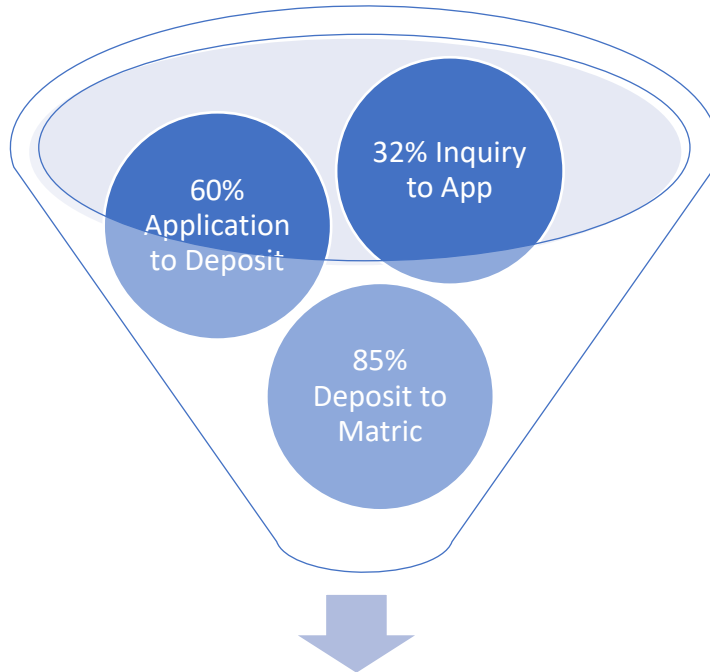
3,000 registered  
is the goal by AY  
25/26





# ENROLLMENT STRATEGIES

## NEW: Lead Cultivation Changes



Achieving these targets will yield over 100 new students each year





# ENROLLMENT STRATEGIES

**CharterOak**  
STATE COLLEGE

A Higher Degree of Online Learning

## NEW: CareerInvest Tuition Disbursement Model



**\$5,250\***

**Covers the cost of tuition and fees**

Rate only changes when the IRS tax deduction changes

Charter Oak tuition and fees remain constant for CareerInvest participants, even if the college raises rate.

\*Two Payments of \$2,625





## Enrollment Data Highlight:

### Applications

That pace is speeding up when looking at the most recent numbers. Charter Oak had a 20% increase in applicants from first quarter (July to September) from academic year 2022/23 (565) compared to first quarter of academic year 2023/24 (680). Application targets for FY 24 is 2,500, FY 25 is 2,750, and FY 26 is **3,000**.



**+13%**

increase in applications  
when comparing academic  
year 2022/23 to academic  
year 2023/24



## RETENTION STRATEGIES

The following strategies have been implemented recently or will be implemented soon to retain students once they matriculate at Charter Oak.

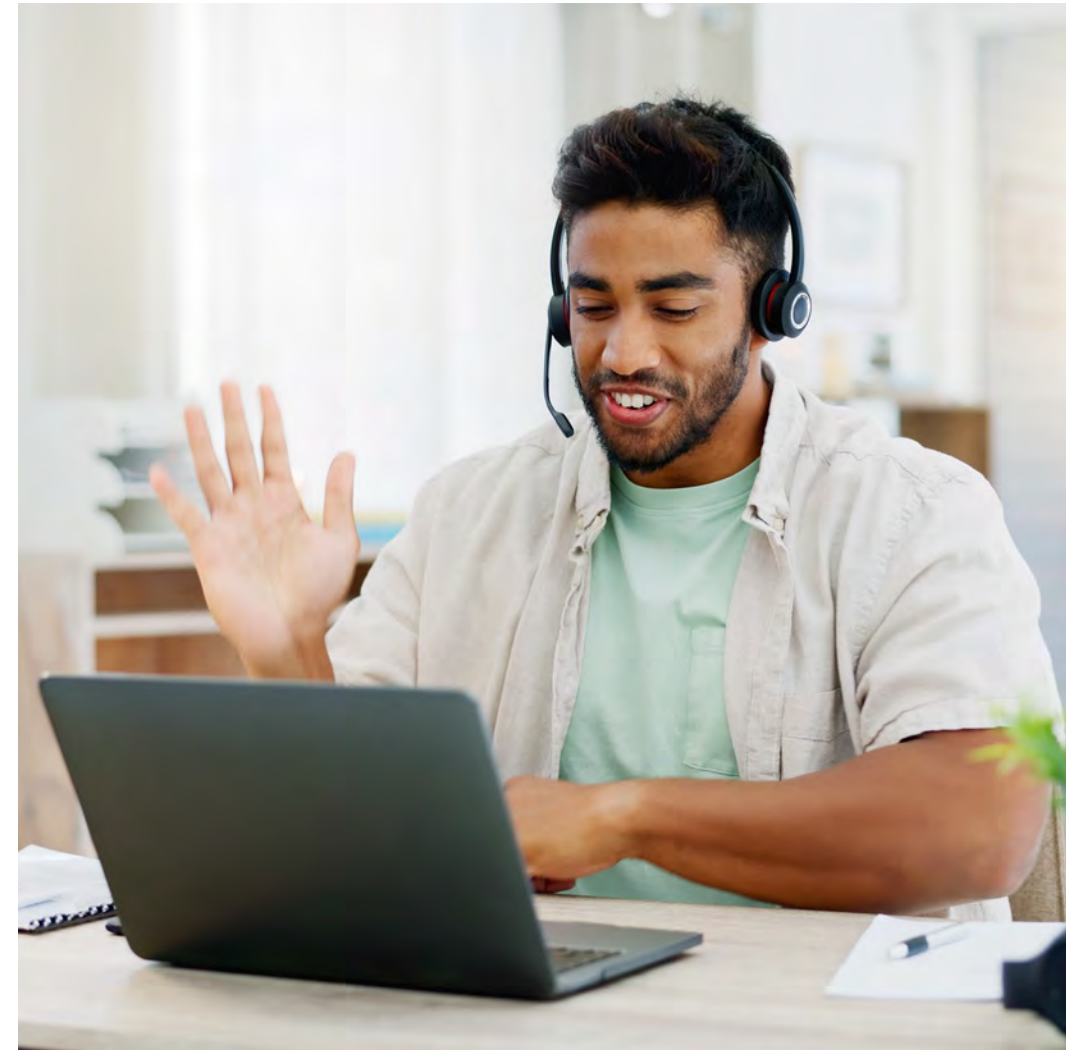




# RETENTION STRATEGIES

## **NEW: Automated Student Attendance Report**

Over the past 3 years, the administratively withdrawn rate for non-attendance has averaged 3.1%. The goal over the next 3 years is to have the administratively withdrawn rate below 3% in each year and early results are positive.





# RETENTION STRATEGIES

**CharterOak**  
STATE COLLEGE

A Higher Degree of Online Learning

## **NEW: Advising Meeting Modality & Availability**

80% of advisor caseload that meets with their new academic advisee before the semester begins.





## **NEW: Automated Quality Control Reports**

Decrease in overall DFW rates (It is the percent of all grades where the grade was less than C- or W or AW). Over the past 3 years, the DFW rate averaged 11.7%. Since this is an exceptional number for online colleges, the goal is to maintain or improve this rate over the next 3 years.





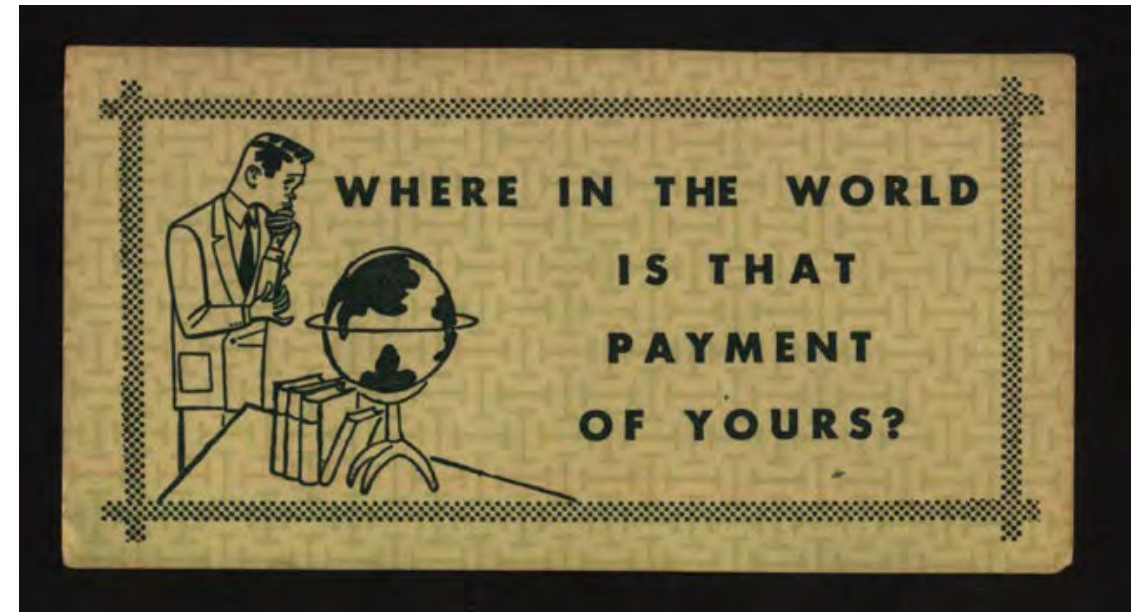
# RETENTION STRATEGIES

## NEW: Multiple Modality Payment Reminder and Ease of Navigation

4.7% drop for non-payment in fall 2022



3.7% drop for non-payment in fall 2023



[This Photo](#) by Unknown Author is licensed under [CC BY](#)



# RETENTION STRATEGIES

**CharterOak**  
STATE COLLEGE

A Higher Degree of Online Learning

## NEW: Reducing Barriers in the Financial Aid Pipeline

Goal: A reduction in the amount of time to begin and package students for financial aid (speed to package) by 9% each year for the next three (3) years.

Benchmarking vs our online competitors on speed to package financial aid.





# ENROLLMENT SPOTLIGHT: TRANSFER WITH CT STATE COMMUNITY COLLEGE

**CharterOak**  
STATE COLLEGE

A Higher Degree of Online Learning

## Community College Tuition Match

80% Increase in New CC Tuition  
Match Students in Just the Past 3  
Academic Years

Next Steps: Proactive Outreach  
with Online CT State Students





A blue-tinted photograph of a group of people, likely students or professionals, working together at a table. In the foreground, a woman with braided hair is looking down at a laptop. Behind her, another person is writing on a piece of paper. The background is slightly blurred, showing more people and what appears to be a classroom or office setting. The overall mood is collaborative and focused.

We welcome your questions.





# Summary of Recruitment and Retention Strategies

SYSTEM OFFICE ACADEMIC & STUDENT AFFAIRS (ASA)

**November 9, 2023**





## **Summary of Recruitment and Retention Strategies**

System-wide Initiatives to promote student recruitment and retention:

- 1. CompleteCT**
- 2. Dual and Concurrent Enrollment**
- 3. Credit for Prior Learning**
- 4. CSCU Transfer Initiative**



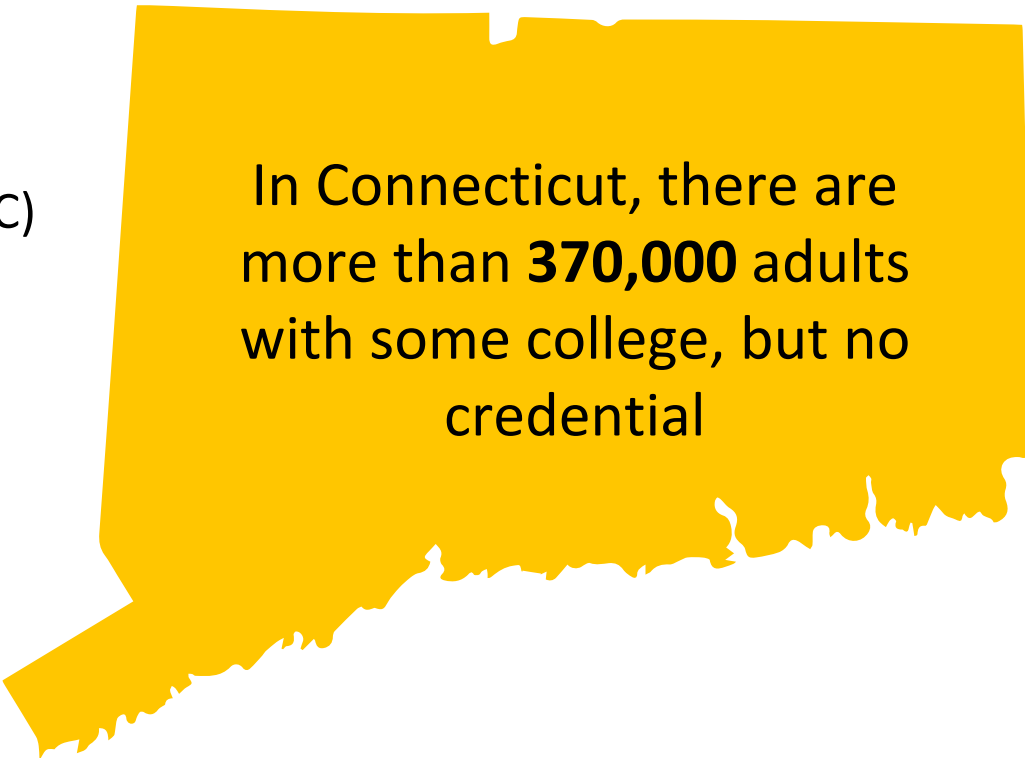
# Summary of Recruitment and Retention Strategies

CompleteCT



# **Complete CT**

- Targeting students with some college but no credential (SCNC)
- Proactive outreach
- Return to 6 CSCU intuitions to complete their degree



In Connecticut, there are more than **370,000** adults with some college, but no credential



# **CompleteCT**

- CSCU initiative with Charter Oak as lead agent
- Outreach to be conducted in phases leveraging a neutral third-party vendor
- Outreach to begin in Fall 2023







## Measure of Success:

**Phase 1 Enrollment Target** +1,500 students

**Phase 2 Enrollment Target** +2,200 students



**Summary of Recruitment and  
Retention Strategies**

**CSCU** Academic &  
Student Affairs

# Dual and Concurrent Enrollment



# Dual and Concurrent Enrollment

- Analysis Project
- Map our existing strengths and find opportunities to scale up
- Phase 1 - Conduct a comprehensive study of current CSCU dual and concurrent offerings





# Dual and Concurrent Enrollment

- Uniform Registration
- Marketing Capability
- Cost Equity
- Accreditation Analysis
- Communication Strategy
- Grant Funding
- Research Opportunity





# Dual and Concurrent Enrollment

## Measure of Success:

At the end of Phase 1 (July 2024) a detailed final report will be created that will include a landscape analysis, steps already taken to stage a future alignment of programs, and a strategic plan for next steps in alignment and growth of dual enrollment program. The report will be presented to the Chancellor.

The measure of success for dual and concurrent enrollment programs for the state will be the ability to use the data discovered to make strategic decisions which will result in increased enrollment in programs system wide, implement best practices, and scope and scale successful programming.



**Summary of Recruitment and  
Retention Strategies**



**Academic &  
Student Affairs**

# Credit for Prior Learning



# Credit for Prior Learning

- Bring transparency to CSCU regarding the awarding of academic credit for prior learning at the undergraduate level.
- Gain academic credit for:
  - Standardized and institutional examinations like AP, CLEP, IB, etc., to award credits
  - Industry-recognized certifications and credentials
  - Formal military training
  - Training programs outside of traditional college settings
  - Non-academic courses that align with college-level learning
  - Portfolio demonstrating prior learning.





## Measure of Success:

All elements of the system-wide policy to be fully implemented by **Fall 2026**.



**Fall  
2026**



**Summary of Recruitment and  
Retention Strategies**

**CSCU** Academic &  
Student Affairs

# CSCU Transfer Initiative



# CSCU Transfer Initiative

The CSCU Transfer Initiative is a collaborative effort between CSCU institutions to assist students in reaching their academic goals.

This system-wide initiative will –

1. Help in early identification of students' transfer goals.
2. Indicate students desired transfer destination.
3. Allow sharing of academic records between the community college and 4-year institutions.
4. Promote early CSCU 4-year institution engagement.





# CSCU Transfer Initiative

1. Simplify the transfer process
2. Ensure gen ed courses transfer as gen ed courses
3. Prevent loss of credit





## Measure of Success:

CSCU Transfer Initiative will lead to a BOR resolution and an increase in student transfer by 7% by Fall 2030.





A blue-tinted photograph of students in a classroom. In the foreground, a young woman with braided hair is looking at a laptop. Behind her, other students are visible, some looking at papers or devices. The scene is dimly lit, with light coming from windows in the background.

# Thank you!



Academic &  
Student Affairs