

# Transform CSCU 2020

Board of Regents meeting

September 18, 2014

**DRAFT – for discussion only**



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Agenda

Topic	Description	Presenter	Timing
<b>Transform updates</b>	<ul style="list-style-type: none"><li>• Value proposition</li><li>• Overview of Transform initiatives</li><li>• Stakeholder engagement</li></ul>	Dr. Gray	10 minutes
<b>Updates on Transform initiatives</b>	<ul style="list-style-type: none"><li>• IT bond ask</li><li>• Facilities bond ask</li><li>• Smart classroom</li><li>• Shared system-wide metrics</li><li>• Academic advising</li><li>• Seamless system-wide transfer</li></ul>	Erika Steiner, George Claffey, Mike Gargano	30 minutes
<b>Closing remarks</b>	<ul style="list-style-type: none"><li>• Path to strategic plan</li></ul>	Dr. Gray	5 minutes



# CSCU 2020 Value Proposition

*A standard to guide our decisions and actions*



## Preparation to Achieve Life & Career Goals

- Enhanced career-related programming
- Expanded partnerships with businesses
- Academic programs tied to workforce needs



## Quality Student Experience

- Academic rigor and superior learning
- Targeted services (e.g., embedded tutoring)
- Enhanced academic advising
- Programs aligned to workforce needs
- High-caliber faculty
- Student diversity

# STUDENTS



## Superior Course & Program Access

- Flexible options for online offerings
- Improve transfer & articulation
- State of the art classrooms
- Cross-registration options
- Degree variety



## Affordable Price

- Lowest tuition in state of Connecticut
- Efficient path to degree
- Enhance financial aid support



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES

BOARD OF REGENTS FOR HIGHER EDUCATION

# Overview of Transform Initiatives

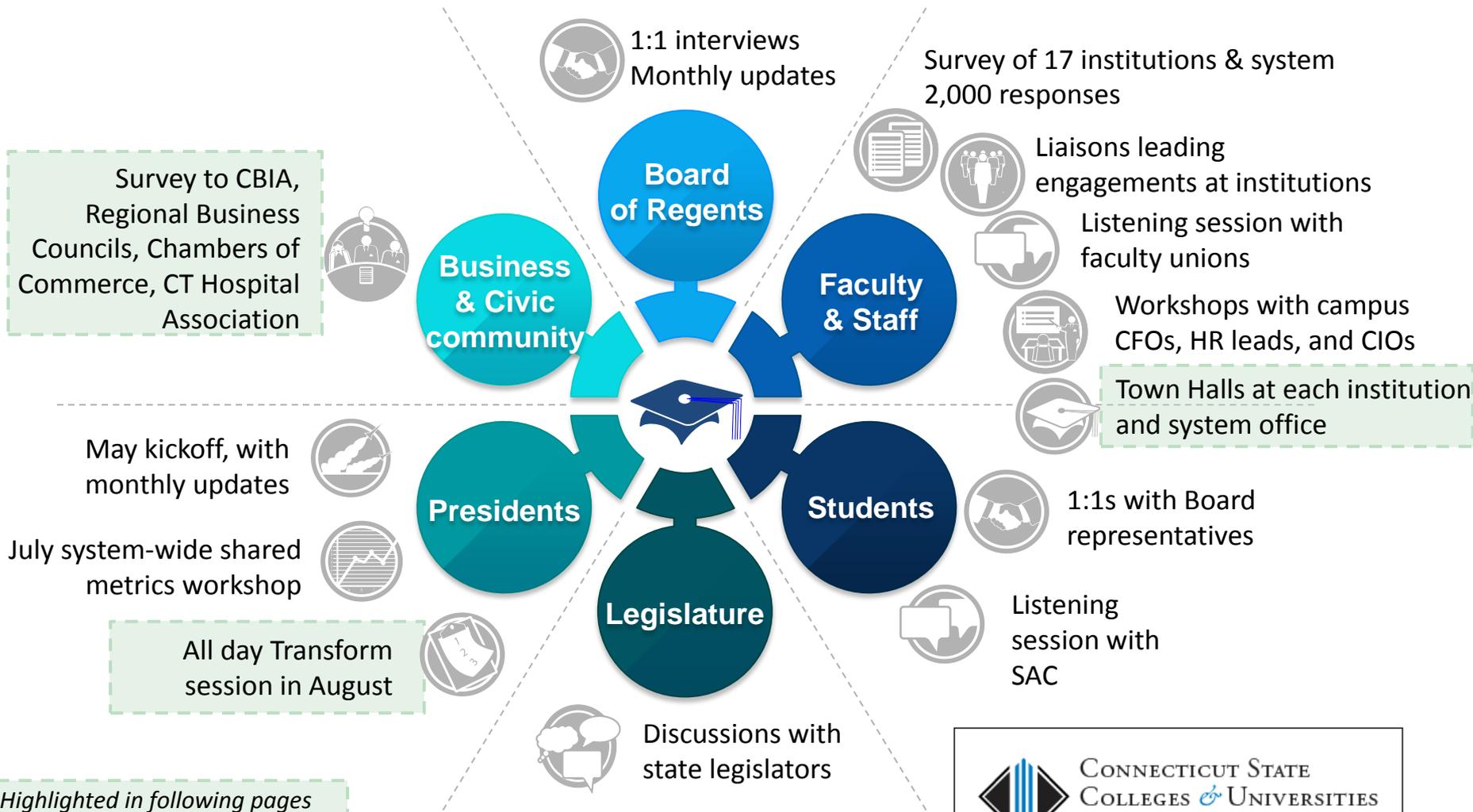
36 Transform initiatives in seven clusters

Clusters	Academics	Workforce of tomorrow	Transparency and Policies	Revenue management	Organizational effectiveness and efficiency	IT	Facilities
#	6 <sup>1</sup>	4	2	1	1	2	2
Exec. sponsor	M. Gargano & Presidents <sup>2</sup>	Wilfredo Nieves	Michael Kozlowski	Erika Steiner	Erika Steiner	Joe Tolisano	Keith Epstein
Initiatives	<ul style="list-style-type: none"> <li>• Attracting and recruiting students</li> <li>• Student retention</li> <li>• Enhance academic offering</li> <li>• Transfer and articulation</li> <li>• Instructional innovation</li> <li>• Student services</li> </ul>	<ul style="list-style-type: none"> <li>• Labor needs &amp; workforce programs</li> <li>• Career-related programs (e.g., P-Tech)</li> <li>• Collaboration with business community</li> <li>• Career pathway alignment – CT Tech</li> </ul>	<ul style="list-style-type: none"> <li>• System-wide policy alignment</li> <li>• System-wide shared metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue management</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• IT systems assessment</li> <li>• IT organizational structure</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities master plan</li> <li>• Code compliance / infrastructure improvements</li> </ul>

1. Total of 24 initiative roadmaps supporting 6 academic initiatives; total of 36 initiative roadmaps across Transform. 2. The following presidents are executive sponsors of a subset of the academic initiatives: Dr. Daisy Cocco De Filippis, Dr. James W. Schmotter, Dr. Mary Ellen Jukoski, Dr. Elsa Núñez, Dr. Mary A. Papazian, Dr. Gena Glickman.



# Summary of Transform stakeholder engagements



# Summary of Presidents retreat – August 7, 2014

## Description

Full-day offsite at Manchester Community College

Discussion-based format with live polling

### Topics

- Value proposition
- Initiative discussion
- Spotlights:
  - Metrics
  - Org. Effectiveness and Efficiency
- Business survey, Town Halls

*In round-robin format, each President addressed Transform initiative importance to campus-level activities, and identified opportunities to collaborate as a system*

## Themes

### Overarching themes

- Academic excellence and rigor should be explicit in CSCU and Transform messaging
- Important to leverage resources system-wide for functions not core to institutional missions (e.g., IT, payroll, HR)
- Systems are antiquated (e.g., paper time cards); upgrades should balance campus needs

### Initiative-specific themes

- First-year experience programs (designed to improve retention) should focus on academics
- Importance of alignment to K-12 system to decrease need for remediation over time
- Critical to reduce barriers for students to transfer, elevate transfer mission of CCs
- Many campuses already collaborating with businesses (e.g., via Manufacturer's Coalition)



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Key findings from CSCU business and civic community survey

## Respondent businesses:

- 1** Expect to increase hiring of new graduates modestly in next 3 years (e.g., 9% to 11% increase for businesses hiring 6-10 graduates annually)
- 2** Are satisfied overall with performance of graduates from CSCU institutions (~70% indicated satisfaction or high satisfaction with graduate performance)
- 3** View their role primarily in providing internships, with growing interest in volunteer-based partnerships (e.g., mentors)
- 4** Highlighted that soft and basic skills are needed in new employees in addition to domain-specific skills
- 5** Are supportive of strengthening the CSCU system through Transform

Source: Transform 2020 CSCU business and civic community survey, July 2014. n=220, with nearly 200 open-ended responses. Survey was open for 2 weeks and distributed via CBIA e-mail list, CT Regional Business Councils, CT Chambers of Commerce, and the Connecticut Hospital Association.



# Business community sees value in strengthening CSCU system

Respondents desire to improve graduate ability to meet their business' needs

## Business community is supportive of Transform ...

"**Great idea.** Should have happened years ago"

"We are **excited about the Transform effort** and the **impact** it will have on our business and civic communities ..."

"This is a **great idea** and will help **streamline many of your operations** allowing you to **provide better services** to the community ..."

## ... and has ideas for how to leverage system effectively ...

You have resources that are best-in-class at CCSU in downtown NB...maybe they should **take the lead or be the clearing house within the system** ..."

"**Design curriculum for the jobs of current and future employers in Conn.** so Conn. students stay here in the state instead of all our young people leaving for Boston and New York..."

"I expect the **college system to pick up the pieces** where the local school systems have failed to teach the student adequately in math and English"

**Questions:** Please feel free to share any other comments, questions or suggestions that would be helpful to the CSCU system in the Transform effort. What skills, qualifications and expertise are needed for new employees at your business/organization today? How do you envision this changing in the next 5-10 years?

Source: Transform CSCU 2020 Business and Civic Community Survey, July 2014



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Student involvement in Transform

Planned survey of students to inform initiative planning and ongoing student engagement

## Current and planned student engagements

- Student BOR members interviewed 1:1
- Listening session with SAC (hopes, aspirations, fears)
- Students invited to all Town Halls
- BOR student representative and SAC providing input on content of survey to students
- Student collaboration on distribution plan & channels
  - Distribution letter to be co-authored by students
  - Students to help identify multiple campus-specific channels and coordinate distribution (e.g., tabling in common areas)
- Student input and involvement in September Transform awareness campaign (e.g., round-tables at each campus)

## Student survey description

**October 2014, open for 2 weeks**

**Target ~15 questions**

- Mostly multiple choice, few open-ended
- Perspective on CSCU goals
- Input on initiatives impacting student experience (e.g., academic advising, cross-campus registration opportunities)

**Option to complete online or in person on campuses**



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Emerging themes from Town Halls

## Town halls completed to date

---

### Community colleges

- Three Rivers
- Manchester
- Asnuntuck
- Naugatuck Valley
- Middlesex

### Universities

- Central
- Eastern
- Western

### System office

## Emerging themes

---

- Participation – desire to get involved
- Professional development for faculty - supportive
- Equity – student supports, e.g., child care, transportation
- Distance learning; role and risks of online education
- Program Optimization, Effectiveness/efficiency initiatives; want more information on impacts
- Readiness to learn – remediation, early college; what else?
- Student retention; transfer and articulation
- Institutional autonomy – marketing, metrics, programs



# IT and facilities bond ask update

## BOR Approved Biennial Capital Request

Project Title	Description	Institution	Funding Year		Total Biennium Request
			FY 2016	FY 2017	
<b>Code Compliance/Infrastructure Improvements</b>			Universities		
Central Connecticut State University			5,977,244	6,404,190	12,381,435
Eastern Connecticut State University			2,926,292	3,135,313	6,061,605
Southern Connecticut State University			5,249,079	5,624,013	10,873,092
Western Connecticut State University			4,261,522	4,565,916	8,827,438
Preexisting 2020 Funding Commitments			(6,212,000)	(3,809,524)	(10,021,524)
<b>Code Compliance/Infrastructure Improvements</b>			Colleges		
Asnuntuck Community College			2,683,536	2,875,218	5,558,754
Capital Community College			1,657,581	1,775,979	3,433,560
Gateway Community College			1,394,668	1,494,287	2,888,955
Housatonic Community College			2,058,819	2,205,878	4,264,697
Manchester Community College			2,283,347	2,446,443	4,729,790
Middlesex Community College			2,850,379	3,053,977	5,904,356
Naugatuck Valley Community College			3,842,325	4,116,777	7,959,102
Northwestern Community College			1,875,491	2,009,455	3,884,946
Norwalk Community College			3,186,545	3,414,155	6,600,700
Quinebaug Community College			1,618,200	1,733,786	3,351,986
Three Rivers Community College			1,323,880	1,418,443	2,742,323
Tunxis Community College			1,756,711	1,882,190	3,638,901
Code Compliance/Infrastructure Improvements		Charter Oak	102,105	109,398	211,503
Code Compliance/Infrastructure Improvements		System Offices	269,774	289,044	558,818
<b>Telecommunications Infrastructure Upgrade</b>			System		
Deferred Maintenance	Upgrade Univ, Campus Networks, Telcom		40,000,000		40,000,000
Interdependent System	Fed. Student ID-System		750,000		750,000
Interdependent System	Further Enhance Smart Institutions			5,000,000	5,000,000
Interdependent System	Cross Registration-Degree Tracking-Pr. Adv.		3,000,000		3,000,000
Enhanced Student Experience And Efficiency	Single-Automated Fin Aid-Admin Process		1,000,000		1,000,000
Enhanced Student Experience And Efficiency	Enable Student Scheduling At CCC		250,000		250,000
Risk Reduction And Efficiency & Interdependent Syst	Est. New Charts Of Accounts In CCC Banner		750,000		750,000
Interdependent System	Combine Library Databases		1,000,000		1,000,000
Interdependent System	System Data Warehousing, Analytics Tool		500,000		500,000
Risk Reduction And Efficiency	Virtual Desktops		5,000,000	5,000,000	10,000,000
<b>Institutional Projects</b>					
Convert Existing Gym Into Library And Stud. Services		Asnuntuck	3,625,342		3,625,342
Capital Equipment And Design		Asnuntuck	2,000,000		2,000,000
Prop. Acq., Design And Const. For Campus Exp.		Capital	5,095,756		5,095,756
New Automotive Continuing Education Building		Gateway		1,220,553	1,220,553
New Academic Building		Manchester	4,581,694		4,581,694
Danbury Campus Fit-Out		Naugatuck	2,500,000		2,500,000
MEP & Distribution Systems Upgrade		Naugatuck	2,145,000		2,145,000
Founders Hall Annex Demolition		Naugatuck	1,500,000		1,500,000
Renovate The White Building		Northwestern	825,000	1,925,000	2,750,000
Add. And Renov. To The East And West Campuses		Norwalk	28,880,263	2,250,188	31,130,451
B Wing Mep/Code Upgrades And New Façade		Norwalk		4,942,887	4,942,887
East Campus-Re Roofing Project		Norwalk	1,010,553		1,010,553
New Academic Building- Phase III & Prop. Purchase		Tunxis	3,000,000	45,206,183	48,206,183
New Academic Building		Charter Oak	248,257	26,780,720	27,028,977
Land And Property Acquisition Program		System	5,000,000		5,000,000
Advance Manufacturing-Emerging Technology Centers		System	2,500,000	2,500,000	5,000,000
New And Replacement Equipment Program		System	12,300,000	12,300,000	24,600,000
<b>Subtotal</b>			<b>162,942,020</b>	<b>155,495,810</b>	<b>318,437,831</b>
<b>Totals Including Escalation in FY 17 @ 5% annual</b>			<b>162,942,020</b>	<b>163,270,601</b>	<b>326,212,621</b>

- BOR approval capital request on September 5, 2014
- First two years of a 10-year plan totaling \$1.6B
  - ✓ excluding CSUS 2020 for universities
  - ✓ Two-year request totals \$362M
- Includes requirements of:
  - ✓ system-wide deferred maintenance
  - ✓ colleges' major funding
  - ✓ IT Infrastructure
  - ✓ smart classrooms



## Facilities requirements – deferred maintenance

- Initiative Goal: to provide progressive, high quality buildings addressing the needs of students
- Sightlines reported a maintenance backlog of \$836M in November 2013; 10-year projection
- BOR Facilities refined the requirement to \$606M over 10 years
  - ✓ biennium request of \$84M covers first two years
  - ✓ proactive stewardship of facilities will prolong the use of assets and delay the need for new buildings
  - ✓ integrated into overall master plan



# Facilities requirements – master plan

- Initiative Goal: Coordinate major capital needs with academics, workforce of tomorrow, and IT strategic plan
- CSUs historically had CSUS 2020
  - ✓ changed to CSCU 2020 this year with the introduction of \$20M of Community College bonds brought in under the umbrella
  - ✓ CSCU 2020 is enacted by statute and is unchanged by current biennium
  - ✓ Generally provides \$
  - ✓ some additional requests from universities are being discussed
- 10-year master plan for colleges will roll into a consolidated system-wide 10-year plan, including deferred maintenance and IT infrastructure requirements
- New buildings and renovations:
  - ✓ are prioritize based on need and strategic priorities
  - ✓ coordinate with academic and workforce of tomorrow initiatives



# IT requirements

IT Infrastructure  
portion of  
Biennial Capital  
Request

<u>Project Title</u>	<u>Description</u>	<u>Total Biennium Request</u>
<b>Telecommunications Infrastructure Upgrade</b>		
Deferred Maintenance	Upgrade Univ, Campus Networks, Telcom	40,000,000
Interdependent System	Fed. Student ID-System	750,000
Interdependent System	Further Enhance Smart Institutions	5,000,000
Interdependent System	Cross Registration-Degree Tracking-Pr.Adv.	3,000,000
Enhanced Student Experience And Efficiency	Single-Automated Fin Aid-Admin Process	1,000,000
Enhanced Student Experience And Efficiency	Enable Student Scheduling At CCC	250,000
Risk Reduction And Efficiency & Interdependent Syst	Est. New Charts Of Accounts In CCC Banner	750,000
Interdependent System	Combine Library Databases	1,000,000
Interdependent System	System Data Wharehousing,Analytics Tool	500,000
Risk Reduction And Efficiency	Virtual Desktops	10,000,000

All of the items requested for IT support are in some manner related to various Transform CSUS 2020 initiatives:

- \$40M for upgrades paves the way for many other IT-based or IT-dependent initiatives
- \$10M for Virtual Desktops will incorporate capital improvements resulting in operational savings and enhanced security
- \$3M for Cross Registration supports transfer/articulation and first year experience
- \$750K for new Chart of Accounts is prerequisite to a single instance of Banner
- \$5M for Smart Classrooms allows for continuation of efforts funded in FY15 (\$12M) – to be discussed by George Claffey



# Smart Classrooms of the Future

- Paradigm shift to a learner-centric model of teaching and learning.
- Movement away from a physical time and space and into a native digital space.
- Meeting student in and on their digital platform.





# Overview & Depth

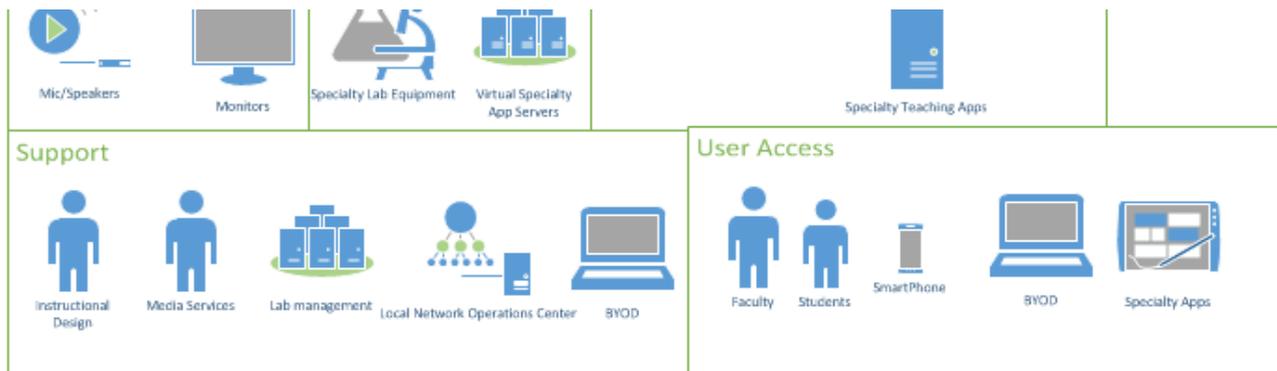
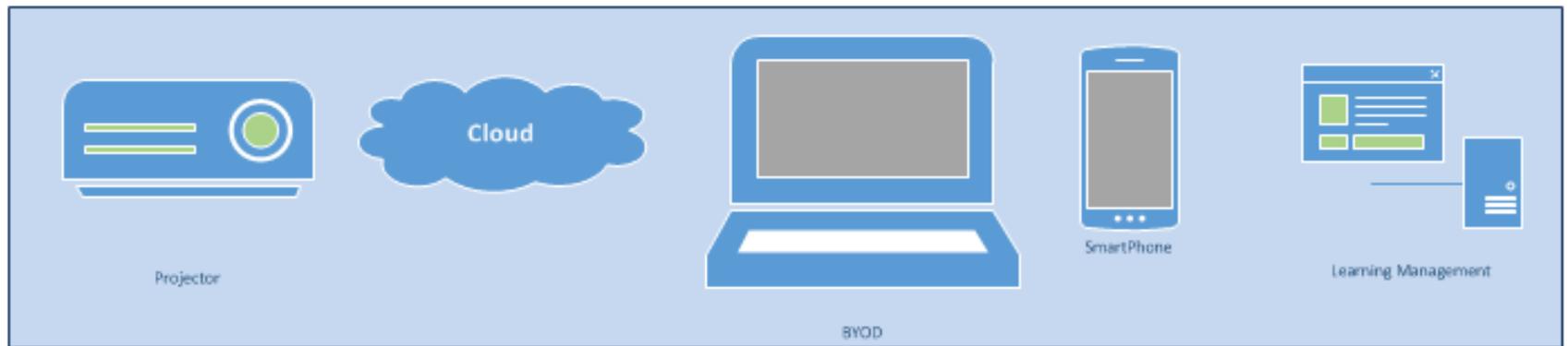
- Multi-year implementation
- Multiple vendors (20x) / 17 Campuses
- Cloud based (Boundary less)
- Institution Based (Specialty)
- System/Standards Based
- Student based
- Dependencies on mid-flight Transform 2020 projects



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES

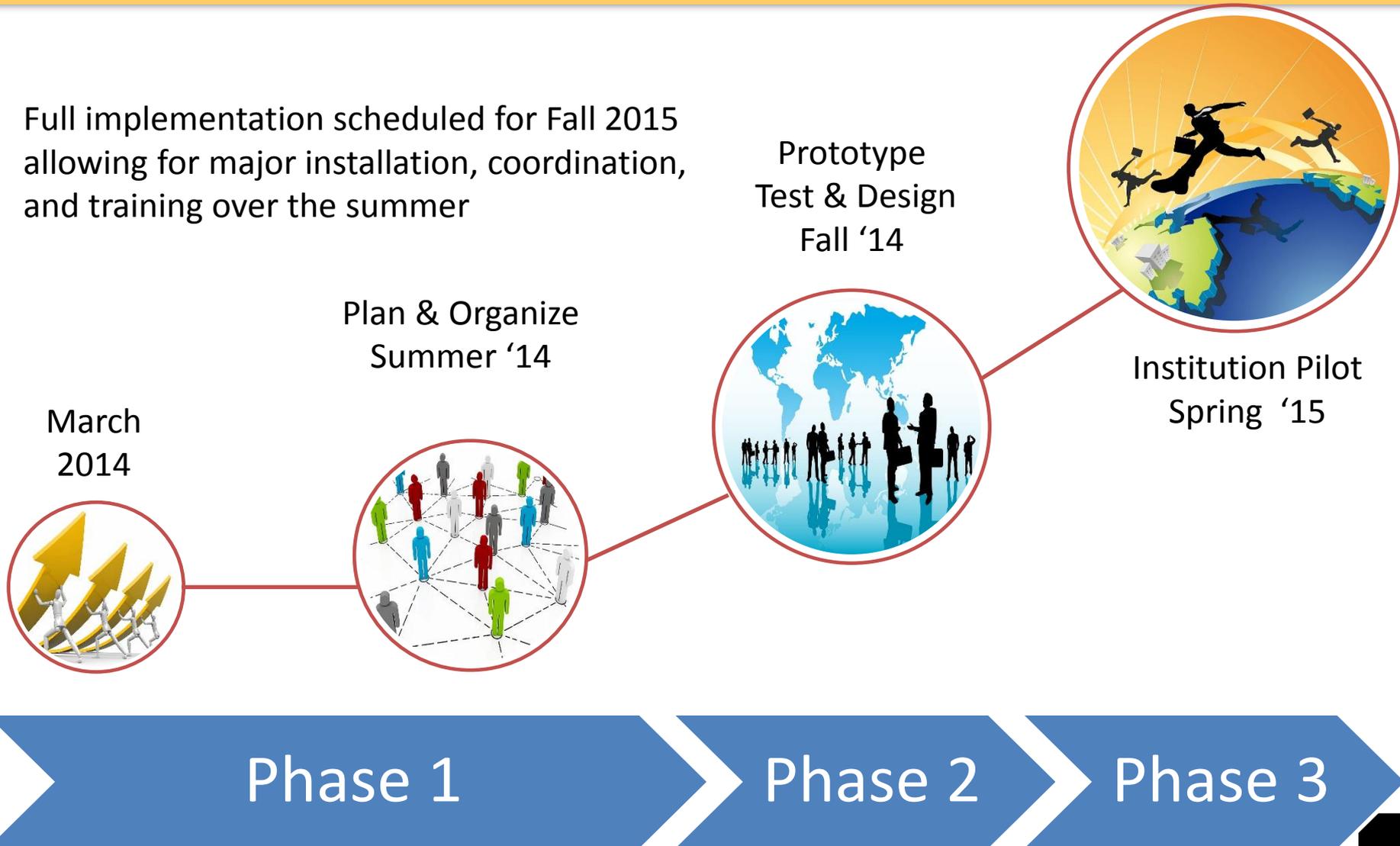
BOARD OF REGENTS FOR HIGHER EDUCATION

# eLearning Ecosystem



# Implementation Timeline

Full implementation scheduled for Fall 2015 allowing for major installation, coordination, and training over the summer



# System Metrics: Track progress towards CSCU system goals

## Track and share progress

### Provide transparent way to track CSCU system-wide progress towards goals

- BOR, system and campus leadership
- Other key stakeholders, e.g., students, prospective students/parents, faculty, community

## Inform decision making

### Enable leadership to make data-driven decisions in improving performance against goals

- In the short term, track institutional performance over time and in comparison to other CSCU institutions (accounting for differences in context)
- In the long term, consider tracking institutional performance in comparison to external peer institutions

**Metrics tracked at institution level to provide system-wide view; individual institutions may track other metrics independently**



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Proposed set of 25 CSU system-wide shared metrics (I)

Reflects feedback from Presidents workshop and system leadership discussions

Goal	Category	Metric	Detailed metric definition (segments listed are examples and not exhaustive)
A successful first year	First year progress	★ First year English/Math completion rate (including remedial students)	Percent of first-year students who completed a credit-bearing English or Math course over their first year (segment by students who take/do not take a remedial course and by full/part-time)
		First year credit completion rate	Percent of degree-seeking, first-year students who completed 15 credit hours (part-time) or 30 credit hours (full-time)
	First year retention	★ First year retention rate	First to second year retention rate for degree-seeking students (segment by full/part-time and by degree)
Student success	Overall progress	Overall credit completion rate	Percent of degree-seeking students who completed an average of 30 credits/yr over their time of enrollment (indicates on-track to graduate in 100% of normal time, 20 credits/yr (150%), 15 credits/yr (200%) (segment by first-time/transfer, full/part-time, degree)
	Overall completion	★ Cohort graduation rate in 100%, 150%, 200% of normal time	Percent of degree-seeking, first-time full-time cohort who graduated in 100%, 150%, 200% normal time from a higher education institution (segment by graduation from a CSU institution/from a non-CSU institution and by degree)
		★ Average time to degree	Average time to degree for full-time students (segment by degree and first-time/transfer)
		★ Undergraduate transfers and completions per 100 undergraduate FTE	Number of CSU undergraduate students who transferred or graduated per 100 undergraduate FTEs (segment by transfer to and graduation from CSU/non-CSU institution)
	★ Graduate completions per 100 graduate FTE	Number of graduate students who graduated per 100 graduate FTEs	
Exam performance	National exam performance (e.g., licensure)	Number of students who passed national exams on the first attempt (e.g., licensure exam) compared to a fixed year baseline	
Affordability and sustainability	Student enrollment	Student enrollment	Student enrollment (headcount and FTE) (segment by degree and by full/part-time)
		CSCU share of state HS graduates	Percent of state high school graduates that enrolled in a CSU institution
		Student exposure to distance education	Percent of students taking fully online or hybrid courses (segment by fully online/hybrid courses)
		High school and early college student enrollment	High school (dual enrollment programs) and early college (high school credit-granting programs) student enrollment compared to a fixed year baseline

★ Metric is BOR approved



# Proposed set of 25 CSCU system-wide shared metrics (II)

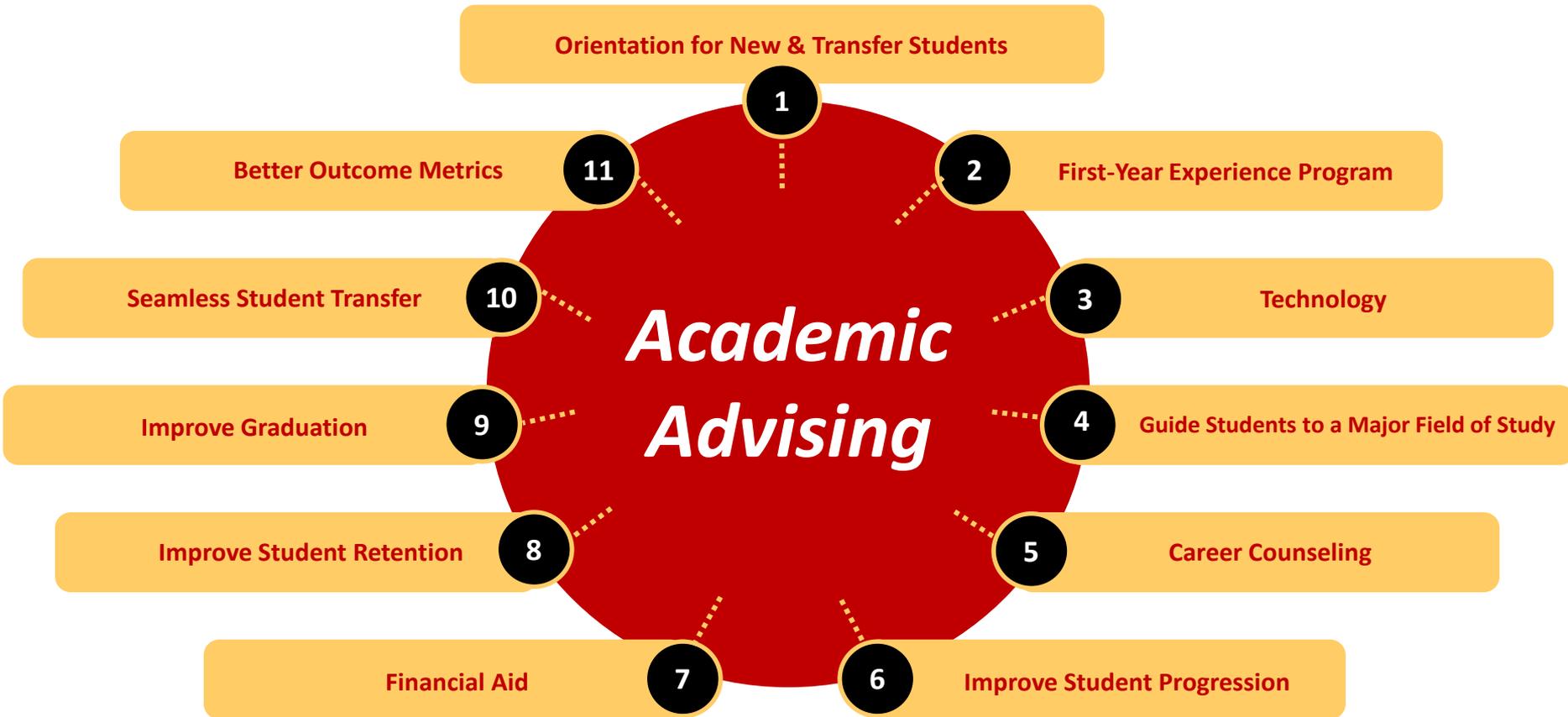
Reflects feedback from Presidents workshop and system leadership discussions

Goal	Category	Metric	Detailed metric definition (segments listed are examples and not exhaustive)
Affordability and sustainability	Affordability	★ Out-of-pocket cost to student	Change in net price (tuition and fees less grant aid) over time (e.g., 1 year, 3 year, 5 year) (segment by degree)
	Resource sustainability	★ State appropriations as a percent of revenue	State appropriations as a percent of total revenue
		★ Education and related expense as a percent of expenses	Education and related expenses (instruction, student services, and the instructional share of academic support, operations and maintenance, and institutional support) as a percent of total expense
		Average credits to degree	Average credits earned by students at time of degree (segment by degree and by first-time/transfer)
		Credit hours taught per faculty	Average number of credit hours per faculty (segment by type of faculty)
Innovation and economic growth	Grant funding	Grant funding (e.g., for specific research projects)	Revenues from governmental and non-governmental agencies that are for specific research projects, other types of projects, or general institutional operations (e.g., training programs)
	Placement of graduates	★ Awards in workforce-aligned fields	Awards in STEM, healthcare, education, other priority fields compared to a fixed year baseline and as a percent of total awards
		Rate of graduate employment in state	Number of graduates employed within one year in CT compared to fixed year baseline and as a percent of total graduates
		Rate of graduate enrollment in graduate programs	Number of graduates enrolled in graduate program within one year compared to a fixed year baseline and as a percent of total graduates
		Jobs filled through partnerships	Number of jobs filled through institution-sponsored programs (e.g., P-Tech) compared to a fixed year baseline
Equity	Student diversity	Diversity of student population	Underrepresented student group enrollment (headcount and FTE) (segment by race/ethnicity, gender, Pell-grant, adult)
	Equity of outcomes	★ Equity in outcomes	Underrepresented student group success on other CSCU shared metrics (segment by race/ethnicity, gender, Pell-grant, adult)

★ Metric is BOR approved



# Academic Advising



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Transfer and Articulation

- Co-TAP Managers:
  - Candace Barrington, CCSU
  - Ken Klucznik, MCC



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# Closing remarks: Path to Transform strategic plan

## Plan outline

**Problem statement and ambition**

**Approach to creating plan**

**Goals and Transform initiatives (summary)**

**Transform initiative sections – for each:**

- Current state
- Engagement process
- Recommendations
- Path forward

**What success looks like**

**Path forward**

## Strategic plan implementation timeline and activities

