

CT BOARD OF REGENTS FOR HIGHER EDUCATION

MINUTES – REGULAR MEETING

10:00 a.m., Thursday, September 18, 2014

Manchester Community College, Manchester, CT

REGENTS PARTICIPATING

Nicholas M. Donofrio, Chair
Yvette Meléndez, Vice Chair
Richard J. Balducci
Stephen Adair*
Eugene L. Bell
Robert E. Brown
Lawrence J. DeNardis

Sarah Greco
Merle W. Harris
Craig S. Lappen
JoAnn Price
Catherine H. Smith* *via teleconference*
Elese E. Wright

REGENTS ABSENT

Jewel Mullen*
Stefan Pryor*
Naomi K. Cohen

Matt Fleury
Sharon Palmer*

**ex-officio, non-voting member*

BOR STAFF

Gregory W. Gray, President (via teleconference)
Elsa M. Nuñez, VP State Universities & President, Eastern Connecticut State University
Mike Gargano, Provost and SVP for Academic & Student Affairs
Elizabeth Caswell, Chief of Staff
George Claffey, Charter Oak State College Dean & Chief Information Officer
Keith Epstein, Vice President for Facilities, Real Estate & Infrastructure Planning
Erika Steiner, Chief Financial Officer
Joseph Tolisano, Chief Information Officer
Ernestine Weaver, Counsel
Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary

UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS

Edward Klonoski, Charter Oak State College
James Lombella, Asnuntuck Community College
Elizabeth Roop, Housatonic Community College
Gena Glickman, Manchester Community College
Anna Wasescha, Middlesex Community College
Daisy Cocco De Filippis, Naugatuck Valley Community College
Carlee Drummer, Quinebaug Valley Community College
Mary Ellen Jukoski, Three Rivers Community College
Cathryn Addy, Tunxis Community College
Jack Miller, Central Connecticut State University
Mary Papazian, Southern Connecticut State University
James Schmotter, Western Connecticut State University

GUESTS

Boston Consulting Group – J. Puckett, Senior Partner & Managing Director
Elert Consulting – Gary Elert, President; Mindy Sitton, M.Ed., Project Manager; Joe De Lopez, Senior Security Consultant; and Michael Rozin, Senior Security Consultant

CALL TO ORDER

Chairman Donofrio called the meeting to order at 10:10 a.m. and declared a quorum present.

BOR CHAIRMAN NICHOLAS M. DONOFRIO

Chairman Donofrio advised he would be requesting a motion to move the “Opportunity to Address the Board” prior to the meeting adjournment and thanked President Glickman for hosting the meeting

BOR PRESIDENT W. GRAY

President Gray echoed Chairman Donofrio’s remarks expressing his appreciation to MCC President Gena Glickman.

President Glickman shared a video introduction / commercial for Manchester Community College, then introduced SGA President Gordon Pluffe who shared highlights of SGA’s student orientation process and goals for educating students in the area of student advocacy. Prior to introducing faculty member Professor Torres, President Glickman provided remarks on the following MCC initiatives:

- Application by Professor Deborah Simmons for national accreditation for MCC music program; if approved, President Glickman noted this would be the first accredited program in CT;
- Success in high school partnerships in English and Math;
- MCC was nominated as one of the Top 150 community colleges nationally by the Aspen Institute for steady increases in retention and graduation rates, equalizing successes for students of color and for alignment of programs with workforce needs;
- the creation of a STEM institute; although in early stages, planning sessions will be held this fall;
- community service and engagement endeavors;
- beginning of capital campaign (\$14M goal); and
- introduced Professor Steven Torres, who shared information regarding MCC’s new Honors College.

At the conclusion of President Glickman’s remarks, President Gray continued his remarks touching on the following topics

- introduction, via CFO Erika Stiner, of representatives in attendance from Elert Associates (listed under guests on 1st page hereof) who would provide a summary of their security assessment findings to the Board in executive session;
- thanked Board members for their accommodating a request for a special meeting re biennium budget;
- enrollment update;
- NCHEMS report; and

- Transform 2020 update (provided by staff members and Executive Sponsors—see PowerPoint presentation attached hereto and posted on website at <http://www.ct.edu/newsroom/viewpoints>, at the conclusion of which J. Puckett of Boston Consulting Group offered his comments regarding the process to date; and

Following President Gray’s remarks and the staff update on Transform 2020, discussion ensued among Board members and staff regarding identified initiatives within Transform 2020. Chairman Donofrio thanked all participants, both board members and staff, for their input, stating their collective collaboration was necessary in the Board’s efforts to transform the system into greatness.

ADOPTION OF AGENDA

On a motion by Regent Harris, seconded by Regent DeNardis, the agenda was adopted (moving the “Opportunity to Address the Board” prior to moving to Executive Session).

APPROVAL OF MEETING MINUTES

On a motion by Regent Balducci, seconded by Regent Harris, the meeting minutes of August 21, 2014 and September 5 were unanimously approved (pending a correction to the August 21, 2014 minutes reflecting that Regent Elise Wright was in attendance).

CONSENT AGENDA

Chairman Donofrio called for a motion on the Consent Agenda. **On a motion by Regent Balducci, seconded by Vice Chair Melendez, the items listed on the Consent Agenda below were unanimously approved.**

Termination of Existing Academic Programs

Electrical Certificate – Gateway CC

Modifications of Programs

Liberal Arts-Fine Arts Option AA – Asnuntuck CC

New Programs

Theater Arts Performance Track Certificate - Housatonic CC

Medical Assisting – AS – Housatonic CC

Automotive Technology – General Motors Certificate – Gateway CC

Institutional Accreditation – Western CSU

RESOLUTIONS ON CONSENT:

Termination of Existing Academic Programs

Electrical Certificate – Gateway CC

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the “Electrical Certificate” at Gateway Community College

Modifications of Programs

Liberal Arts-Fine Arts Option AA – Asnuntuck CC

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Liberal Arts-Fine Arts Option leading to an Associate of Arts degree at Asnuntuck Community College to substantively change the curriculum.

New Programs

Theater Arts Performance Track Certificate - Housatonic CC

RESOLVED: That the Board of Regents for Higher Education approves licensure and accreditation of the program “Theater Arts Performance Track” leading to an undergraduate certificate at Housatonic Community College for a period of time concurrent with institutional accreditation.

Medical Assisting – AS – Housatonic CC

RESOLVED: That the Board of Regents for Higher Education approves licensure of the program “Medical Assisting” leading to an Associate of Science (A.S.) degree at Housatonic Community College for a period of three years until September 30, 2017.

Automotive Technology – General Motors Certificate – Gateway CC

RESOLVED: That the General Motors Corporation has requested that Gateway Community College develop an automotive technology certificate to meet existing workforce needs, now therefore be it further

RESOLVED: That the Board of Regents for Higher Education approve licensure and accreditation of the program “Automotive Technology-General Motors” leading to an undergraduate certificate (C2) at Gateway Community College for a period of time concurrent with institutional accreditation.

Institutional Accreditation – Western CSU

RESOLVED: That the Board of Regents for Higher Education accepts the NEASC assessment and action and grants continued accreditation to Western Connecticut State University until November 30, 2019.

AMENDMENT TO BYLAWS

Chairman Donofrio called for a motion on the bylaws amendment. **On a motion by Regent DeNardis, seconded by Regent Balducci, the resolution below was unanimously approved.**

RESOLVED, that the Board of Regents for Higher Education approves the following amendment to Board Bylaws:

ARTICLE I – THE BOARD OF REGENTS FOR HIGHER
EDUCATION

SECTION 2 – BOARD MEMBERSHIP

*The board shall consist of ~~nineteen~~ **twenty-one** members who shall be distinguished leaders of the community in Connecticut. The board shall reflect the state's geographic, racial and ethnic diversity. The voting members shall not be employed by or be a member of a board of trustees for any independent institution of higher education in this state or the Board of Trustees for The University of Connecticut nor shall they be employed by or be elected officials of any public agency as defined in subdivision (1) of section 1-200 of the general statutes, during their term of membership on the Board of Regents for Higher Education. The Governor shall appoint nine members to the board as follows: Three members for a term of two years; three members for a term of four years; and three members for a term of six years. Thereafter, the Governor shall appoint members of the board to succeed such appointees whose terms expire and each member so appointed shall hold office for a period of six years from the first day of July in the year of his or her appointment. Four members of the board shall be appointed as follows: One appointment by the president pro tempore of the Senate, who shall be an alumnus of the regional community-technical college system, for a term of four years; one appointment by the minority leader of the Senate, who shall be a specialist in the education of children in grades kindergarten to twelve, inclusive, for a term of three years; one appointment by the speaker of the House of Representatives, who shall be an alumnus of the Connecticut State University System, for a term of four years; and one appointment by the minority leader of the House of Representatives, who shall be an alumnus of Charter Oak State College, for a term of three years. Thereafter, such members of the General Assembly shall appoint members of the board to succeed such appointees whose terms expire and each member so appointed shall hold office for a period of four years from the first day of July in the year of his or her appointment. **The chairperson and vice-chairperson of the faculty advisory committee created under section 10a-3a shall serve as an ex-officio, nonvoting member of the board for a term of two years and, in ~~his or her role~~ their respective roles as chairperson and vice-chairperson, shall be excluded from any executive session, as defined in section 1-200, of the board.** The chairperson and vice-chairperson of the student advisory committee created under section 10a-3 of the general statutes, as amended by this act, shall serve as members of the board. The Commissioners of Education, Economic and Community Development and Public Health and the Labor Commissioner shall serve as ex-officio, nonvoting members of the board.*

OPPORTUNITY TO ADDRESS THE BOARD

K.C. Hancock, MCC student, addressed the Board regarding the need for additional funds to support extra-curricular clubs.

EXECUTIVE COMMITTEE/CHAIRMAN'S COMMENTS

Chairman Donofrio noted the Committee had not met recently and, therefore, there was no Executive Committee report.

EXECUTIVE SESSION

At 12:01 p.m. on a motion by Vice Chair Melendez, seconded by Regent Harris, the Board voted to go into Executive Session for the purpose of discussion concerning the safety and security assessment reports prepared by Elert & Associates as permitted under CT State Statutes 1-200 (6) (E) and 1-210 (19) (v) and (i). Chairman Donofrio announced that no votes would be taken in Executive Session. Chairman Donofrio directed President Gray, Michael Gargano, Erin Fitzgerald, Joe Tolisano, Keith Epstein, Ernestine Weaver, Elsa Nunez, Erika Stainer, Liz Caswell and Elert representatives Gary Elert, Michael Rozin, Mindy Sitton and Joe DeLopez, to remain with the Board.

RETURN TO OPEN SESSION

At 12:25 p.m. Chairman Donofrio announced that the meeting was in Open Session and that no votes were taken in Executive Session, which was limited to discussion concerning the safety and security assessment reports prepared by Elert & Associates as permitted under CT State Statutes 1-200 (6) (E) and 1-210 (19) (v) and (i).

ADJOURNMENT

Regent Harris moved to adjourn; Regent Balducci seconded and the meeting adjourned at 12:20 p.m.

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs
Secretary of the CT Board of Regents for Higher Education

Transform CSCU 2020

Board of Regents meeting

September 18, 2014

DRAFT – for discussion only



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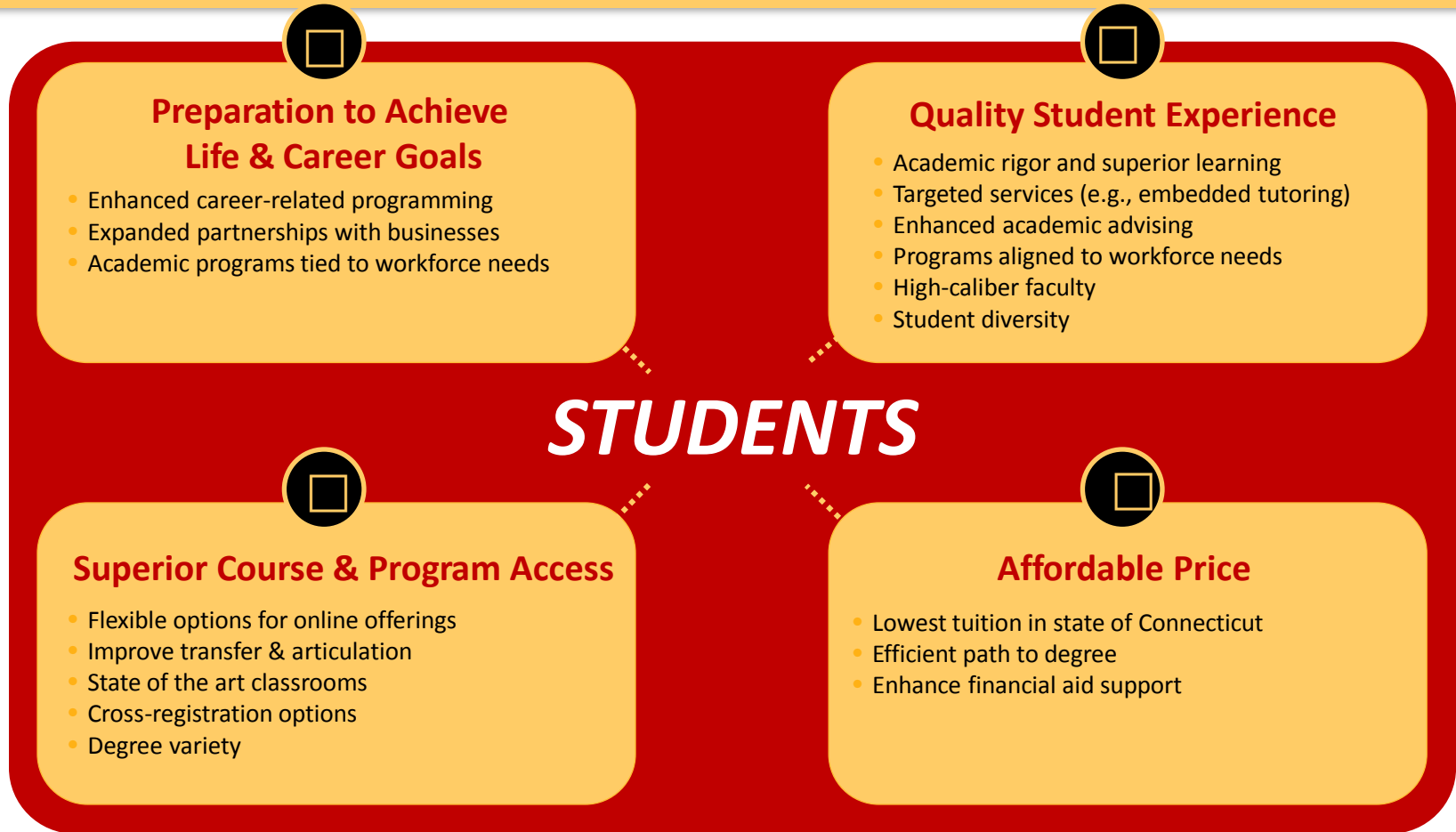
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Agenda

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

CSCU 2020 Value Proposition

A standard to guide our decisions and actions



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Overview of Transform Initiatives

36 Transform initiatives in seven clusters

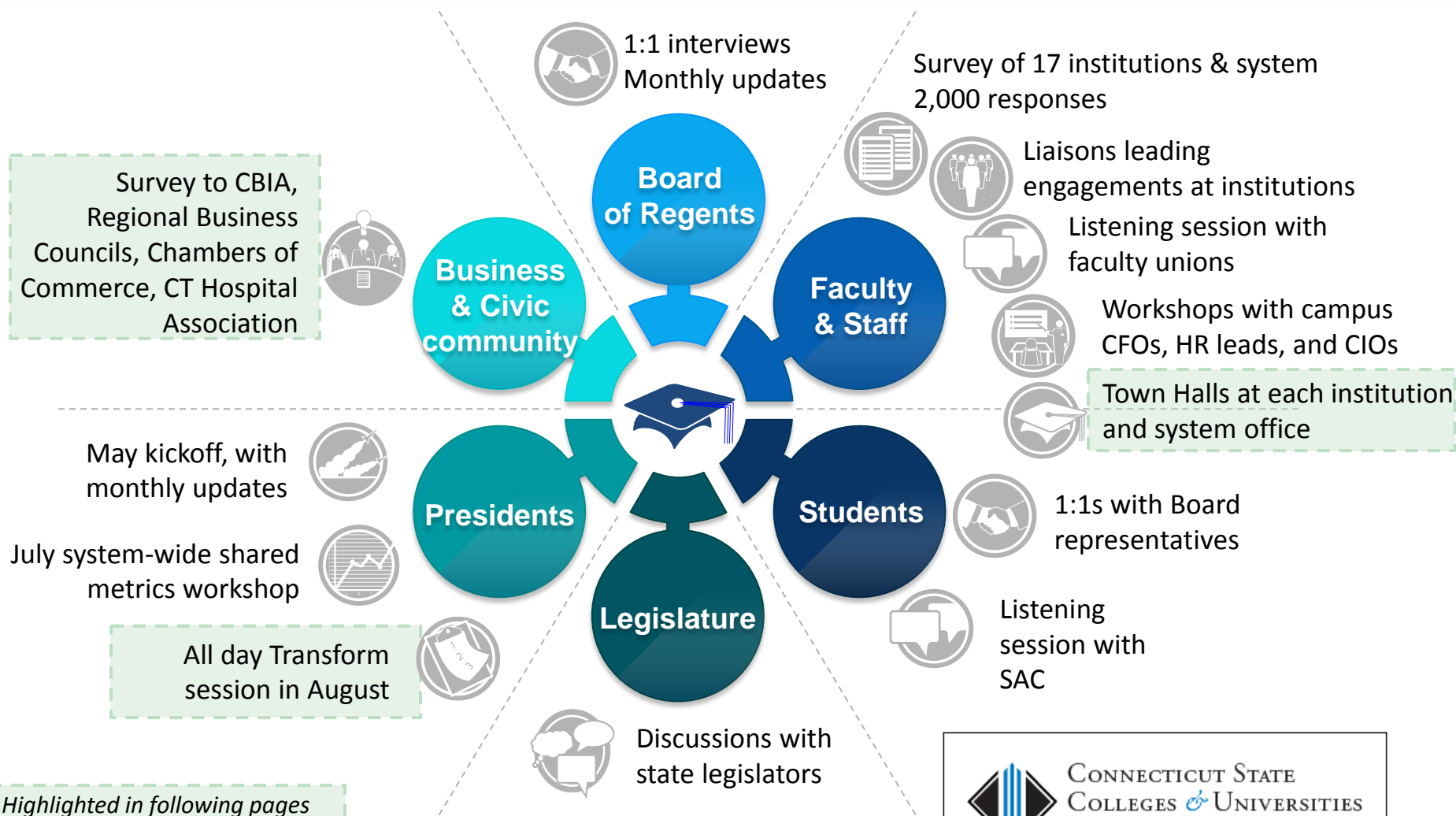
Clusters	Academics	Workforce of tomorrow	Transparency and Policies	Revenue management	Organizational effectiveness and efficiency	IT	Facilities
#	6 ¹	4	2	1	1	2	2
Exec. sponsor	M. Gargano & Presidents ²	Wilfredo Nieves	Michael Kozlowski	Erika Steiner	Erika Steiner	Joe Tolisano	Keith Epstein
Initiatives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

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.



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Summary of Transform stakeholder engagements



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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)



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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.



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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



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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



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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



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IT and facilities bond ask update

BOR Approved Biennial Capital Request

Project Title	Description	Institution	Funding Year		Total Biennium
			FY 2016	FY 2017	Request
Code Compliance/Infrastructure Improvements			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)
Code Compliance/Infrastructure Improvements			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
Telecommunications Infrastructure Upgrade			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
Institutional Projects					
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. Acqu., 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 Technoloy 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
Subtotal			162,942,020	155,495,810	318,437,831
Totals Including Escalation in FY 17 @ 5% annual			162,942,020	163,270,601	326,212,621

- 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>
Telecommunications Infrastructure Upgrade		
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.



Experience & Training

- Consistent Student and Faculty experience at any SCALE-UP room at any institution
- Standardization to ensure quality, consistency, and optimization.
- Provide training, communication, and support on the potential and existing use.



Overview & Depth

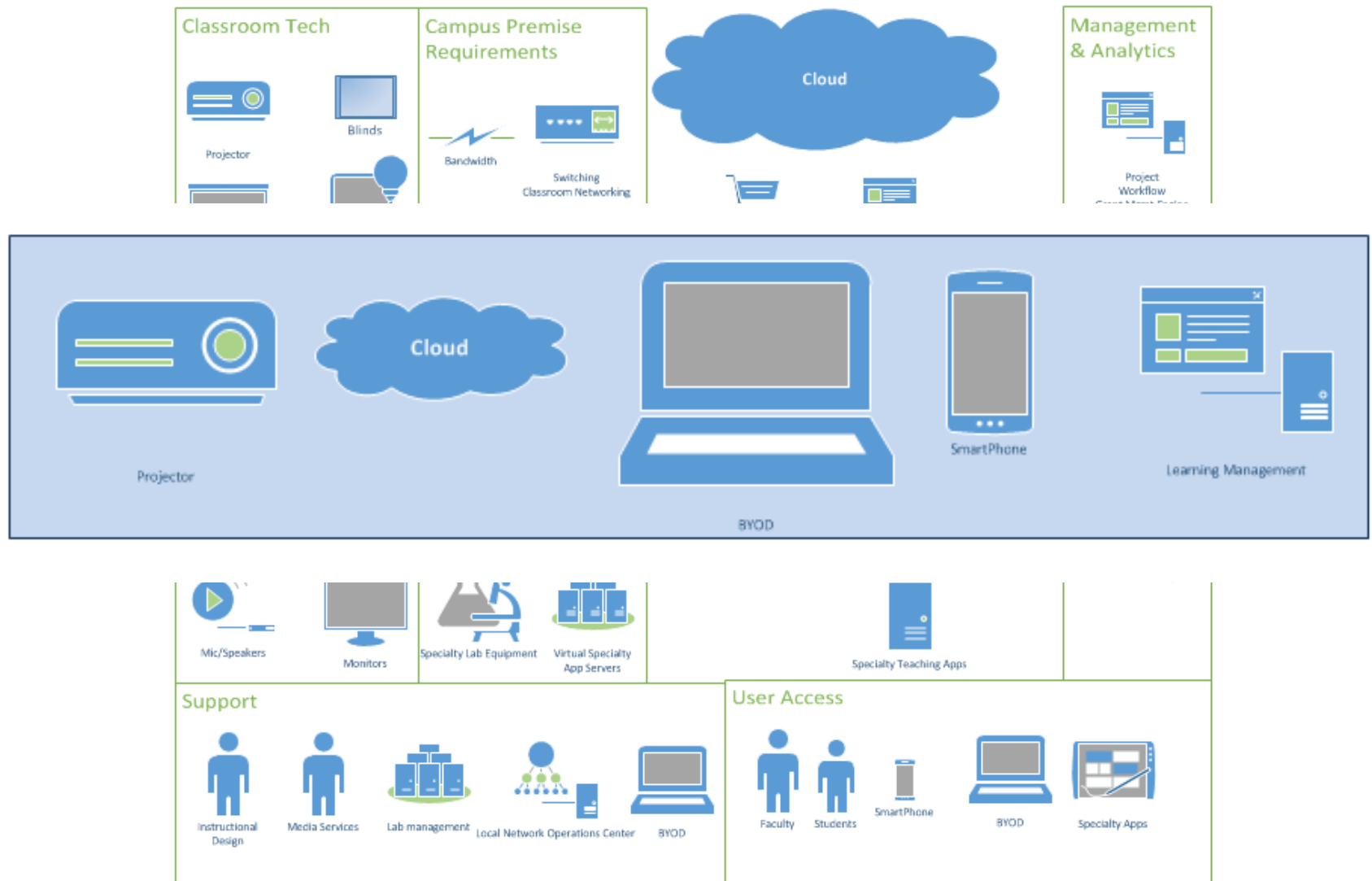
- Multi-year implementation
- Multiple vendors (20x) / 17 Campuses
- Cloud based (Boundary less)
- Institution Based (Specialty)
- System/Standards Based
- Student based
- Dependencies on mid-flight Transform 2020 projects



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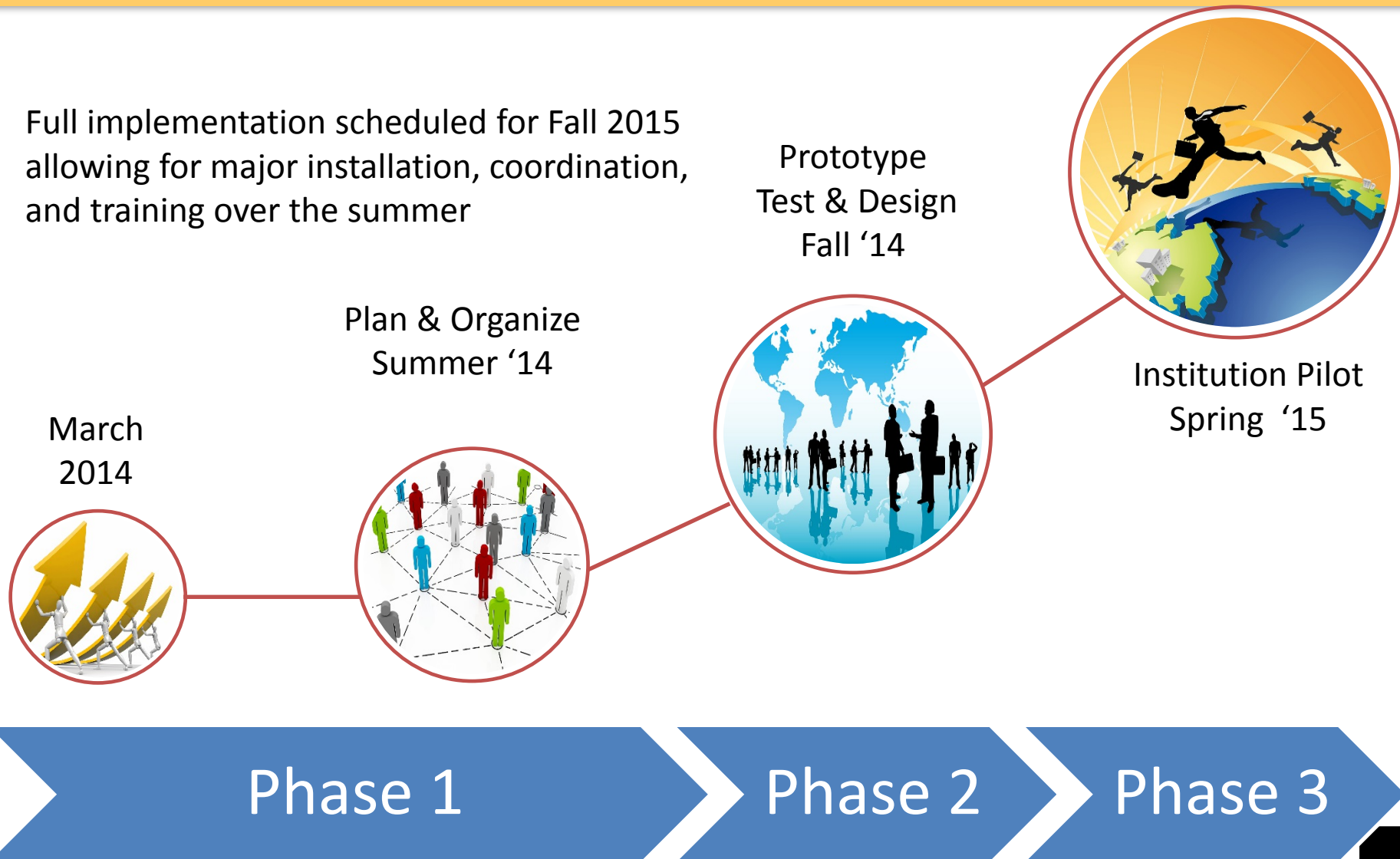
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eLearning Ecosystem



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



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Proposed set of 25 CSCU 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 CSCU institution/from a non-CSCU 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 CSCU undergraduate students who transferred or graduated per 100 undergraduate FTEs (segment by transfer to and graduation from CSCU/non-CSCU 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 CSCU 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)

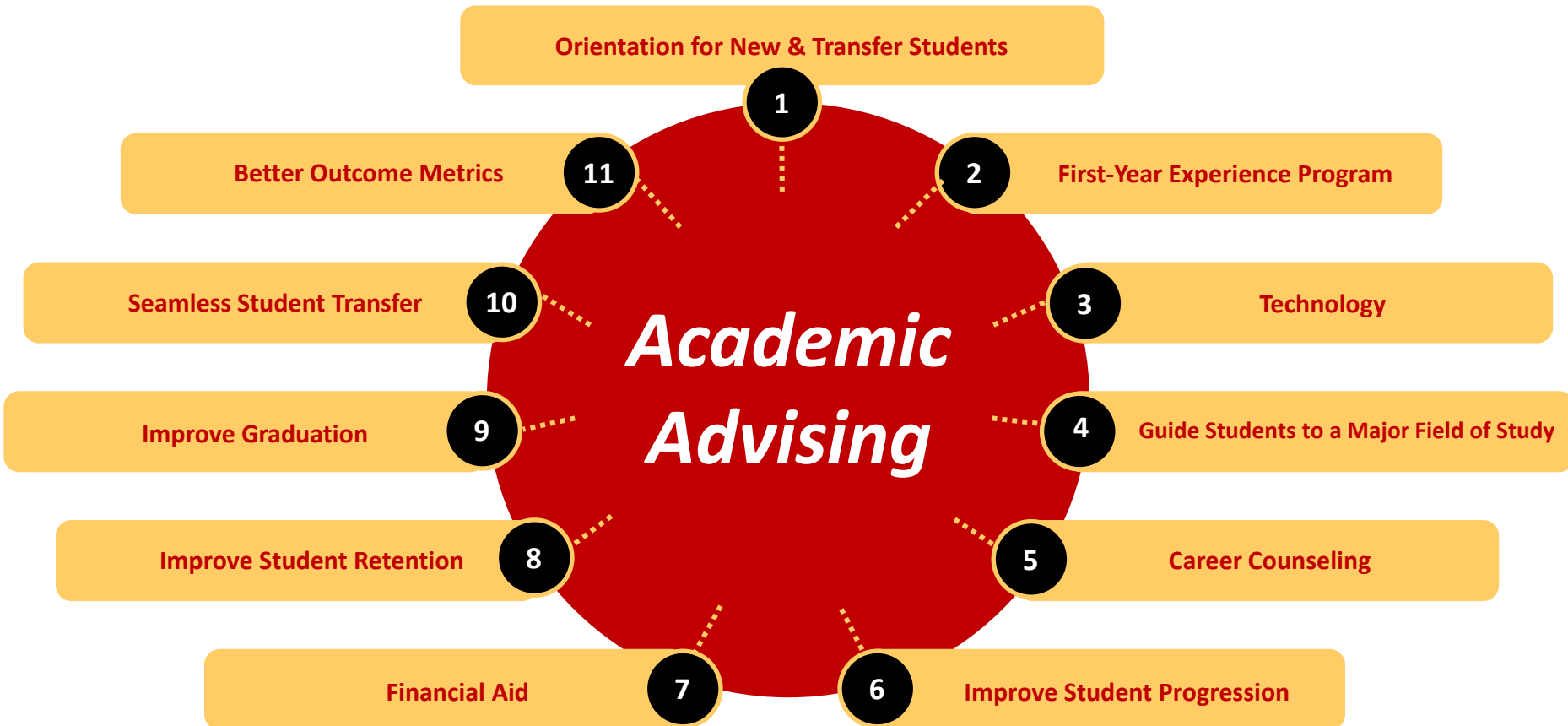
Reflects feedback from Presidents workshop and system leadership discussions

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)
		★ State appropriations as a percent of revenue	State appropriations as a percent of total revenue
	Resource sustainability	★ 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



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Transfer and Articulation

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



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

