Strategic Planning

CHARTING CENTRAL'S FUTURE

AGENDA

- Objectives for the Strategic Planning Process

- Where We've Been

- Recommended Strategic Themes

- Charge to Work Groups

- Resources

- Timeline

- Questions and Discussion

- Breakout into Work Groups

PROJECT CHAMPIONS

STRATEGIC PLAN STEERING COMMITTEE

Zulma Toro, President

Lisa Bigelow, Institutional Advancement

Daniel Broyld, History

Charlene Casamento, CFO

Andres Cintron, Student

David Dauwalder, Academic Affairs

Mark Jackson, Biology

Yvonne Kirby, Office Institutional

Robert Wolff, Dean of Liberal Arts

Nidal Al-Masoud, Engineering

Lisa Marie Bigelow, Institutional Advancement

Stephen Cohen, English

Joseph Farhat, Finance

Justine Gamache, School of Engineering, Science and Technology

Khaled Hammad, Engineering

Judy Hodgson, Mathematical Science

Kathy Martin, Biomolecular Science

Elisabeta Pana, Finance

Sarah Petras, Information Technology

Carlos Soler, Admissions

Chad Valk, Media Center

Lisa Washko, Information Technology

UNIVERSITY PLANNING & BUDGET COMMITTEE

THE STRATEGIC PLAN FOR CENTRAL WILL:

- Highlight the University's uniqueness and elements of distinctiveness
- Enhance academic excellence
- Drive strategic investments within the institution
- Provide framework for future growth
- Inform strategy to advocate with elected officials for financial support of the University
- Establish measurable goals and objectives
- Inform a capital campaign

DEC to JAN

Planning Preparation

- Communications Plan
- UPBC and Steering Committee Feedback

JAN to FEB

Environmental Analysis

- Stakeholder Analysis
- Enrollment & Demographic Trends
- Benchmarking

Stakeholder Analysis

- Open Forums
- Stakeholder Survey
- Targeted Interviews

MAR to MAY

Strategic Themes

- Formulate 3 to 5 Key Strategic Priorities
- Establish Work Groups

JUN to DEC

Strategic Plan Review and Adoption

- Financial Models
- Risk Assessment
- Vetting the Plan

PLANNING PROCESS AND TIMELINE

CHARTING CENTRAL'S FUTURE: OUR WORK AHEAD

✓ Seek input from our stakeholders about how well Central is fulfilling our mission and what is important as we look to the future

✓ Develop a shared understanding of our environment, our challenges and our points of vision

✓ Recommend strategic themes facing Central

✓ Establish Work Groups

❑ **Formulate objectives and strategies**

❑ Draft Strategic Plan

❑ Vet strategic plan with stakeholders

❑ Implement our plan and assess our progress

GUIDANCE TO STRATEGIC PLANNING WORK GROUPS

- The Framework for the Central Connecticut State University Strategic Plan established that workgroups would be established for each theme recommended by the University Planning and Budget Committee and the Strategic Plan Steering Committee.

- The charge of the work groups is to review information and data, gain clarity around the theme and engage in thoughtful conversations to identify strategies and actionable, measurable objectives to track our progress and identify where there is more work to be done.

- Work groups may consult with other stakeholders as needed, host and participate in focus groups, and vet deliverables.

- Work groups will convene in late-March and complete their work by mid-May

WHO ARE OUR STAKEHOLDERS

External

- Alumni Association and Alumni
- Foundation
- Legislators
- Board of Regents
- Neighbors
- Community
- Families of Prospective Students

Internal

- Students
- Faculty and Staff,
- Families of Current Students
- Senate
- Student Government Association and Graduate Student Association
- Collective Bargaining Units

MACRO TRENDS

- Demographic shifts impacting enrollment

- Public opinion of the value of college

- State budget pressures

- Cost increases

- Deferred maintenance

- Research funding moderately improving

- "Public universities face more difficulty than private colleges."
  Moody's

ADDRESSING THE CHALLENGES

"The greatest risk is in doing nothing."

Sustaining our legacy **+** Building for the future **=**

RECOMMENDED STRATEGIC THEMES

- Increase retention and enrollment
- Enhance academic excellence
- Expand community engagement and strategic partnerships
- Develop and diversify additional funding
- Build campus climate

INCREASE ENROLLMENT AND RETENTION

Open Forum Themes

- Accessibility
- Affordability
- Flexibility/Agility
- Evening/weekend programming
- Data/analytics for student success
- Support commuter students
- Mental health
- Retention/student success
- Transfer friendly
- Age friendly
- International students
- Online/hybrid delivery of academic programs

Stakeholder Survey and Interviews

- Inclusion and diversity
- Sense of campus community
- Growth
- Student success, access to affordable quality education
- Adult learner population/re-entry
- Close achievement gap
- Expand graduate education options
- Pathways for community college students
- Dual enrollment

ENHANCE ACADEMIC EXCELLENCE

Open Forum Themes

- Academic Excellence
- Flexibility/Agility
- Career readiness
- Global education
- Industry/employer partnerships
- Education of the whole person
- Internships
- Experiential learning
- Civic responsibility
- Teaching university
- Undergraduate university
- Interdisciplinary programs
- Smaller class sizes
- Streamline Program/Curriculum Approval

Stakeholder Survey and interviews

- Student success
- Academic excellence
- Applied learning experiences
- Undergraduate research
- Interdisciplinary programs

EXPAND COMMUNITY ENGAGEMENT AND STRATEGIC PARTNERSHIPS

Open Forum Themes

- Community engagement

- Career readiness

- Industry/employer partnerships

Stakeholder Survey and interviews

- Community engagement, partnerships

- Industry partnerships

- Shared resources/best of breed programs across CSCU campuses

- Move beyond New Britain, include Hartford region

DEVELOP AND DIVERSIFY ADDITIONAL FUNDING

Open Forum Themes

- Affordability
- Alternative revenue

Stakeholder Survey and interviews

- Partnerships
- Philanthropy
- Revenue diversification (grants, philanthropic, entrepreneurial activities)
- Self-supporting programs, certificate

BUILD CAMPUS CLIMATE

Open Forum Themes

- Sense of community

- Safe environment

- Diversity

- Inclusion

- Communication

- Weekend/evening programming

Stakeholder Survey and interviews

- Student experience

- Communication

- Sense of campus community

- Inclusion of diverse voices – (e.g. early career faculty)

REAFFIRMED MISSION

Central Connecticut State University is a community of learners dedicated to teaching and scholarship that emphasizes development and application of knowledge and ideas through research and outreach activities, and prepares students to be thoughtful, responsible and successful citizens. As a comprehensive public university, we provide broad access to quality degree programs at the baccalaureate, master's, and doctoral levels.

WHAT DO WE VALUE

We commit to **Excellence** in everything we do. We hold ourselves to highest academic and professional standards and are focused on continuous improvement.

We commit to **Agility and Responsiveness** to address the emerging needs of our region and state and create a sustainable future for the University.

Recognizing the whole is greater than the sum of its parts, we commit to the **Centrality of Engagement,** engaging our communities in all aspects of our work.

We commit to **Collaboration** within the University and the Connecticut State Colleges and University system, and with our legislators, industry, and community partners.

We commit to **Innovation and Creativity** in our teaching, research, and interdisciplinary approach to solving critical issues.

We commit to embrace and strengthen **Diversity and Inclusion,** providing an enriching and equitable learning environment where every individual is valued, and promoting diversity of people and ideas.

We commit to **Social Responsibility** to promote the public good and contribute to global understanding.

We commit to **Integrity.** As stewards of the public trust, we will be honest, ethical and transparent.

THE FUTURE OF CENTRAL:
VISION POINTS FOR THE NEXT 7-10 YEARS

The vision points below represents what Central should look like in the next 7-10 years. Our pursuit of this aspirational view will be governed by our values and our elements of distinction that drive excellence in everything we do. These vision points and the resulting strategic plan will later inform the vision statement.

Our Environment:

- Central will be an innovative and entrepreneurial university, responsive to the current and emerging needs of Connecticut and its industry.
- Centrals climate will be one in which we embrace who we are as a public regional comprehensive university in the state of Connecticut, providing the broadest access to an affordable, quality higher education.
- Teaching, research and community partnerships will be integrated to solve the most pressing societal issues.
- Central will provide a safe, welcoming, and supportive environment for all populations of the state of Connecticut.
- Central will be fully embedded in the communities we serve, pursuing partnerships and research locally and globally that benefit the public good.

THE FUTURE OF CENTRAL: VISION POINTS FOR THE NEXT 7-10 YEARS

Our Students:

- Central will educate students committed to learning, creativity, opportunity, and persistence.
- Central will be known for providing a strong a foundation in the liberal arts that prepares students with the skills and knowledge for lifelong learning, global understanding, and reinventing themselves as new economies and careers emerge.
- Central will be committed to the success of each unique student, utilizing analytics and research to provide targeted support and services, and multiple pathways for success.
- Students will graduate career ready by engaging in experiential learning, including internships, undergraduate research, and co-curricular leadership development.

STRATEGIC THEME

- Rationale for Strategic Theme
- Examples of Specific and Measurable Objectives
- Ideas, Goals and Further Thoughts for Work Groups
- Examples from Aspirational and Best Practice Institutions
- Environmental Scan

STRATEGIC FRAMEWORK

FRAME THE STRATEGIC THEME

- What makes this theme strategic for Central? (strengths, opportunities, challenges, trends)

- What are the consequences of not achieving it?

- What is the pragmatic vision or alternative path that Central should pursue to address the theme or realize the ideal scenario?

START, STOP, CONTINUE EXERCISE

Organizations often cite lack of time and resources to pursue promising opportunities. The Start, Stop, Continue reflection has been used frequently in organizations and higher education institutions for change and transformation initiatives, strategic planning, and annual goal setting. It provides a fresh perspective on new ideas and existing initiatives, and assists in understanding the integration and balance of existing work with the priorities of the institution.

What should we start doing?	What should we stop doing?	What do we need to continue to do to promote the strategic priority?
Address emerging issues or barriers, improve outcomes, and achieve the vision	Non-value added activities, ineffective practices, or no longer align with the pragmatic vision	High impact and proven practices, align with the vision, promote the strategic priority.

FORMULATING MEASURABLE OBJECTIVES

Frequently Discussed	Embedded in ongoing discussions to review progress, allocate resources, prioritize initiatives, and provide feedback.	Guidance for decision making Keeps everyone focused on what matters most. Evaluates progress and course corrects.
Ambitious	Objectives should be difficult but not impossible to achieve.	Minimizes the risk of confirming current practice Encourages broader search for innovative ways
Specific	Translated into metrics and milestones that force clarity on how to achieve and measure progress	Clarifies expectations Helps identify what is not working and quickly course corrects
Transparent	Public for all to see	Demonstrates how activities support overall vision Understand other areas' agendas Surfaces activities that are redundant or unaligned with strategy

Adapted from MITSloan, June 5, 2018

FORMULATING MEASURABLE OBJECTIVES AND STRATEGIES

- What 3-5 specific and measurable objectives should we pursue to achieve this vision and alternative path? Objectives are the measurable steps to achieve the strategic theme.
  - Near Term: In the next six months to one year
  - Intermediate Term: In the next two to three years
  - Longer Term: In the next five to seven years

FORMULATING MEASURABLE OBJECTIVES

Vision

Strategic Theme

Objectives

Strategies

Tactics/Actions

"Strategy, at its heart, is about choice." Strategy can be defined as "the smallest set of choices to optimally guide (or force) other choices."

FORMULATING MEASURABLE OBJECTIVES AND STRATEGIES

What strategies will we pursue to achieve these objectives? (Strategy is the "how", not "what")

RESOURCES

- Guidance to Work Groups (Handout)
  - Sample Deliverable Format
  - Mapping of Forum and Stakeholder Survey/Interviews Themes to Recommended Priority Themes
  - Reaffirmed Mission and Values
  - Vision Points for the Next 7-10 Years
  - Strategic Theme 1 – 5
    - Rationale
    - Example of specific and measurable objectives
    - Ideas, goals, and further thoughts for work groups
    - Examples of best practices

RESOURCES

- Web:
  - Environmental Scan
    - Summary of forums, interviews, and survey
    - Summary of macro trends
    - Potential discussion questions
  - White Paper
  - NECHE Self-Study
- Institutional Research and Assessment
- CLA
- Moodle Sites
- www.ccsu.edu/strategicplan

TIMELINE

- March 29th   Work Group Launch
- April – May   Work Groups Meet / Hold Focus Group(s)
- Late April   Work Group Mid-Point Check In
- May 5   Work Groups Submit Deliverables
- May 9   Campus Update Session

A FEW CLOSING THOUGHTS

- Strategic priorities should reinforce one another to ensure the different parts of the University are moving in tandem. At a minimum, the priorities shouldn't conflict with one another or pull the University in opposing directions.

- The best strategic priorities hang together and tell a coherent and compelling story about how the University as a whole will create value in the future.

- Make the hard calls. The discipline of honing objectives down to a handful can force an organization to surface, discuss, and ultimately make a call on the most consequential trade-offs.

A FEW CLOSING THOUGHTS

"To influence day-to- day activities, strategies need to be simple enough for leaders at every level of the organization to understand, communicate, and remember — a strategy that gathers dust on a shelf is nothing more than an expensive bookend." Strategy is not about fixing everything in advance or guiding every choice in detail.

Limit the number of objectives to a handful. Restricting the number to three to five has several advantages. Most obviously, having a small number will be easier to understand communicate throughout the organization, and remember.

E. van den Steen, "Formulating Strategy," Harvard Business School Teaching Note 714-485, March 2014
Sull, Turconi, Sull, and Yoder. "Turning Strategy into Results," MIT Sloan Management Review, Spring 2018

QUESTIONS AND DISCUSSION

WORK GROUP BREAK OUTS

- Introductions
- Rules of engagement
- Discuss your approach plan of work
- Develop timeline
- Consider forum / discussion group dates
- How will you communicate?
- What resources do you need from us?

THANK YOU

www.ccsu.edu/plan