Strategic Planning

CHARTING CENTRAL'S FUTURE

AGENDA

- Review Timeline of Goals and Actions

- Progress Report for Strategic Themes

  - Overview of Discussions

  - Questions Surrounding Strategic Theme

  - Work to be Completed

  - Questions for Group

- Review Guidance to Work Groups and Work Group Deliverable

- Outstanding Questions

REVIEW TIMELINE OF GOALS AND ACTIONS

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

WORK GROUP TIMELINE

- March 29th   Work Group Launch
- April – May   Work Groups Meet / Hold Focus Group(s)
- **Mid/Late April   Work Group Mid-Point Check In**
- May 5   Work Groups Submit Deliverables
- May 9 or 10   Campus Update Session

RECOMMENDED STRATEGIC THEMES

Increase retention and enrollment

Enhance academic excellence

Expand community engagement and strategic partnerships

Develop and diversify additional funding

Build campus climate

PROGRESS REPORT FOR STRATEGIC THEMES

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 and 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)

REVIEW GUIDANCE AND DELIVERABLE

GUIDANCE TO STRATEGIC PLANNING WORK GROUPS

- The charge of the work groups is to:
  - Review information and data
  - Gain clarity around the theme
  - Engage in thoughtful conversations
- Work groups will 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

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

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

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 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

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

FORMULATING MEASURABLE OBJECTIVES

	Definition	Benefits
Frequently Discussed	Goals should be embedded in ongoing discussions to review progress, allocate resources, prioritize initiatives, and provide feedback.	• Provides 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	Goals are 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	Goals and current performance should be made 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

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
- Blackboard
- www.ccsu.edu/strategicplan

A FEW CLOSING THOUGHTS

- Strategic priorities should **reinforce one another** to ensure the different parts of the University are moving in tandem.

- Priorities **shouldn't conflict with one another** or pull the University in opposing directions.

- **Tell a coherent and compelling story** through strategic priorities about how the University as a whole will create value in the future.

- Strategy is **not about fixing everything in advance** or guiding every choice in detail.

- **Limit the number of objectives** to a handful. Having a small number will be easier to understand, communicate throughout the organization, and remember.

QUESTIONS AND DISCUSSION

THANK YOU

www.ccsu.edu/pan