BCG

DRAFT – For Discussion Only

Transform CSCU 2020
Board of Regents update

June 18, 2014

Contents

Faculty and staff survey results including

- Themes from open-ended survey responses
- Revised set of initiatives under Transform ("initiative reset")

Planned campus participation in Transform

Share proposal on how the full Transform plan will come together

Faculty and staff survey results

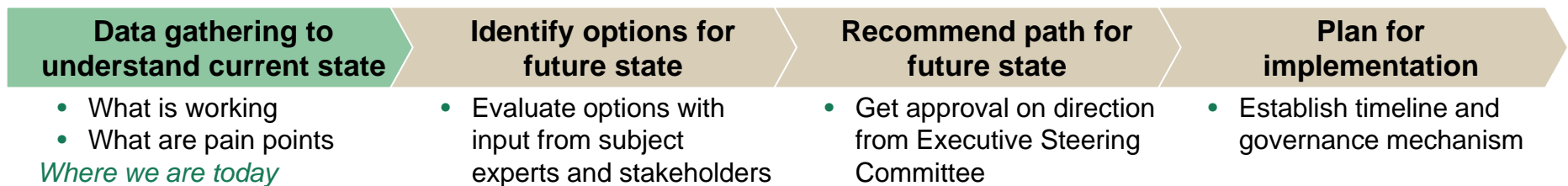# Context for Transform faculty and staff survey

Nearly 2000 respondents to faculty and staff survey, representing over 16% of staff across system

- Over 1600 responses to the open-ended questions providing input into existing initiatives and informing potential new initiatives (referenced as the "initiative reset")

Survey results will be used for three primary purposes:

1) Input from open-ended responses is being used to inform planning on existing initiatives
2) Input from open-ended responses is being used to inform a "reset" of the Transform initiatives to incorporate the voice of the broader Transform CSCU community
3) Input from all survey questions will be used to inform overall Transform messaging and specific engagement plan for town halls in the fall at each institution

As additional context, planning for most initiatives will follow a common path:

Data gathering to understand current state	Identify options for future state	Recommend path for future state	Plan for implementation
• What is working • What are pain points *Where we are today*	• Evaluate options with input from subject experts and stakeholders	• Get approval on direction from Executive Steering Committee	• Establish timeline and governance mechanism

For reference: full set of survey questions

Question 1: **Which category best describes your current position?** (drop-down)

Question 2: **Which institution are you affiliated with?** (drop-down)

Question 3: **What is your level of familiarity with Transform CSCU 2020?** (drop-down)

Question 4: **CSCU has five goals aligned to its mission and vision. Please rate the importance of each goal to the future success of our students, our institutions, and our system.** Not at all important (1), Neutral (4), Extremely important (7) – or "Don't know"

Question 5: **To what extent do you agree that your institution is currently delivering on each of these goals?** Strongly disagree (1); Neither agree nor disagree (4); Strongly agree (7) – or "Don't know"

Question 6: **The Transform CSCU 2020 plan has a priority set of initiatives. Which initiatives are you most interested in participating in the planning process (e.g., through institution-based town halls, community forums, interviews)?** Please select up to three.

Question 7: **The Transform CSCU 2020 plan has a priority set of initiatives. Please rate the importance of each initiative in addressing one or more of the CSCU goals.** Not at all important (1), Neutral (4), Extremely important (7) – or "Don't know"

Question 8: **As we begin the planning process for Transform CSCU 2020, what do you believe are the greatest opportunities for improvement and innovation?** Open ended, optional

Question 9: **As we change and innovate through Transform CSCU 2020, what elements of our institutional practices and processes do you believe are important to preserve?** Open ended, optional

Summary of Transform survey results

Overall

There were a total of 1,969 responses to the Transform CSCU 2020 faculty and staff survey, representing over 16% of the total population. There were also 1,664 open-ended responses.

- 32% (638) of survey respondents are full-time faculty
- 50% of respondents work at Community Colleges, 43% work at Universities
- 87% of respondents are familiar or somewhat familiar with Transform

CSCU goals

Overall, respondents rate all five goals as very important to the future success of our students, institutions and system, but indicate gap in current delivery on goals relative to importance

- Campus and system leadership rate importance and delivery of goals higher than other segments
- System staff tend to rate delivery on goals lower than other segments
- Full-time faculty and BOR tend to rate overall importance lower than other groups
- Community college respondents rate goal importance and current delivery higher than University respondents

Transform initiatives

Initiatives considered most important to addressing CSCU goals and with most respondent interest for participation include seamless student transfer, minimal tuition increase, organizational efficiency and effectiveness, system-wide policy transparency, and alignment with K-12 system.

New themes

Open-ended responses highlighted several new themes including the need to preserve a liberal arts core in order to enable career flexibility and ensure an educated citizenry, and the need for enhanced resources focused on student retention (e.g., academic advising) and student services

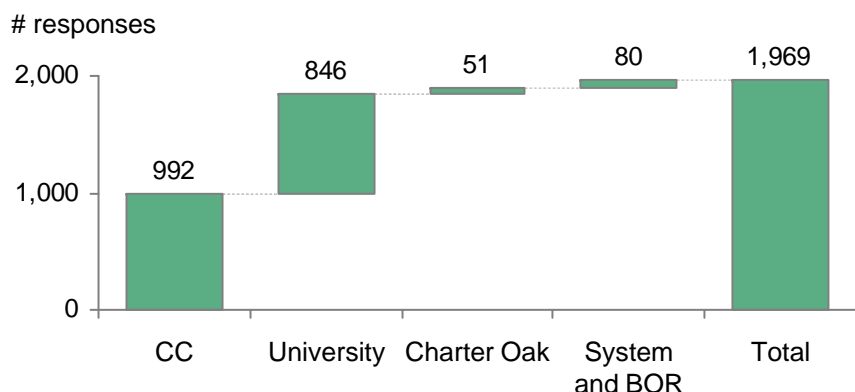# Transform faculty and staff survey: response breakdown

Participant group		
Participant group	**Completed**	**% total**
Faculty (FT)	638	32%
Faculty (PT)	348	18%
Academic staff (FT)	381	19%
Academic staff (PT)	70	4%
Operational staff	248	13%
Campus leadership	113	6%
System leadership	14	1%
System staff	141	7%
BOR	16	1%
Total	**1969**	**100%**

Institution		
Institution name	**Completed**	**% total**
Eastern Connecticut State	125	6%
Western Connecticut State	228	12%
Central Connecticut State	202	10%
Southern Connecticut State	291	15%
Asnuntuck Community College	64	3%
Capital Community College	60	3%
Charter Oak State College	51	3%
Gateway Community College	122	6%
Housatonic Community College	104	5%
Manchester Community College	88	4%
Middlesex Community College	72	4%
Naugatuck Valley Community College	172	9%
Northwestern CT Community College	61	3%
Norwalk Community College	83	4%
Quinebaug Valley Community College	30	2%
Three Rivers Community College	58	3%
Tunxis Community College	78	4%
CSCU System Staff	54	3%
Board of Regents[1]	26	1%
Total	**1969**	**100%**

Summary of participation by institution type

responses

Waterfall chart values: CC 992; University 846; Charter Oak 51; System and BOR 80; Total 1,969. Y-axis marked 0, 1,000, 2,000.
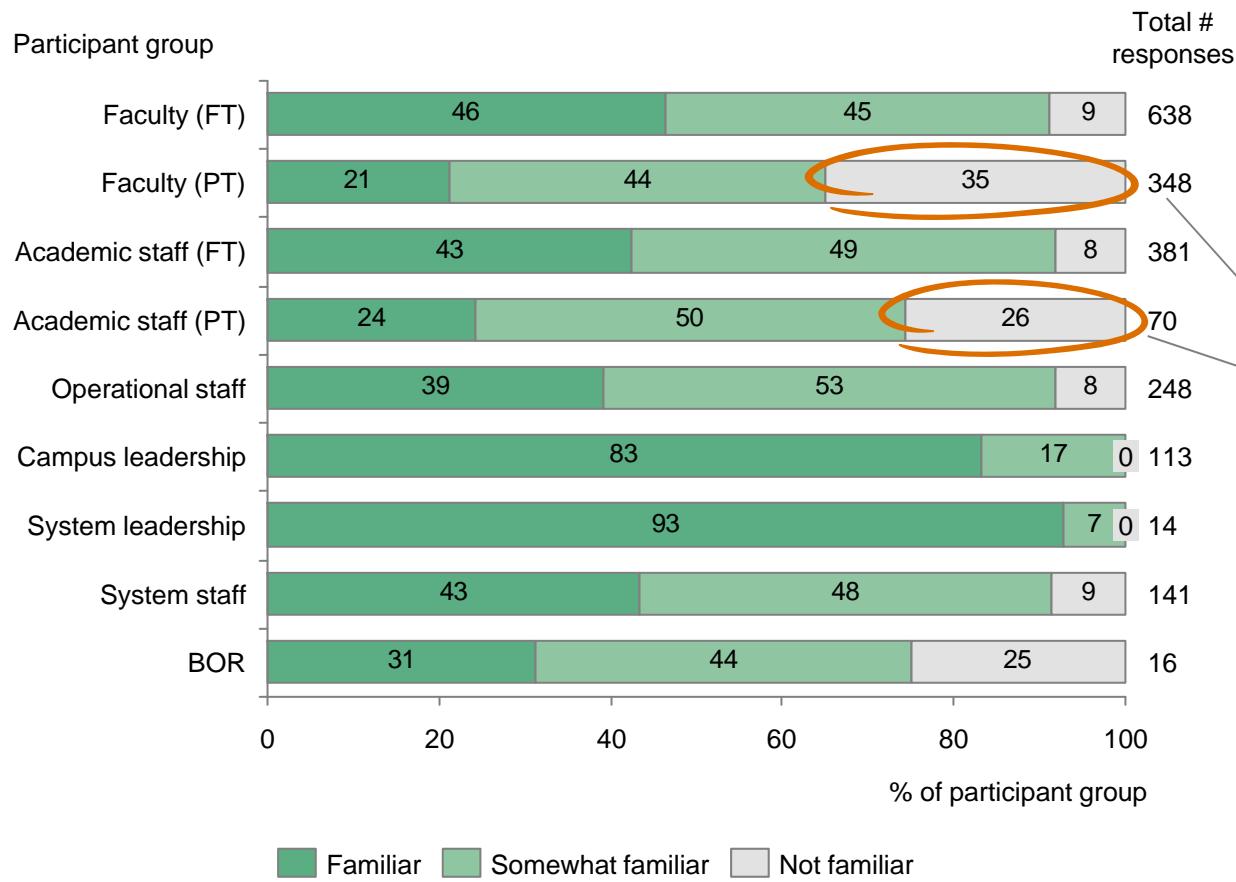
Questions: Which category best describes your current position? and Which institution are you affiliated with? (n=1969)
1. Captures affiliation with Board of Regents only: includes 8 members of the Board of Regents and 18 members of CSCU system staff and CSCU leadership.
Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis.

87% of respondents familiar or somewhat familiar with Transform

Level of familiarity with Transform by participant group

Participant group		Total # responses
Faculty (FT)	46 | 45 | 9	638
Faculty (PT)	21 | 44 | 35	348
Academic staff (FT)	43 | 49 | 8	381
Academic staff (PT)	24 | 50 | 26	70
Operational staff	39 | 53 | 8	248
Campus leadership	83 | 17 | 0	113
System leadership	93 | 7 | 0	14
System staff	43 | 48 | 9	141
BOR	31 | 44 | 25	16

0   20   40   60   80   100

% of participant group

■ Familiar   ■ Somewhat familiar   ☐ Not familiar

Key takeaways

Overall
- 42% familiar with Transform
- 45% somewhat familiar with Transform
- 13% of respondents not familiar with Transform

Part-time faculty and academic staff are least familiar with Transform

Note: responses may be subject to self-selection bias (i.e. those who were already familiar with Transform may have been more likely to fill out the survey)
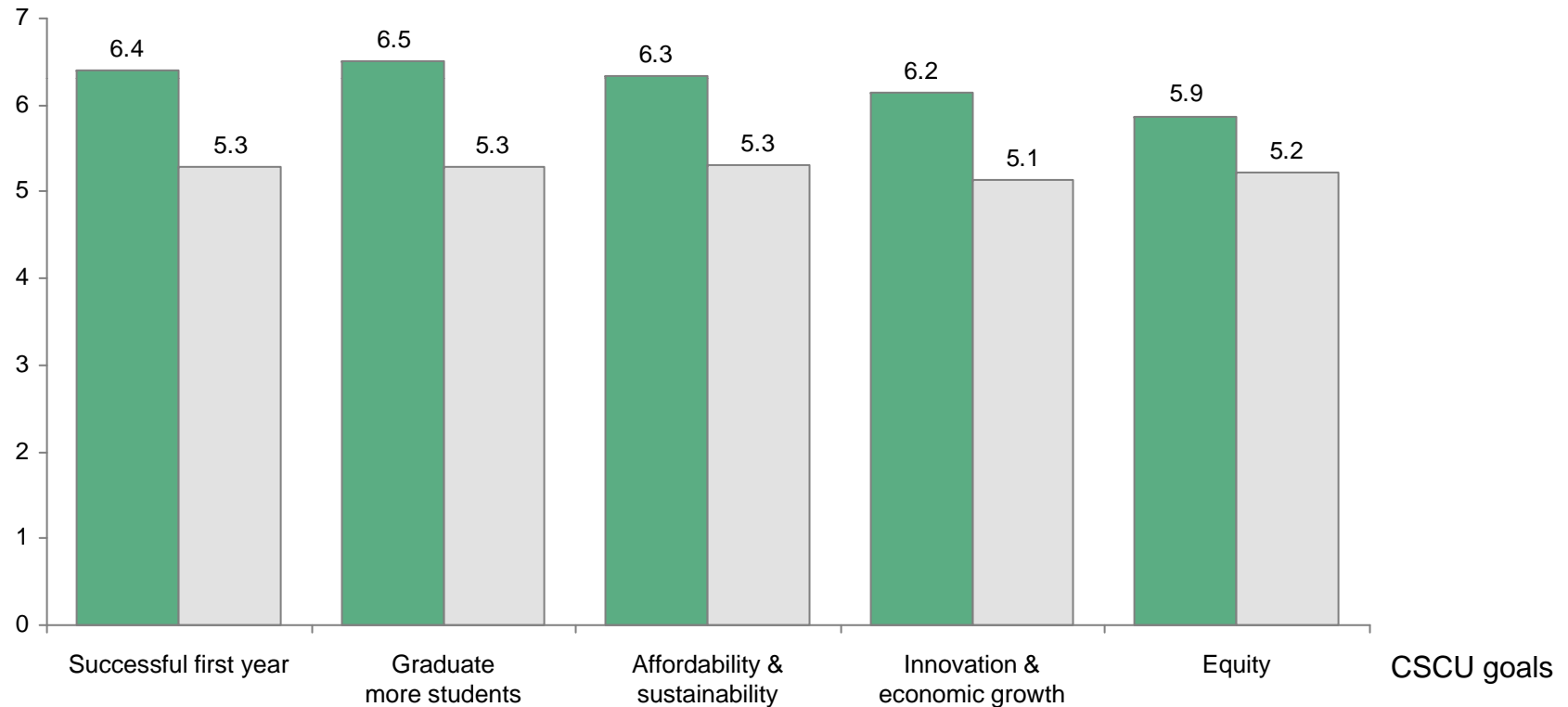
Question: What is your level of familiarity with Transform CSCU 2020? (n=1969).
Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis

Transform CSCU 2020

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Campus and system leadership rate importance and current delivery of goals higher than other respondent segments

Goal 1: Increase number of students completing first year

Institution's current delivery on goals
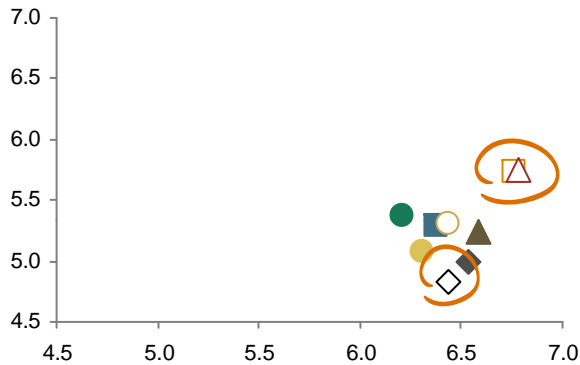
Goal 2: Graduate more students

Institution's current delivery on goals
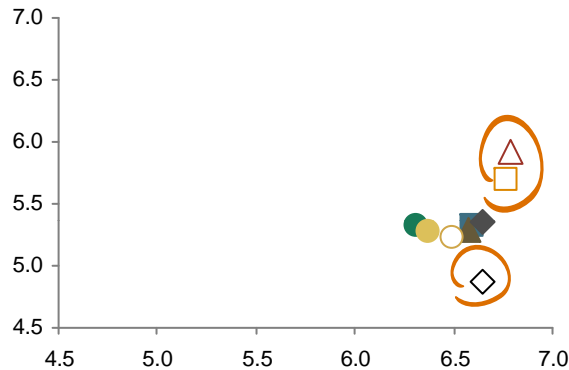
Goal 3: Make attendance affordable and institutions financially sustainable

Institution's current delivery on goals

Is optimism of system leadership related to having more knowledge about Transform?

Importance
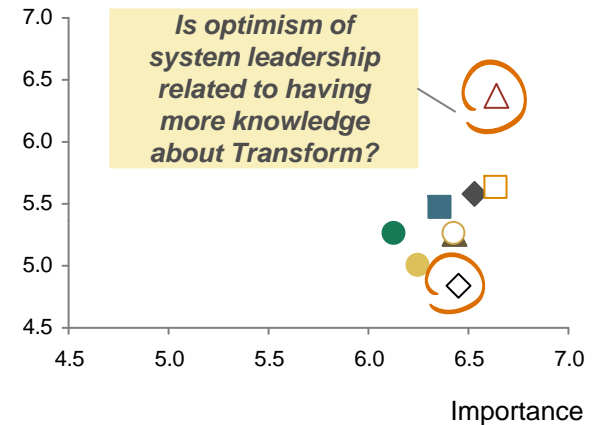
Goal 4: Cultivate innovation & economic growth

Institution's current delivery on goals

Full-time faculty rank innovation and economic growth as least important

Goal 5: Equity – eliminate achievement disparities

Institution's current delivery on goals

Goal 5 ranked less important by most groups

Importance

- ● Faculty (FT)
- ■ Faculty (PT)
- ▲ Academic staff (FT)
- ◆ Academic staff (PT)
- ○ Operational staff
- □ Campus leadership
- △ System leadership
- ◇ System staff
- ● BOR

Questions: CSCU has five goals aligned to its mission and vision. Please rate the importance of each goal to the future success of our students, our institutions, and our system and To what extent do you agree that your institution is currently delivering on each of these goals? (n = 1956-1965)
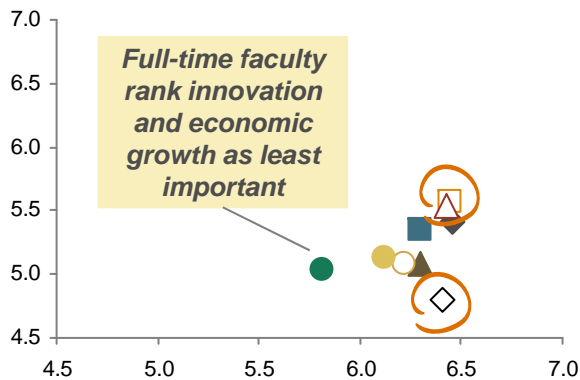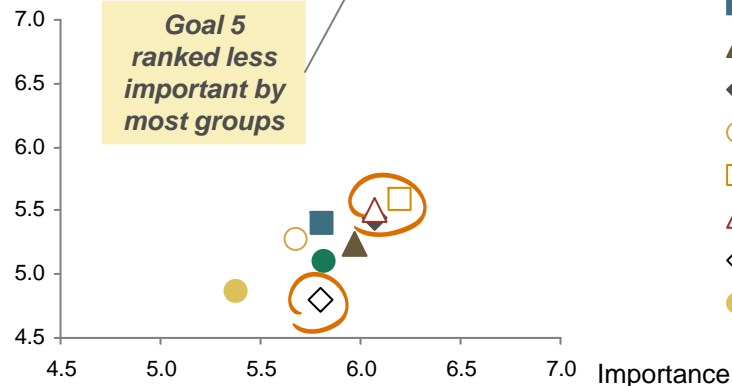Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis. Transform CSCU 2020

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Community college respondents rate goal importance and degree of current delivery higher than University respondents

Goal importance rating

% responses across all goals

Current delivery on goals

% responses across all goals

Extent to which you agree:

Goal importance legend:
- ▢ Don't know or did not answer
- ▢ Not at all important
- ▢ Low importance
- ▢ Slightly important
- ▢ Neutral
- ▢ Moderately important
- ▢ Very Important
- ▢ Extremely important

Current delivery legend:
- ▢ Don't know or did not answer
- ▢ Strongly disagree
- ▢ Disagree
- ▢ Somewhat disagree
- ▢ Neither agree nor disagree
- ▢ Somewhat agree
- ▢ Agree
- ▢ Strongly agree

Key takeaways

On average, community college respondents rate importance of goals to future success and institution's current delivery on goals higher than University respondents:

- 58% respondents from community colleges believe goals are "extremely important" vs. 49% of university respondents

- 54% respondents from community colleges agree or strongly agree institution is delivering on goals vs. 42% of university respondents

Questions: CSCU has five goals aligned to its mission and vision. Please rate the importance of <u>each</u> goal to the future success of our students, our institutions, and our system *and* To what extent do you agree that your institution is currently delivering on <u>each</u> of these goals? (n = 1956-1965)
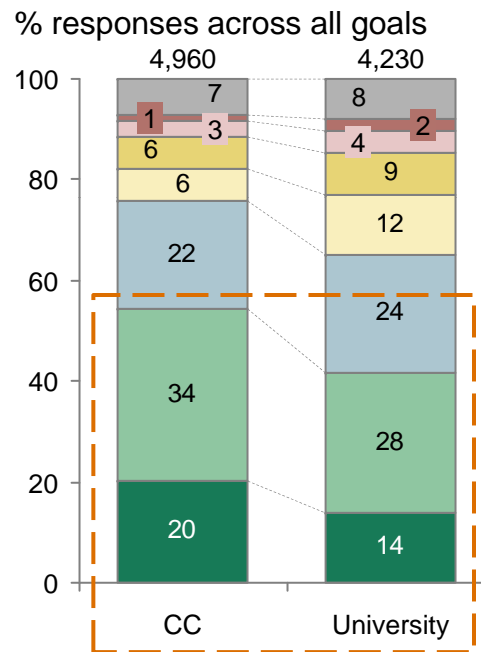Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis. Transform CSCU 2020

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Initiatives ranked by <u>importance</u> in addressing CSCU goals and <u>interest in participating</u>; seamless transfer tops both lists

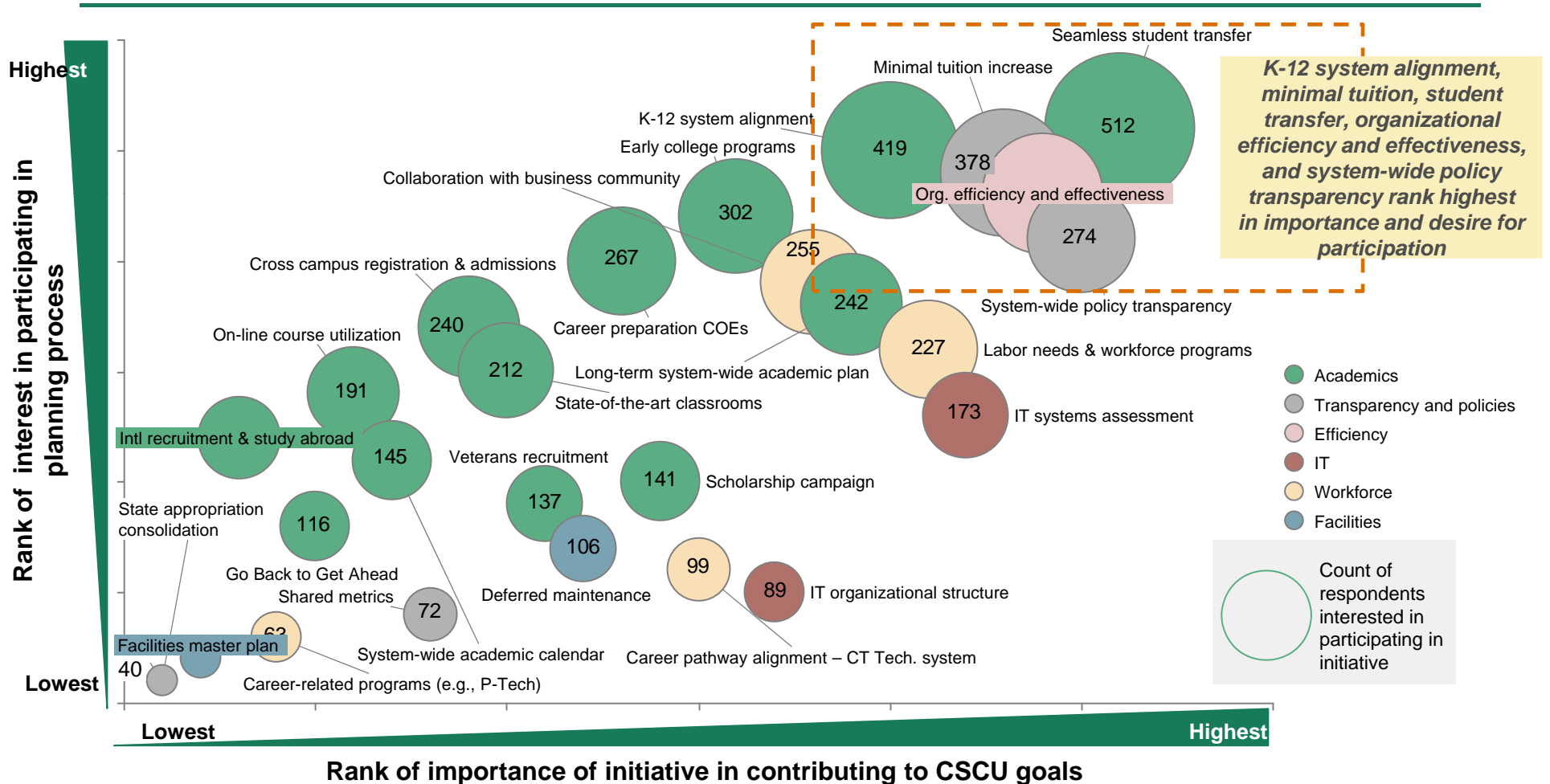| Initiative	Initiative importance (1=not at all, 7=extremely impt.)	Rank of initiative importance	Rank of interest in participation in initiative
Seamless student transfer	5.8	1	1
System-wide policy transparency	5.8	2	6
Org. efficiency and effectiveness	5.8	3	4
Minimal tuition increase	5.8	4	3
IT systems assessment	5.5	5	14
Labor needs & workforce programs	5.5	6	11
K-12 system alignment	5.5	7	2
Long-term system-wide academic plan	5.5	8	9
Collaboration with business community	5.4	9	8
IT organizational structure	5.3	10	22
Early college programs	5.2	11	5
Career pathway alignment – CT Tech. system	5.2	12	21
Scholarship campaign	5.2	13	17
Career preparation COEs	5.1	14	7
Deferred maintenance	5.1	15	20
Veterans recruitment	5.1	16	18
State-of-the-art classrooms	5.1	17	12
Cross campus registration & admissions	5.0	18	10
Shared metrics	4.9	19	23
System-wide academic calendar	4.8	20	16
On-line course utilization	4.6	21	13
Go Back to Get Ahead	4.6	22	19
Career-related programs (e.g., P-Tech)	4.4	23	24
Intl recruitment & study abroad	4.3	24	15
Facilities master plan	4.3	25	25
State appropriation consolidation	4.1	26	26

Questions: Please rate the importance of <u>each</u> initiative in addressing one or more of the CSCU goals. (n=1,969) *and* Which initiatives are you most interested in participating in the planning process (select top 3) (n=1,845);
Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis.

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Five initiatives rated most important in contributing to CSCU goals and generate most interest for participation in planning

Rating of initiative importance (1=not at all important, 7=extremely important) **and of respondent interest in participating in initiative** (select top 3)

Questions: Please rate the importance of <u>each</u> initiative in addressing one or more of the CSCU goals. (n=1,969) *and* Which initiatives are you most interested in participating in the planning process (select top 3) (n=1,845)
Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis.

Transform CSCU 2020

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Most important initiatives to achieving CSCU goals by respondent category; seamless transfer at top

Respondents asked to rate each initiative on a scale of 1-7 in degree of importance in addressing CSCU goals. Rank shown here reflects the calculated average across each respondent group to show the top five most important initiatives for that group.

		Overall	Faculty (FT)	Faculty (PT)	Academic staff (FT)	Academic staff (PT)	Operational staff	Campus leadership	System leadership	System staff	BOR
Academics	Cross campus reg. & admissions										
	Seamless student transfer	1	4	3	1	1	1	1	1	1	1
	Veterans recruitment										
	Intl recruitment & study abroad										
	Scholarship campaign										
	Early college programs			5							
	Long-term academic plan								4	5	5
	System-wide academic calendar										
	On-line course utilization										
	State-of-the-art classrooms										
	Career preparation COEs										
	Go Back to Get Ahead										
	K-12 system alignment				5						
Workforce	Labor needs & workforce programs					2	3	2			3
	Career-related programs (e.g., P-Tech)										
	Collaboration with business community					5	5	3			
	Career pathway alignment – CT Tech.					5					3
Org.	Org. efficiency and effectiveness	3	3	2	2	4	2	4		2	1
IT	IT systems assessment	5	5					5			
	IT organizational structure										
Fac.	Facilities master plan										
	Deferred maintenance								3		
Transparency & Policies	System-wide policy transparency	2	1	4	3				2	4	5
	Shared metrics								4		
	State appropriation consolidation										
	Minimal tuition increase	4	2	1	4	3	4			3	

Seamless transfer in top 5 for all groups

Campus staff and leadership rank Workforce of Tomorrow initiatives high in importance level

Org. efficiency ranked by almost all groups

Faculty, academic staff, and system leadership rank system-wide policy transparency as important

Question: Please rate the importance of <u>each</u> initiative in addressing one or more of the CSCU goals. (n=1,969).
Source: CSCU Faculty and Staff Survey results, May 2014. BCG analysis. Transform CSCU 2020

Respondents most interested in participating in seamless transfer, K-12 system alignment, and minimal tuition increase

Rank of interest in participating in the planning process for each initiative [1]

	Initiative	Overall	Faculty (FT)	Faculty (PT)	Academic staff (FT)	Academic staff (PT)	Operational staff	Campus leadership	System leadership	System staff	BOR
Academics	Cross campus registration & admissions	10	12	15	5	4	8	9	10	4	6
	Seamless student transfer	1	1	4	1	1	2	1	10	2	1
	Veterans recruitment	18	17	10	19	16	20	15	22	14	13
	Intl recruitment & study abroad	15	8	19	17	20	21	15	22	25	13
	Scholarship campaign	17	17	12	13	9	22	22	10	19	13
	Early college programs	5	9	1	6	6	14	9	22	6	6
	Long-term system-wide academic plan	9	6	10	12	13	16	5	5	19	2
	System-wide academic calendar	16	14	16	14	18	18	26	22	12	6
	On-line course utilization	13	15	6	16	9	12	9	10	8	20
	State-of-the-art classrooms	12	7	8	15	9	10	18	10	22	2
	Career preparation COEs	7	5	5	10	5	18	6	5	16	13
	Go Back to Get Ahead	19	19	20	19	14	10	23	5	16	20
	K-12 system alignment	2	2	2	2	1	8	4	10	5	2
Workforce of tomorrow	Labor needs & workforce programs	11	13	9	9	8	6	8	3	7	13
	Career-related programs (e.g., P-Tech)	24	23	21	24	18	25	20	10	25	6
	Collaboration with business community	8	11	7	7	9	5	3	10	8	6
	Career pathway alignment – CT Tech.	21	22	16	18	16	17	24	22	15	2
Org.	Org. efficiency and effectiveness	4	10	13	4	6	1	2	1	1	13
IT	IT systems assessment	14	16	16	10	20	12	13	3	8	6
	IT organizational structure	22	24	23	22	23	15	19	2	11	13
Fac.	Facilities master plan	25	25	25	25	20	23	24	10	19	20
	Deferred maintenance	20	20	23	19	23	7	13	5	16	20
Policies	System-wide policy transparency	6	3	13	7	14	4	7	10	12	20
	Shared metrics	23	21	22	23	23	23	12	10	24	20
	State appropriation consolidation	26	26	26	26	26	26	20	5	23	20
	Minimal tuition increase	3	4	3	3	1	3	15	10	3	6

Question: Which initiatives are you most interested in participating in the planning process (select top 3) (n=1,845)
1. For each category, rank determined by number of survey respondents indicating interest in participating in the planning process per initiative (1=most interest, 26=least interest).
Source: CSCU Faculty and Staff Survey results. May 2014. BCG analysis. Transform CSCU 2020

Transform initiative reset

One-time initiative reset for Transform to help incorporate stakeholder voice

Input category	Description
1 13 academic Transform CSCU 2020 initiatives	• Initiatives identified via fall 2013 tours, BOR synthesis
2 5 academic commitments	• Thematic academic priorities from Provost
3 Board of Regents interviews	• 1:1 interviews with Board members Spring 2014
4 Student body input (via BOR representatives)	• 1:1 interviews with student representatives
5 Key stakeholder inputs (e.g., FAC)	• Spring 2014 meetings: gathering hopes, fears, concerns
6 Faculty and staff survey themes	• Distributed in May 2014; Received ~2000 responses

"Reset" Transform 2020 initiatives

Additional detail in following pages

Approach to synthesizing open-ended survey responses

Open-ended questions

Open-ended responses (~1700)

- *"As we begin the planning process for Transform CSCU 2020, what do you believe are the greatest opportunities for improvement and innovation?"*
  - **897 responses**

- *"As we change and innovate through Transform CSCU 2020, what elements of our institutional practices and processes do you believe are important to preserve?"*
  - **767 responses**

Identification of themes

Feedback from open-ended responses synthesized and categorized by:

- **Suggestions for incorporation into existing initiatives**

- **Inputs to inform potential new initiatives**
  - E.g., Enhancing resources focused on retention, such as academic advising

⭐ Topic mentioned in significant portion of responses

Key survey themes informing existing initiatives (I)

Themes and supporting detail	Recommended treatment

IT / Facilities ⭐

IT / Facilities upgrade
- Adequate IT access / networks & improved facilities at CCs (science labs, music)
- Better incorporation of IT into teaching and better definition of what professors and students can do differently as a result of being more technology enabled
- Re-build confusing campus web sites with end-users in mind

- Incorporate input into existing IT initiatives

Work-force ⭐

Prepare students to succeed in workforce
- Work closely with K-12 system, partner with more corporations
- Train students for current workforce needs: help students meet req. for PA 12-40

- Priorities being addressed within Workforce of Tomorrow initiatives

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Policies

Streamline policies
- One manual / handbook for CSCU with clear rules and regulations (e.g. doc. retention)
- E.g., Make org. policies more transparent, enhance search and hiring protocols

- Ensure policy delivery handbook has input from faculty

Effi-ciency

Improve cross-campus sharing / best practices / research
- More shared systems & services; e.g., central business office, travel unit, HR
- Reduce process redundancy
- Facilitate cross-campus teaching opportunities for faculty with specific expertise

- Covered by existing organizational initiative
- Incorporate faculty flexibility in curriculum delivery model

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Academics - transfer ⭐

Need for smoother transfer and articulation process
- Challenging due to course variation: need consistent preparation / topics at CC level to ensure success at universities
- Need more holistic degree transfer, not just course to course transfer
- Consider involving UCONN in broadening scope of transfer and articulation work

- Address input within current seamless transfer initiative (particularly more holistic degree transfer)

Academics - online ⭐

Increase alternative course delivery (online)
- Train faculty in how to deliver online courses
- Require that more new courses are offered online first
- More evening classes / online / hybrid and innovative course delivery methods

- Incorporate input into online course delivery initiative

⭐ Topic mentioned in significant portion of responses

Key survey themes informing existing initiatives (II)

Themes and supporting detail	Recommended treatment
Academics	
Maintain academic standards • Identify excellent programs, model system-wide • Establish common curriculum • More clearly define COEs: scope, purpose, impact	• Clarify definition of COE • Establish mechanisms to facilitate best practice sharing on academic programs across campuses
Maintain academic freedom to enable customized teaching • Preserve faculty ability to select books, coursework, etc. • Important to tailor material to adult learners	• Incorporate input into academic initiatives
Stakeholder engagement	
⭐ **Preserve faculty voice and ensure shared governance** • Ensure shared governance approach: utilize wisdom of faculty expertise • Leverage faculty expertise on nation-wide academic boards (e.g., The League for Innovation)	• Encourage and seek faculty input at initiative level when appropriate in line with Transform guiding principles
⭐ **Maintain institutional identities and missions** • Preserve unique missions and ability to be innovative / perform research at campus level (avoid being a "diploma mill") • Engage in explicit dialogue on value of CCs and Universities separately • Emphasize value of community colleges	• Priority within guiding principles; continue incorporating perspectives through stakeholder engagement
Improve system-wide communication and transparency • Need for better communication between BOR and faculty / institution administrations • Promote creativity and professionalism; reduce fear and uncertainty; improve low morale • Improve transparency from system office - build trust • Build on inclusive approach of Board of Trustees, predecessor to BOR	• Incorporate input into stakeholder engagement approach
⭐ **Maintain core focus on students** • Preserve face-to-face time with students / encourage faculty-student relationships • Keep student-centered approach; be responsive to student needs and incorporate student voice more in Transform planning	• Incorporate input into stakeholder engagement approach

⭐ Topic mentioned in significant portion of responses

Key survey themes informing existing initiatives (III)

	Themes and supporting detail	Recommended treatment
Metrics	**Evaluate faculty performance / hold faculty accountable for student success** • Hold faculty accountable for student success (including management oversight) • Focus on quality of teaching: access to data on student success, and ways to measure success of part time or "less traditional" student groups • Seek & act on student feedback on instructor quality • Recognize collaborative faculty • Do not protect underperformance via unions	• Incorporate input into existing shared system-wide metrics initiative
	Ensure equality / equal access • Eliminate achievement disparities / graduation rates of underserved populations • More minorities in BOR / Faculty • Fund financial aid staffing at system level to ensure access • Consider mandatory financial literacy course and keep tuition low	• Incorporate input into shared system-wide metrics initiative
	Measure student performance (e.g., success of first year) • Measure success of student first year, student satisfaction • Employ evidence-based teaching • Ensure access to common data source to assess student outcomes	• Will be addressed within existing shared system-wide metrics initiative

⭐ Topic mentioned in significant portion of responses

Key survey themes informing potential new initiatives

Themes and supporting detail	Recommended treatment
⭐ **Strengthen liberal arts core to ensure educated citizenry and career flexibility** • Ensure we educate "citizens, not drones" • Develop students with problem-solving and other skills (e.g., foundations of reading and writing) critical for lifetime of employment • Ensure students have optionality in career pathways	• Add to academic offering initiative
⭐ **Enhance resources focused on retention** • Standardize academic advising model: improve access to advisors / counselors • Simplify process for students on how to get through full cycle from admission to course registration to advising (current process can be confusing for students) • Better coordination between orientation, transition and first year programs	• Add retention initiative
Fiscal accountability / revenue improvements • Evaluate ROI for all academic programs • Consider thoughtful, performance-based funding • Position system to achieve more funding from state • Blend affordable housing to ensure students can live and work in Connecticut	• Add program optimization to academic offering initiative • Add revenue management initiative • Incorporate additional input to tuition increase and metrics initiatives
Improve faculty skills / professional development opportunities • Continued professional development: encourage creativity, research • Provide more affordable offerings for faculty development	• Add to academic offering initiative
Improve student services and broaden scope to include life skills development • Invest in athletics at CCs, consider Student Activity departments at each campus • Financial, social, personal, academic support of students: life skills prep	• Add student services initiative
Improve support services for adjunct faculty • Celebrate and draw upon contributions (e.g., teaching styles); improve systems (e.g., additional teaching time slots) • Consider one or multi year contracts for adjunct faculty	• For discussion within academic priorities

Proposed "reset" of Transform initiatives
Initiatives that are refined based on stakeholder input Spring 2014

Initiative	Potential topics covered within initiative
Attracting and recruiting students	• Establish and grow early college programs • Cross-campus registration and admissions • Go Back to Get Ahead • Veterans recruitment • Recruit out-of-state students / improve opportunities for study abroad • Graduate student recruitment *(new)*
Student retention	• Academic advising *(new)* • System-wide academic calendar • First-year student experience *(new)*
Enhance academic offering	• Academic centers of excellence across campuses • Academic program optimization • Strengthen liberal arts core *(new)* • Faculty skill and development *(new)* • K-12 system alignment / developmental education • Applied research for graduate students *(new)*
Transfer and articulation	• Seamless system-wide transfer • Philanthropic campaign to go from CCs to CSUs
Instructional innovation	• Blended learning and online course delivery • Build state-of-the-art classrooms
Student services	• Study skills for online / distant learning *(new)* • Evening and after hours support *(new)* • Invest in extra- curriculars and residential life *(new)* • Enhanced career services *(new)*
Revenue management	• Pursue additional state appropriations *(new)* • Improve opportunities for financial aid *(new)* • Enhance capacity to support pursuing grant resources *(new)*

Rows grouped under **Academic** (Attracting and recruiting students through Student services) and **Revenue** (Revenue management).

"Reset" informs updated set of 19 Transform CSCU 2020 initiatives grouped into seven clusters

Clusters	Academic	Workforce of tomorrow	Transparency and Policies	Revenue management	Efficiency & Effectiveness	IT	Facilities
#	6	4	3	1	1	2	2
Exec. sponsor	Mike Gargano	Wilfredo Nieves	Michael Kozlowski	Erika Steiner	Erika Steiner	Joe Tolisano	Keith Epstein
Initiative names	• Attracting and recruiting students • Student retention • Enhance academic offering • Transfer and articulation • Instructional innovation • Student services	• Labor needs & workforce programs • Career-related programs (e.g., P-Tech) • Collaboration with business community • Career pathway alignment – CT Tech	• System-wide policy transparency • System-wide shared metrics • Minimal tuition increase	• Revenue management (e.g., pursue additional state appropriations, improve opportunities for financial aid, enhance capacity to pursue grant resources)	• Organizational efficiency and effectiveness	• IT systems assessment • IT organizational structure	• Facilities master plan • Code compliance / infrastructure improvements

Contents

Faculty and staff survey results including

- Themes from open-ended survey responses
- Revised set of initiatives under Transform ("initiative reset")

Planned campus participation in Transform

Share proposal on how the full Transform plan will come together

Campus participation in Transform led by Presidents and campus liaisons

Campus liaison overview

Serve as primary point of contact for each institution and Transform CSCU 2020. Liaisons nominated at all 17 institutions.

Responsible for:

- Communicating and engaging with Presidents and local campus leadership on Transform

- Identify opportunities to engage institution in Transform and lead campus-based engagements

- Surface needs, concerns and questions of faculty, staff and students to BOR

- Help plan and execute <u>town halls</u> at each institution in September

Town hall overview

Target for at least one town hall at each institution from 9/8 to 9/19.

Faculty, staff, and students convene in a two hour session to:

- Receive an update on Transform
- Review key themes from surveys
- Share input and Q&A

Town hall primary representatives to include: institution president, BOR members, campus liaisons, CSCU system leadership

For reference: liaisons nominated at all CSCU institutions
Liaisons attended kick-off meeting to learn about Transform and their role on 6/5

Institution	Campus liaison name
Asnuntuck Community College	Jill Rushbrook
Capital Community College	Mary Ann Affleck
Central Connecticut State University	Dr. Stephen Cohen
Charter Oak State College	Shirley Adams
Eastern Connecticut State University	Dr. Pat Branch
Gateway Community College	Dr Mark Kosinski
Housatonic Community College	Ed Becker
Manchester Community College	David Nielsen
Middlesex Community College	Ben Boutaugh
Naugatuck Valley Community College	Jacqueline Swanson
Northwestern CT Community College	Dr. David Rogers
Norwalk Community College	K.C. Senie
Quinebaug Valley Community College	Jayne Battye
Southern Connecticut State University	Dr. Marianne Kennedy
Three Rivers Community College	Dr. Ann Branchini
Tunxis Community College	Dr. David England
Western Connecticut State University	Dr. Jess House

Proposal for Transform CSCU 2020 implementation plan

Purpose: Roadmap for Transform CSCU 2020 to <u>formalize the plan</u> and <u>establish recommendations</u> for implementing the priority initiatives

Contents
- Recommendations for each initiative cluster with high-level implementation plan
- Some early victories towards creating a world-class system (e.g., academic calendar)

Format and length: Word document, target ~50 pages

Endorsement and timing: Receive BoR endorsement; target for completion in Dec. 2014

Progress relative to plan: Will have a separate annual review documenting progress to plan

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**Transform CSCU 2020
Implementation plan and roadmap**

I: Introduction (including goals and guiding principles)

II: Stakeholder engagement (including number of voices engaged in planning process)

III: Recommendations by initiative cluster
- Academics
- Workforce of Tomorrow
- Transparency and Policies
- Revenue management
- Efficiency and Effectiveness
- IT
- Facilities

IV: Path moving forward