**Connecticut State Colleges & Universities: Building a System**

**Excel CT: November 12, 2013**

**Executive Summary**

The Board of Regents is developing a plan to realize the vision and mission for its seventeen state colleges and universities. The goal is to create a system-wide delivery of programs to improve the quality of our institutions, provide for greater student success, and as such, improve the quality of life in our state.

Information about our schools, business community, and students is being gathered, validated and analyzed. We are deepening insights into our financial condition, current sources and uses of funds, and strengthening partnerships with governmental agencies, legislators and the Governor’s office. To accelerate and affirm our recommendations for investments and organizational alignment, we are pursuing best practices for both the strategy and approaches to optimize Connecticut’s system of colleges and universities.

Our timeline currently anticipates the delivery of progressively more detailed plans and investment discussions throughout the upcoming legislative session.

**Vision, Mission, and Goals**

Our Vision for Connecticut: A continually increasing share of Connecticut’s population will have a high quality post-secondary education that enables them to achieve their life and career goals and make Connecticut a place of engaged, globally competitive communities.

Our Mission: The Connecticut State College & Universities contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovate and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.

The Strategic Plan for The Board of Regents established five goals by which to measure the success of the vision and mission:

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

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

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

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

5. Equity – Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.

**Excel CT: Capabilities and Planning Timeline**

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| --- | --- |
| ***Initiatives*** | ***Strategic Goals Supported*** |
| **Student Services Coordination** |  |
| * Integrate admissions (application) for all 17 schools | 1,3,5 |
| * Common registration and academic calendar | 1,3,5 |
| * Enable seamless transfer and articulation amongst 17 schools | 1,2,3 |
| * Streamline and improve school administrative/service areas | 1,2,3,5 |
| * Institutionalize the Experiential Learning program (military, etc). | 1,2,3,5 |
| * Scale Transitions (Developmental Education) program | 1,2,4,5 |
| * Expand military/veteran support: recruiting, counseling, advising, centers | 1,2,3,5 |
| * Online orientation center | 1, 5 |
| * Online curriculum support | 1, 2, 5 |
| **Early College** |  |
| * Expand and strengthen Early College Programs | 1-5 |
| **Charter Oak** |  |
| * Expand online education access and provide high quality programs | 1,2,3,5 |
| * Scale “Lifetime Experience” program – military and non-traditional demographic | 1-5 |
| **Centers of Excellence** | 2,4 |
| * Expand and deepen community college expertise with CT’s areas of job growth | 1,2 |
| * Strengthening university program depth | 1-4 |
| * Optimize teacher education programs and increase STEM graduates | 2,4,5 |
| * Develop corporate partnerships to create opportunities for students & business | 1-5 |
| **Infrastructure** |  |
| * Improve measurement data and accountability for success metrics | 1-5 |
| * Modify state’s funding model | 2,3 |
| * Develop long term tuition model | 1-3,5 |
| * Integrated Human Resources & Procurement functions | 3 |
| * System-wide IT architecture design and information management practices | 3 |
| * Build Institutional Research capabilities | 1-5 |

**Timeline:**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities** | ***Sept*** | ***Oct*** | ***Nov*** | ***Dec*** | ***Jan*** | ***Feb*** | ***Mar*** | ***Apr*** |
| College, Community, Legislative: Vision Discussions |  |  |  |  |  |  |  |  |
| Enrollment Management Strategy (Maguire)[[1]](#footnote-1) |  |  |  |  |  |  |  |  |
| Communication/Support Campaign |  |  |  |  |  |  |  |  |
| Centers of Excellence Identification: Industry Clusters |  |  |  |  |  |  |  |  |
| Charter Oak Strategy |  |  |  |  |  |  |  |  |
| Review others’ best practices (SUNY) |  |  | **4th** |  |  |  |  |  |
| Discuss Plan Updates |  |  |  |  |  |  |  |  |
| Private Public Partnership Meetings |  |  |  |  |  |  |  |  |
| Early College Strategy |  |  |  |  |  |  |  |  |
| Facilities Strategies (Sightlines ) |  |  |  |  |  |  |  |  |
| Development of Goal Metrics Data |  |  |  |  |  |  |  |  |
| Funding/Sustainability Strategies |  |  |  |  |  |  |  |  |
| Identification & Sizing of Impact Investments |  |  |  |  |  |  |  |  |
| Plan Draft Review by BOR; Edits and “Finalize” |  |  |  |  |  |  |  |  |
| Marketing Strategy[[2]](#footnote-2) |  |  |  |  |  |  |  |  |

1. Maguire Associates’ engagement will culminate in June, 2014, with marketing/branding analysis and recommendations. Interim deliverables will be levered in BOR strategic plan. [↑](#footnote-ref-1)
2. Placeholder dollars will be included in plan. Strategy specifics will follow capital investment approval. [↑](#footnote-ref-2)