



Central Connecticut State University

February 18, 2020

President Mark Ojakian
Connecticut State Colleges & Universities
61 Woodland St.
Hartford, CT 06105

Dear President Ojakian,

On behalf of the Central Connecticut State University (CCSU) family, I am very proud to submit our proposed Strategic Plan 2030: Changing Lives, Building Communities; Central to Connecticut.

As the state's oldest public institution of higher education with a long record of success, we have established a path forward that builds on our strengths and distinctive features, while encouraging innovation and participation within every facet of the University community.

Our new vision for CCSU is the result of a year-long, collaborative process. All along the way, our students, faculty, staff, alumni, union leaders, System leadership, Board of Regents members, elected officials, and other stakeholders were provided opportunities for sharing their ideas and feedback, including a survey, a series of open forums, small group meetings, and email. I am so grateful for their willingness to support their University and invest in its future. I also am extremely appreciative of the time, effort, and generosity of the Strategic Planning Steering Committee, the Work Groups, and the University Planning & Budget Committee (UPBC) whose members did the heavy lifting in both the planning and development processes.

In setting priorities, we were especially mindful of current enrollment issues and the financial challenges they present; the state's fiscal realities; the workforce and technology needs of business and industry; and, among other factors, the growing Hispanic population in our state and our country.

The resulting plan organizes our priorities into five goals: prepare graduates who will thrive in an ever-changing economy; increase access to higher education; foster an inclusive and safe campus culture, advance scholarship, service learning, and community development for the public good; and assure the University's financial sustainability. As important as the goals are, so too are the specific objectives and metrics we included to determine achievement of each goal.

While a strategic plan is required for accreditation by the New England Commission on Higher Education (NECHE), it serves an even greater purpose. Over the next decade, it will guide our strategic investments; it will help persuade prospective and current donors that this University is worthy of investment; it will demonstrate to business and industry leaders that we are willing partners in workforce development; it will inform our current and prospective students of our resolve to prepare graduates who are ready for the complexities of the 21-st century work environment; and to our communities, it emphasizes our commitment to working with them to solve the issues they are facing.

While the strategic plan serves as our primary guide, we also created an action plan that identifies key activities within each University division to achieve each goal and objective. Also, a financial model was developed that will inform us about implementation costs and funding sources.

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I am grateful that both the University Planning and Budget Committee and Faculty Senate have fully reviewed and unanimously voted to endorse our plan. With great anticipation, we respectfully request your approval as well.

Sincerely,

Zulma R. Toro
President

1615 Stanley Street - P.O.Box 4010 - New Britain, CT 06050-4010 - T: 860-832-3000 - F: 860-832-3033 - www.ccsu.edu

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CC: Provost Jane Gates