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
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
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

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

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<th>Definition</th>
<th>Benefits</th>
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| **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 MIT Sloan, 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