



*The Framework for the
Central Connecticut State University Strategic Plan*

**January 8, 2019
Version 1.6**

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1 BACKGROUND

Central Connecticut State University (CCSU) is engaged in the development of a new strategic plan. The University has been guided by an interim strategic plan, and recently underwent its periodic NECHE accreditation review. These will inform the work of the Strategic Plan Steering Committee (Steering Committee) and the University Planning and Budget Committee (UPBC). The process will be transparent and iterative, engaging stakeholders throughout the development process to ensure that the resulting plan is reflective of the entire CCSU community and tells a compelling story to those who seek to invest in CCSU's success.

2 PURPOSE OF THE STRATEGIC PLAN

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

3 PROJECT PLAN

Stakeholder Analysis

- Steering Committee prepares first draft of a stakeholder survey
- UPBC reviews and provides comments on stakeholder survey
- Clifton Larson Allen (CLA) will facilitate a survey of prospective and current students, faculty, staff, parents/families, alumni, employers, donors, System Office, Board of Regents, elected officials and community
- CLA will review existing survey data and information provided by Institutional Research
- Steering Committee, in collaboration with UPBC, will identify key stakeholders for targeted interviews; CLA will facilitate interviews
- Steering Committee will host open forums for information sharing and gathering input on process and strategic themes to guide process

Environmental Analysis

- CLA will facilitate a summary-level environmental scan, using the University's data collected as well as the data collected from external peer and aspirational institutions identified by UPBC. Office of Institutional Research and Assessment (OIRA) and CLA will review previous work and propose a list of metrics to use to facilitate UPBC recommendation of peer and aspirational institutions for Steering Committee's consideration.
- CLA will synthesize the data for environmental analysis to be considered by the UPBC to review and create a final draft for final review by the Steering Committee. Data considered will include items such as:
 - Stakeholder analyses and the student perspective
 - Enrollment trends by level, group (e.g., veterans, underrepresented, first generation, low income), and academic program
 - Demographic trends of students, faculty, staff, and the surrounding region
 - Efficiency and effectiveness metrics and benchmarks
 - Revenue opportunities
 - Expenditures
 - Market research data
 - Data compiled for NECHE Accreditation review

Identify Strategic Themes and Formulate Strategic Priorities/Objectives

- UPBC will identify the key strategic issues facing the University, the risks associated with not addressing them, and group into 3 to 5 key strategic themes and forward to the Steering Committee for consideration and finalization.
- Steering Committee will work in collaboration with the UPBC to establish inclusive work groups for each theme – to gain clarity, develop strategies and objectives in response to strategic issues, participate in focus groups, and vet deliverables. Representation and composition will be dependent upon the theme; all workgroups will include UPBC representation.

Draft Strategic Plan

- The Steering Committee will synthesize the work product of the strategic theme workgroups to create a coherent and compelling draft strategic plan; ensure priorities and objectives are not in conflict with one another.
- CLA and the CFO will develop financial models and risk assessments for the strategic priorities.
- UPBC will review and provide feedback on the draft strategic plan and modeling.
- Steering Committee will vet the draft strategic plan with the Student Government Association, Graduate Student Association, Foundation Board, Alumni Board, Faculty Senate, and the University community at large.
- Steering Committee will incorporate input and finalize the strategic plan by December 2019.

4 MAJOR MILESTONES & TIMELINE

Milestone	Who:	Timeline/Date
<i>Plan to develop Strategic Plan</i>		
Steering Committee review	Steering	December 12
UPBC review	UPBC	December 18
Draft Communications Plan	CLA/Communications Team	December 18
Incorporate UPBC Feedback	Steering	Early January
Finalize Plan for the Strategic Plan	Steering	January 11
<i>Stakeholder Analysis</i>		
Open Forum 1 and 2 (Day and Evening) to identify strategic themes	Steering	February 6 Will identify snow date
Review of available survey data (e.g. NSSE, alumni survey, employer)	CLA	December- January
Facilitate targeted stakeholder interviews	CLA	To be scheduled
Facilitate Stakeholder Survey	CLA	January 22 – February 14
<i>Environmental Analysis</i>		
CLA synthesize data for UPBC	CLA	December - January
UPBC to recommend peer and aspirational institutions	UPBC	January – Early February
UPBC to review data, prepare and recommend Environmental Analysis to the Steering Committee	UPBC	January 22

Identify Strategic Themes and Formulate Strategic Priorities/Objectives		
Recommend 3-5 strategic themes that rise from stakeholder and environmental analysis to the Steering Committee	UPBC	March
Review recommendations from UPBC and share revised draft with campus community, Alumni and Foundation boards	Steering	March
Establish workgroups, composition and convening lead for each strategic theme	Steering/UPBC	Early March
Agree on timeline and deliverables for workgroups	Steering	Early March
Workgroups convene and conduct their work	Workgroups	Mid-March – Mid-May
Workgroups submit deliverables to Steering Committee and UPBC	Workgroups	Mid-May
Open Forum/Informational Session	Steering Committee	Mid-May
Draft Strategic Plan		
Review workgroup product; draft strategic plan	Steering	May-June
Prepare financial models and risk assessment	CLA/CFO	June-July
UPBC Retreat	UPBC	August
UPBC Review of Draft	UPBC	September
Release draft Strategic Plan to extended campus community	Steering	September

Strategic Plan Draft Review		
Open Forum on Draft Strategic Plan, which will inform final draft	Steering	Early October
Review Final Draft	UPBC	Mid-October
Faculty Senate Special Meeting to Review and Approve strategic plan	Faculty Senate	November 18
IPC Approval	IPC	Late November
Forward final strategic plan to the Board of Regents	President	December

5 CRITERIA FOR SUCCESS OF THE PLANNING PROCESS

- Bring the campus community and all stakeholders together around the strategic plan
- Strategic priorities are memorable and repeatable
- Durable alliances have been established
- Transparent process
- Tells a compelling story
- Ownership at all levels of the University
- Informs transparent decision making

6 COMMUNICATION PLAN

- Meeting scheduled for December 18 to develop communications plan (CLA, Yvonne Kirby and Janice Palmer)
- Draft to be circulated to Steering Committee for consideration
- To be approved by Steering Committee at January meeting.
- Audiences:
 - External: Alumni Association, Foundation, Legislators, Board of Regents, Neighbors, Community, Current Parents and Families of Prospective Students
 - Internal: Students, Faculty, Staff, Current Parents and Families, Senate, Student Government Association and Graduate Student Association, Collective Bargaining Units
- Strategic Planning Portal for coordination of workgroups
- Website and other social mediums

- Student and Other Newspaper Notices
- Email/campus messages/Senate list-serve
- Open Forum