

## TRANSFORM CSCU 2020

### PREAMBLE

A post-secondary education is not only critical for Connecticut residents to achieve personal success but also plays a key role in statewide economic expansion and stability. It is projected that 70% of all jobs in Connecticut will require a college degree by the year 2020. The Connecticut State College and University SYSTEM is committed to uniting its 17 institutions into one interdependent SYSTEM designed to improve student learning and ensure the effectiveness, affordability and sustainability of the SYSTEM as a whole. We will establish an unparalleled public higher education SYSTEM focused on optimizing student access and enhancing the student learning experience through innovative academic programming. The “plan” will facilitate ultimate student success, and achieve operational efficiency.

Transform CSCU 2020 is the road map to transform Connecticut’s State Colleges and Universities into a world-class SYSTEM of higher education. This SYSTEM of higher education will reflect our core values and bolster enrollment, strengthen online learning capacity, work closely in collaboration with the business community to better align coursework with state defined industry growth sectors. Transform CSCU 2020 will increase ACCESS, ensure our colleges become more AFFORDABLE, and set the direction for achieving UNPARALLELED EXCELLENCE.

While each institution will maintain its unique identify and mission, the strategic use of our collective resources will build on the institution’s particular strengths. Students will benefit from the multiple pathways between the seventeen campuses which will expand opportunities as well as accomplish SYSTEM goals for accessibility and affordability.

The goal of Transform CSCU 2020 is nothing short of achieving world class stature for our new SYSTEM. The new SYSTEM will drive student learning by enhancing academic rigor in our classrooms and by facilitating better and more responsive workforce development programs. Both will stimulate economic growth in our state. The ultimate success of Transform CSCU 2020 depends on the successful efforts of our outstanding faculty and staff. For years our faculty has been leaders in their respective disciplines by contributing to their profession and conducting research to better the lives of our citizens. Pedagogically, Transform CSCU 2020 will facilitate more research from our faculty and allow them to engage in applied research projects with our students.

#### A SYSTEM approach:

- Enhances student learning and promotes higher graduation rates by increasing options for when and how students learn.
- Provides innovative curricula and facilitates creative teaching to supply CT businesses with the talent they need to prosper, and students with the skills and knowledge they need for life in the 21<sup>st</sup> Century.
- Advances our ability to plan and operate more efficiently as a unified SYSTEM.
- Bolsters CT’s competitiveness, effectiveness and relevancy in the years ahead.
- This plan celebrates innovation in our classroom through the use of technology and provides faculty and students access to all 17 colleges and universities via the use of new “genius” classrooms.
- Promote innovation throughout the system – in the classroom, in our administrative processes and our relationships with outside stakeholders
- Keep overhead costs to a minimum therefore improving access and affordability

## WHAT IS A SYSTEM?

The vision for the SYSTEM is to create and sustain a range of resources so all students can achieve their dreams. As a first step, the SYSTEM must exploit the full value of the considerable resources with which we have already been entrusted. This means making our SYSTEM efficient, effective and a good partner in business relations. We offer students a high-quality education across multiple degree areas and are among the most affordable in the nation. ConnSCU is local--96% of our students are Connecticut residents and 35% of Connecticut's high school graduates are enrolled at one of our SYSTEM's schools. The SYSTEM awards more than 15,000 degrees annually and about 80 percent of graduate opt to stay in Connecticut to live and work. Indeed we are the state's SYSTEM for higher education and are economic drivers and major partners in workforce education. As the demands of a global economy increase, we need to meet those demands by building on this strong foundation.

Established by statute in 2011, the Board of Regents for Higher Education (BOR) was created in recognition that greater coordination of these important institutions would bring them to a higher level of effectiveness and efficiency. The BOR is charged with governing this new SYSTEM for the benefit of more than 120,000 students. Economic growth and stability are dependent upon workforce education, which makes the mission crucial to statewide business expansion and job creation. Ensuring a robust talent pool for the state's employers amplifies Connecticut's ongoing initiatives to attract new business and industry to the state. Our SYSTEM is uniquely positioned academically and geographically to meet these educational needs. Transform CSCU 2020 will strengthen each of the 17 colleges and universities creating a system which is far greater than the sum of its parts.

The new SYSTEM requires us to build on this strong foundation and to advance it to the next level. We will create an academic environment dedicated to excellence by sharing resources and talents between and among the campuses and ask all stakeholders to continue to explore creative approaches to the classroom experience.

Transform CSCU 2020 is framed by one undisputable principle – STUDENTS FIRST. It is reflective of the vision, mission and goals which the Board of Regents approved as part of its Strategic Planning process in June of 2013:

1. Successful 1st year experience
2. Student Success
3. Affordability and Sustainability
4. Innovation and Economic Growth
5. Equity

Transform CSCU 2020 reflects the underlying values which we as a SYSTEM hold true. Excellence, accountability, access, affordability AND transparency will light the road for this plan to move forward. As such, the planning process will allow us to better clarify our goals while establishing metrics to measure progress. However our success would be impossible without the dedication of our faculty who continue to achieve national acclaim and support students in every imaginable way. Our faculty, and indeed our talented staff are the two primary reasons that Transform CSCU 2020 will be successful.

## TRANSFORM CSCU 2020 INITIATIVES

Priority initiatives will focus in several key areas: enrollment, information technology, facilities, curriculum delivery, workforce preparation and SYSTEM wide efficiency. We are committed to lowering tuition increases and providing a long range plan for tuition stability by optimizing efficiency and minimizing attendance costs. For all of our stakeholders, we will provide transparency to ensure that we are meeting expectations and providing significant returns on investments.

### Enrollment

- Facilitate cross campus registration and admissions processes
- Establish and grow excellent early college programs at each community college
- Provide total, seamless transfer for students within our SYSTEM
- Significantly increase utilization of on-line course delivery
- Improve retention through alignment with the K-12 system to address developmental needs and student success programs
- Aggressively recruit veterans and establish Veteran Success Centers at each college
- Invest in the “Go Back to Get Ahead” program
- Aggressively recruit international students as well as provide more native students opportunities for study-abroad
- Launch a philanthropic campaign to support scholarships for our community college graduates who continue their studies at one of our universities.

### Information Technology

- Conduct an information technology audit and develop a plan to upgrade IT throughout the entire SYSTEM

### Facilities

- Refresh the CSU2020 plan and include community colleges in SYSTEM facilities master planning
- Develop a comprehensive plan to address deferred maintenance

### Curriculum Delivery

- Build state of the art classrooms at each college whereby students from ALL campuses can benefit from the unique program and expertise at the host campus
- Develop a long term academic plan from a SYSTEM perspective to ensure program development that is consistent with future resources and facilities
- Establish Centers of Excellence at each college to address enhanced learning and career preparation consistent with the state’s workforce needs
- Collaborate with the business community to ensure that our priorities are consistent with the needs of the state’s economic advancement

### Efficiency

- Conduct a study to better serve students by achieving organizational efficiency through improved technology and centralization
- Consolidate facility planning into one SYSTEM plan
- Consolidate state block appropriation into one SYSTEM appropriation
- Finalize a system-wide academic calendar

## Delivering the Workforce of Tomorrow

- Align college workforce development programs with state identified current and future labor needs
- Begin a relationship with IBM using the “P-Tech” model at a community college/local school
- Develop career related programs in finance, health care, hospitality, information technology and manufacturing using P-Tech as a model
- Better align career pathways with the Connecticut Technical High School System to enable more students to secure living wage jobs in growing industries

## Costs

- Reduce organizational costs
- Hold tuition increases to a minimum

## Transparency

- Ensure that all academic, operational and organizational policies are transparent at the college and SYSTEM levels
- Create shared metrics that quantify our impact.

## DIRECTION

This plan must provide direction for our new SYSTEM of higher education. We will create the discipline necessary for the decision making authority between the colleges and system office as well as for how we prioritize and measure our collective results. Our transparency mandates that we communicate with both inside and outside stakeholders. And our employees must celebrate our basic commitment to change management, our organizational design, operational and strategic alignment and value individual accountability. Our stewardship must focus on accountability to all of our stakeholders for both financial and academic outcomes.

Finally we must garner an appreciation for excellence- for our students’ success, in our classroom instruction and our organizational effectiveness. All employees must possess a passion for excellence which will build and extend over the years.

This plan requires investment from every sector if we are to achieve our vision of unparalleled excellence. While tuition will rise slightly, students and families will be asked to invest. While we seek efficiency, faculty and staff will be asked to invest. And as we position the SYSTEM to be the state’s resource for public higher education, the state too will be asked to invest.

Investment in the state's SYSTEM of higher education is critical for the future well-being of Connecticut. From streamlining administrative functions to improving student transfer and completion rates, our plans will build on rigorous academic programs and modernize the Connecticut State Colleges and Universities for the benefit of our students and state.

We will identify efficiencies that will stretch taxpayers’ money and families’ tuition dollars. We will make it easier for students to navigate between colleges & universities and access the vast resources available to them. Transform CSCU 2020 will provide our students with the best education facilities available and facilitate strong academic outcomes.

As importantly, Transformation CSU 2020 builds on the potential of the state SYSTEM, aligns how Connecticut's institutions of higher learning will interact with each other as well as secondary education, business and industry and ensures ConnSCU students will be strong partners in the state's ongoing economic revitalization efforts.