Transform CSCU 2020

Eastern Town Hall

Agenda

• Introduction to Transform
• Goals for Transform, and “Value Proposition”
• Initiative Clusters, Spotlight
• Transform at Eastern
• Discussion and Q&A
• What's next, and how to get involved
A Little Background…

- From California to Connecticut…
- “We need a plan…”
- “…and I’ve got the money.”
- Feb. 2014: Transform is announced
- 7 months later, a plan is starting to take shape
You May Ask: What is Transform?

A plan to unite CSCU institutions into one system, and

- Increase affordability and accessibility for students
- Make CSCU an economic engine for Connecticut
- Improve the overall student experience
- Implement initiatives in 7 key areas
A Plan Based on the BOR’s Goals

• **A Successful First Year**
  Increase the number of students who successfully complete a first year of college.

• **Student Success**
  Graduate more students with the knowledge and skills to achieve their life and career goal.

• **Affordability and Sustainability**
  Maximize access to higher education by making attendance affordable and our institutions financially sustainable.

• **Innovation and Economic Growth**
  Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world.

• **Equity**
  Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.
...And Why Should You Care?

• Making college available to more people
• Producing better educated, more highly skilled graduates
• Improving facilities, classrooms and IT infrastructure
• Helping to insulate the System from adverse state budget impacts
• Stay ahead of the higher education revolution
CSCU 2020 Value Proposition

A standard to guide our decisions and actions

**STUDENTS**

- **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

- **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
Stakeholders in Transform Planning

- Board of Regents
- Business & Civic community
- Faculty & Staff
- Presidents
- Students
- Legislature

Connecticut State Colleges & Universities
Board of Regents for Higher Education
Transform at This Moment

Fall 2013
- Conducted institution tours to collect input
- Developed preliminary set of Transform initiatives
- Preliminary conversations between the Governor and CSCU leadership on opportunities with Transform

Spring - Summer 2014
- Commitment of $125M to CSCU by Governor in State of State address
- Gathered additional input from stakeholders
- Revised initiatives based on stakeholder input
- Begin initiative planning and built fact base to inform options for future-state system

Fall 2014
- Continuing to gather stakeholder input
- Developing and refining initiatives...
- Preparing to present all initiatives and implementation plans to the Board
- Begin drafting Transform Report (Board approval targeted for Jan-Mar 2015)

2015-2016
- Continue to gather input through initiative teams
- Support ongoing implementation
- Refine initiative plans in light of evolving context

2020
- Target for full execution of Transform plan
- Articulation of success as a result of pursuing Transform, including how CSCU as a system is better educationally for our students
# Transform Initiatives

**Academic (I) Cluster**

<table>
<thead>
<tr>
<th>INITIATIVE GROUP</th>
<th>INITIATIVE</th>
<th>EXECUTIVE SPONSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attracting &amp; Recruiting Students</td>
<td>Establish/grow early college programs at CC's</td>
<td>DeFilippis (<a href="mailto:DDeFilippis@nv.edu">DDeFilippis@nv.edu</a>)</td>
</tr>
<tr>
<td></td>
<td>Cross campus registration and admissions</td>
<td>DeFilippis</td>
</tr>
<tr>
<td></td>
<td>Go Back to Get Ahead</td>
<td>DeFilippis</td>
</tr>
<tr>
<td></td>
<td>Veterans recruitment</td>
<td>DeFilippis</td>
</tr>
<tr>
<td></td>
<td>Recruit non-resident students</td>
<td>Schmotter (<a href="mailto:SchmotterJ@wscu.edu">SchmotterJ@wscu.edu</a>)</td>
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<tr>
<td></td>
<td>Improve opportunities for study abroad</td>
<td>Schmotter</td>
</tr>
<tr>
<td></td>
<td>Graduate student recruitment</td>
<td>Schmotter</td>
</tr>
<tr>
<td>Student Retention</td>
<td>Academic advising</td>
<td>Jukoski (<a href="mailto:MJukoski@threerivers.edu">MJukoski@threerivers.edu</a>)</td>
</tr>
<tr>
<td></td>
<td>First year student experience</td>
<td>Jukoski</td>
</tr>
<tr>
<td>Enhance Academic Offering</td>
<td>Academic Program Optimization</td>
<td>Nunez (<a href="mailto:Nunez2020@easternct.edu">Nunez2020@easternct.edu</a>)</td>
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<td></td>
<td>K-12 alignment PA 12-40</td>
<td>Nunez</td>
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<td></td>
<td>Academic Centers of Excellence</td>
<td>Nunez</td>
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<tr>
<td></td>
<td>Strengthen liberal arts core</td>
<td>Nunez</td>
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<td></td>
<td>Faculty skill and development:</td>
<td>Nunez</td>
</tr>
<tr>
<td></td>
<td>Research for graduate students</td>
<td>Nunez</td>
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</table>
# Transform Initiatives

**Academic (II) and Workforce Clusters**

<table>
<thead>
<tr>
<th>INITIATIVE GROUP</th>
<th>INITIATIVE</th>
<th>EXECUTIVE SPONSOR</th>
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</thead>
<tbody>
<tr>
<td><strong>Transfer &amp; Articulation</strong></td>
<td>Seamless system wide transfer</td>
<td>Gargano (<a href="mailto:MGargano@commnet.edu">MGargano@commnet.edu</a>)</td>
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<tr>
<td></td>
<td>Philanthropic campaign to transfer from CC to CSU</td>
<td>Gargano</td>
</tr>
<tr>
<td><strong>Instructional Innovation</strong></td>
<td>Build state of the art classrooms</td>
<td>Tolisano (<a href="mailto:Jtolisano@commnet.edu">JTolisano@commnet.edu</a>)</td>
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<td></td>
<td>Blended learning and online course delivery</td>
<td>Papazian (<a href="mailto:Papazianm1@southernct.edu">Papazianm1@southernct.edu</a>)</td>
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<tr>
<td></td>
<td>Study skills for online/distant learning</td>
<td>Papazian</td>
</tr>
<tr>
<td><strong>Student Services</strong></td>
<td>Evening and after hours support</td>
<td>Glickman (<a href="mailto:GGlickman@mcc.commnet.edu">GGlickman@mcc.commnet.edu</a>)</td>
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<td></td>
<td>Invest in co-curricular student experience &amp; res. life</td>
<td>Glickman</td>
</tr>
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<td></td>
<td>Enhanced career services</td>
<td>Glickman</td>
</tr>
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<td><strong>Workforce of Tomorrow</strong></td>
<td>Labor needs &amp; workforce programs</td>
<td>Nieves (<a href="mailto:WNieves@ccc.commnet.edu">WNieves@ccc.commnet.edu</a>)</td>
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<tr>
<td></td>
<td>Career-related programs (e.g., P-Tech)</td>
<td>Nieves</td>
</tr>
<tr>
<td></td>
<td>Collaboration with business community</td>
<td>Nieves</td>
</tr>
<tr>
<td></td>
<td>Career pathway alignment – CT Tech.</td>
<td>Nieves</td>
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## Transform Initiatives

### Non-Academic Clusters

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<thead>
<tr>
<th>INITIATIVE GROUP</th>
<th>INITIATIVE</th>
<th>EXECUTIVE SPONSOR</th>
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</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>System-wide policy transparency</td>
<td>Kozlowski (<a href="mailto:MKozlowski@commnet.edu">MKozlowski@commnet.edu</a>)</td>
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<td></td>
<td>Shared metrics</td>
<td>Kozlowski</td>
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<tr>
<td>Revenue Management</td>
<td>Revenue Management</td>
<td>Steiner (<a href="mailto:ESteiner@commnet.edu">ESteiner@commnet.edu</a>)</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Organizational effectiveness &amp; efficiency</td>
<td>Steiner</td>
</tr>
<tr>
<td>IT</td>
<td>IT systems assessment</td>
<td>Tolisano (<a href="mailto:Jtolisano@commnet.edu">Jtolisano@commnet.edu</a>)</td>
</tr>
<tr>
<td></td>
<td>IT organizational structure</td>
<td>Tolisano</td>
</tr>
<tr>
<td>Facilities</td>
<td>Facilities master plan</td>
<td>Epstein (<a href="mailto:epsteink@ct.edu">epsteink@ct.edu</a>)</td>
</tr>
<tr>
<td></td>
<td>Code compliance/infrastructure improvement</td>
<td>Epstein</td>
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**Note:** One of the thirty-six initiatives, Common Calendar, is complete.
Focus of initiative to date

- Identified 25 shared metrics to measure performance against BOR goals
- Agreed on points of comparison and peer groups
Academic Initiatives Spotlight

Smart Classrooms

Progress to date

• Assembled team, defined mission and scope, and conducted brainstorming sessions
• Subjected research to peer review
• Conducted review of current technology/tool portfolio
• Reviewed applicable CT contracting rules
• Met with vendors, conducted campus tours, and evaluated dependencies

Next Steps

• Create e-learning eco systems
• Review alignment with Transform goals
• Ensure portability of classroom innovation across multiple platforms for maximum adoption
Academic Initiatives Spotlight

Smart Classrooms

- Full implementation Fall 2015
- March 2014
- Summer 2014: Plan & Organize
- Fall 2014: Prototype Test & Design
- Spring 2015: Institution based Pilot
Transform at Eastern

TRANSFORM CLUSTERS

• Attracting & Recruiting Students
  • Student Retention
  • Enhance Academic Offering
  • Transfer & Articulation
  • Instructional Innovation
  • Student Services
  • Workforce of Tomorrow
  • Transparency
  • Revenue Management
  • Efficiency
  • IT
  • Facilities

What is Eastern doing?

• Expanded existing and created new Early College offerings
• Expanded services for Veterans and Active Military students
• Expanded NERSP, implemented test-optional, 4-year merit aid, GBTGA, interactive viewbook and tour

Eastern’s 2013 Strategic Plan

• Provide a residential private college experience and community at a public university price
• Evaluate, fund, and implement technological and data-based recruitment and aid innovations
• Increase the percentage of financial need met
• Refine procedures for international study and field work
• Review and revise admissions strategies
• Enrich the graduate program offerings at Eastern
Transform at Eastern

TRANSFORM CLUSTERS

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What is Eastern doing?

- Targeted advising cohorts/predictive analytics
- Program level retention emphasis
- Eastern-in-4 plans for all first year students

Eastern’s 2013 Strategic Plan

- Refine use of data to identify students’ needs for services
- Provide development opportunities and incentives for faculty and staff to provide informed and attentive advising
- Expand and refine procedures for directing students to services and tracking student use of services
- Develop and implement procedures to link advising and financial aid information
- Create a coordinated Parents’ Engagement Program
Transform at Eastern

TRANSFORM CLUSTERS

• Attracting & Recruiting Students
• Student Retention
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• Facilities

What is Eastern doing?

• Using the Exemplary Program Review process to allocate resources to programs that contribute to Eastern’s mission and offer exemplary educational opportunities
• Added 21 new tenure-track faculty for Fall 2014

Eastern’s 2013 Strategic Plan

• Streamline and eliminate complexities of academic requirements in the majors and LAC and incorporate flexibilities that promote integrative learning experiences
• Develop new and revise/update existing majors that build on Eastern’s strengths and that prepare students to enter growing industries and occupations
• Support integration of research, creative work & teaching
• Assess and modify graduate programs and curriculum offerings relative to workforce needs and student demand
Transform at Eastern

What is Eastern doing?

- Implement the ConnSCU Transfer and Articulation policy and develop additional articulation agreements
- Financial aid set-asides for transfer students
- New majors aligned with interests of transfer students
- Transfer pathway sheets for all majors
- HLSCI Summer Undergraduate Research Program

Eastern’s 2013 Strategic Plan

- Coordinate ECSU Foundation fundraising to support students of high ability, including transfer students
- Expand initiatives aimed at attracting diverse populations of students into STEM majors
- Review and revise recruitment and incentive strategies to attract high performing students into all academic majors and programs, including the Honors programs
Transform at Eastern

TRANSFORM CLUSTERS

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What is Eastern doing?

- Created an Office of Professional Development with links to CIT to support faculty innovation and technology use
- Increase the number of LAW internship, service-learning, co-op, campus leadership and other opportunities
- Implement procedures, including use of AAC&U’s VALUE Rubric to evaluate the effectiveness of integrative learning
- Expand the number of agencies operating in the Work Hub

Eastern’s 2013 plan

- Match course locations and modes with needs of target students (online, hybrid, weekend, evening, compressed)
- Ensure that classroom, labs, and studios have hardware and software to support innovative & current teaching practices
- Increased support for high impact practices (URSCA)
Transform at Eastern

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What is Eastern doing?

• Evening, online and weekend tutoring and advising

Eastern’s 2013 Strategic Plan

• Expand use of data to identify students’ needs for services
• Enhance identification of students needing psychological services
• Offer more career-related workshops that bring successful alumni and professionals to campus
• Provide opportunities for supervised pre-professional experiences throughout students’ four years at Eastern
• Create a coordinated discipline-based alumni engagement program to provide student career development
• Expand student leadership development opportunities
• Diversify participants in internship and career fairs
• Establish theme-based residence halls
Transform at Eastern

TRANSFORM CLUSTERS
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What is Eastern doing?
- Created 3 new majors to address workforce needs
- Liberal Arts Work Program and Work Hub

Eastern’s 2013 Strategic Plan
- Develop new majors and revise/update existing majors that build on Eastern’s strengths, are consistent with our mission, and that prepare students to enter growing industries and occupations
- Seek input related to trends in the discipline, careers, and industries from successful alumni and other professionals
- Connect students to alumni and professional networks
- Review graduate program requirements to ensure that they reflect current workforce requirements
Transform at Eastern

**TRANSFORM CLUSTERS**
- Attracting & Recruiting Students
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  - IT
  - Facilities

**What is Eastern doing?**
- Expansion of NERSP program
- Ad hoc budget committee

**Eastern’s 2013 Strategic Plan**
- Administrative units develop and execute operational plans that reflect the strategic goals, advance the university’s mission and vision, and align resource allocations with university priorities.
- Review and revise procedures related to billing, payment, and financial holds to promote timely payments and minimizing borrowing
- Exemplary Program Review processes to allocate resources
Transform at Eastern

TRANSFORM CLUSTERS

- Attracting & Recruiting Students
- Student Retention
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IT
Facilities

What is Eastern doing?
- Upgraded technology in all teaching spaces
- Expanded wifi

Eastern’s 2013 Strategic Plan
- Complete the final phases of construction of campus facilities critical to Eastern’s residential, liberal arts mission, and continue to emphasize outstanding maintenance of buildings and grounds
- Ensure that physical, technological, information and library resources that support teaching, learning, research, & creative work meet high standards.
- Ensure that classroom, labs, studios and other facilities are equipped with hardware and software that support innovative and current teaching practices
How to Get Involved

Get involved in an initiative, or send your comments or questions

• Contact the Executive Sponsor in the cluster in which you are interested

• Contact Eastern’s Campus Liaison, Patricia Banach, at banachp@easternct.edu

• Contact Michael Kozlowski at mkozlowski@commnet.edu