Charter Oak State College

2018 - 2022 Strategic Plan

Students First: Realigning for the 21st Century

Report Date: August 6, 2018
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Charter Oak State College Mission Statement

As part of the Connecticut State Colleges & Universities (CSCU) system, Charter Oak State College, the state's only public, online, degree-granting institution, provides affordable, diverse and alternative opportunities for adults to earn undergraduate and graduate degrees and certificates. The College's mission is to validate learning acquired through traditional and non-traditional experiences, including its own courses. The college rigorously upholds standards of high quality and seeks to inspire adults with the self-enrichment potential of non-traditional higher education.

Charter Oak State College Institutional Philosophy

The Charter Oak State College institutional philosophy asserts that:

- college level learning can be acquired anywhere, anytime, and in many ways;
- such learning can be assessed;
- when assessed, it should be accredited via appropriate means;
- learning is effectively enhanced via collaborative interaction with faculty and peers; and
- advisement is critical to student success.
## Objectives, Strategies, and Tactics

### Strategies and Tactics Legend

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<th>Evaluation Criteria</th>
<th>Cost/Investment</th>
<th>Human Capital</th>
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<td><strong>High (H)</strong></td>
<td>Substantive single or multiple capital investments and/or ongoing operating expenses required over an extended period of time.</td>
<td>Requires sustained and substantial investment of time over an extended time period by one or members of existing staff, hiring of part-time or full-time staff, or long-term use of outside resources required.</td>
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<td><strong>Medium (M)</strong></td>
<td>Substantive, single capital investment and/or front-end operating cost load of an amount requiring identification and justification within the capital and/or operating budgets with minimal incremental investment or cost required.</td>
<td>Requires regular periodic investments of time over an extended time period by one or more members of existing staff. Increased use of temporary supplemental staffing or outside resources will be required.</td>
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<td><strong>Low (L)</strong></td>
<td>No or low cost. Can be absorbed in operating budget with minimal incremental cost or investment.</td>
<td>Requires minimal or occasional time involvement by current staff that can be absorbed within normal position responsibilities. No or minimal supplemental staffing or outside resources required.</td>
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Objective # 1 - Enrollment Growth and Retention

Definition - Those strategies and tactics that promote student recruitment, engagement, retention, success, persistence, and graduation.

Performance Goals:

<table>
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<th>Enrollment Goals by Fiscal Year</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
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<td>New/Readmit-Undergraduate</td>
<td>907</td>
<td>916</td>
<td>925</td>
<td>934</td>
<td>944</td>
</tr>
<tr>
<td>Retention Goal</td>
<td>607</td>
<td>614</td>
<td>621</td>
<td>628</td>
<td>635</td>
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<tr>
<td>Total Enrollment-Fall</td>
<td>1,529</td>
<td>1,549</td>
<td>1,590</td>
<td>1,638</td>
<td>1,686</td>
</tr>
<tr>
<td>Total Enrollment-Spring</td>
<td>1,629</td>
<td>1,668</td>
<td>1,717</td>
<td>1,773</td>
<td>1,831</td>
</tr>
<tr>
<td>Total Enrollment-Summer</td>
<td>930</td>
<td>963</td>
<td>1,003</td>
<td>1,045</td>
<td>1,092</td>
</tr>
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Strategy # 1: Examine tuition and fee structure, related policies, and procedures.

Tactic # 1: Do not drop registration when we know that financial aid is pending
Measure: Policy implementation including identification of data to be used to implement.
Target Completion Date: Fall 2018
Responsibility: Cabinet and Executive Committee
Resource Requirements: Cost/Investment __L__ Human Capital __L__

Tactic # 2: Review and revise tuition and fee structures.
Measure: Report and proposal from Business Office; secure BOR approval if required.
Target Completion Date: Annually
Responsibility: Business Office and Executive Committee
Resource Requirements: Cost/Investment __L/M__ Human Capital __L__

Tactic # 3: Explore incentive options for alumni to return for additional degrees and certificates
Measure: Policy developed and implemented.
Target Completion Date: Fall 2019
Responsibility: Enrollment Management Committee
Resource Requirements: Cost/Investment __L/M__ Human Capital __L__

Tactic # 4: Offer free applications for targeted populations or at periodic intervals
Measure: Policy changed/updated including metric to be utilized to measure success of promotion.
Target Completion Date: Fall 2018
Responsibility: Admissions and Executive Committee
Resource Requirements: Cost/Investment __L__ Human Capital __L/M__
Tactic # 5: Identify and implement enrollment/retention financial incentives based upon student interest/demand.
Measure: Develop new policy.
Target Completion Date: Ongoing
Responsibility: Enrollment Management Committee
Resource Requirements: Cost/Investment _L/M_ Human Capital _L_

Tactic # 6: Explore a transfer review price for students transferring in most of their degree and therefore taking a minimum of credits from COSC.
Measure: Develop new policy and implement, secure BOR approval if required.
Responsibility: Business Office and Executive Committee
Target Completion Date: Fall 2020
Resource Requirements: Cost/Investment _L/M_ Human Capital _L_

Strategy # 2: Expand student services support offerings.

Tactic # 1: Explore utilization and sharing of BOR resources.
Measure: Individual initiative agreements.
Target Completion Date: Fall 2020
Responsibility: Executive Committee
Resource Requirements: Cost/Investment _H_ Human Capital _H_

Tactic # 2: Establish a Student Action Retention Committee
Measure: Committee formed. Develop metrics to be used to measure retention Initiative(s) success.
Target Completion Date: Fall 2018
Responsibility: Academic Advising/Student Services
Resource Requirements: Cost/Investment _L_ Human Capital _L_

Tactic # 3: Create an Alumni Relations office.
Measure: Prepare needs analysis, cost analysis, and recommendations report.
Target Completion Date: Fall 2020
Responsibility: Executive Committee
Resource Requirements: Cost/Investment _H_ Human Capital _L/M_

Tactic # 4: Enhance career services offerings.
Measure: Prepare needs analysis, cost analysis, and recommendations report.
Target Completion Date: Fall 2019
Responsibility: Academic Advising/Student Services
Resource Requirements: Cost/Investment _L/M_ Human Capital _L/M_

Tactic # 5: Enhance resources/services for military and veterans.
Measure: Prepare needs analysis, cost analysis, and recommendations report.
Target Completion Date: Fall 2019
Responsibility: Admissions and Academic Advising
Resource Requirements: Cost/Investment _L/M_ Human Capital _L/M_
**Tactic # 6:** Enhance accessibility services.
Measure: Prepare needs analysis, cost analysis, and recommendations report.
Target Completion Date: Fall 2019
Responsibility: Academic Advising/Student Services
Resource Requirements: Cost/Investment _M_ Human Capital _M_

**Tactic # 7:** Expand tutoring.
Measure: Prepare needs, cost analysis, and recommendations report.
Target Completion Date: Fall 2019
Responsibility: Academic Affairs/Academic Advising
Resource Requirements: Cost/Investment _M_ Human Capital _M_

**Strategy # 3: Promote faculty and student engagement.**

**Tactic # 1:** Re-examine faculty mentorship structure and processes.
Measure: Develop proposal by Academic Council.
Target Completion Date: Fall 2019
Responsibility: Academic Council
Resource Requirements: Cost/Investment _L_ Human Capital _L_

**Tactic # 2:** Enhance faculty recognition program.
Measure: Develop proposal by Academic Council and Student Association.
Target Completion Date: Fall 2020
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _L_ Human Capital _L_

**Tactic # 3:** Enhance student recognition program.
Measure: Develop proposal by Academic Council and Student Association.
Target Completion Date: Fall 2020
Responsibility: Academic Affairs/Student Services
Resource Requirements: Cost/Investment _L_ Human Capital _L_

**Strategy # 4: Evaluate, create, and revise academic policies and procedures.**

**Tactic # 1:** Review policies related to minimum credit requirement for admission
Measure: Develop new policy
Target Completion Date: Fall 2018 (pilot)
Responsibility: Executive Committee
Resource Requirements: Cost/investment _L/M_ Human Capital _L_

**Tactic # 2:** Review required timing of prerequisite course IDS101
Measure: Develop proposal by Academic Council.
Target Completion Date: Fall 2019
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _L_ Human Capital _L_
Tactic # 3: Explore offering on-demand courses
Measure: Conduct feasibility study and recommendations.
Target Completion Date: Fall 2020
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _L/M_ Human Capital _L_

Tactic # 4: Explore more options for non-credit and credential offerings.
Measure: Market study.
Target Completion Date: Fall 2021
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _M_ Human Capital _M_

Strategy # 5: Enhance marketing and enrollment initiatives.

Tactic # 1: Explore geographic market expansion and penetration.
Measure: Market survey.
Target Completion Date: Spring 2019
Responsibility: Executive Committee
Resource Requirements: Cost/Investment _M_ Human Capital _M_

Tactic # 2: Explore new demographic markets.
Measure: Market study.
Target Completion Date: Fall 2021
Responsibility: Executive Committee
Resource Requirements: Cost/Investment _M_ Human Capital _M_

Tactic # 3: Employ a greater use of alumni testimonials and participation in recruitment and retention activities.
Measure: Collection of artifacts and development of marketing initiatives
Target Completion Date: Fall 2019
Responsibility: Marketing
Resource Requirements: Cost/Investment _L/M_ Human Capital _L/M_

Tactic # 4: Expand corporate outreach marketing initiatives.
Measure: Identification of outreach initiatives and related success metrics.
Target Completion Date: Ongoing
Responsibility: Admissions, Executive Committee
Resource Requirements: Cost/Investment _H_ Human Capital _H_

Tactic # 5: Implement broader marketing and recruitment program.
Measure: Development of plan and success metrics.
Target Completion Date: Fall 2019; ongoing.
Responsibility: Marketing and Admissions
Resource Requirements: Cost/Investment _M/H_ Human Capital _M/H_
Strategy # 6: Create and implement an institutional branding plan.

**Tactic # 1:** Enhance market and brand recognition.
Measure: Conduct a market study and brand analysis; prepare analysis and recommendations report.
Target Completion Date: Fall 2020
Responsibility: Marketing
Resource Requirements: Cost/Investment _H__ Human Capital __H__

**Tactic # 2:** Work with BOR to define a branding development plan positioning COSC as part of CONNSCU.
Measure: Individual initiative agreements.
Target Completion Date: Fall 2020
Responsibility: Executive Committee
Resource Requirements: Cost/Investment _L/M__ Human Capital _M/H__

**Tactic # 3:** Explore renaming the college.
Measure: Prepare analysis and recommendations report, part of Tactic #1.
Target Completion Date: Fall 2020
Responsibility: Executive Committee
Resource Requirements: Cost/Investment _H__ Human Capital __H__
Objective # 2- Program Rationalization

Definition- Those strategies and tactics that examine the development of new programs, product and service offerings; enhancements to existing programs, products, and service offerings; and elimination of non-performing programs, products, and services.

Performance Goals:

FY19 Budget-Total Revenue $ 16,632,675
FY19 Budget-Total Expense $ 16,543,745
FY19 Budget-Net Gain $ 88,930

Strategy # 1: Increase the number of degree and graduate, undergraduate, and certificate programs.

Tactic # 1: Conduct market study to determine current and future potential high demand programs.
Measure: Market study report.
Target Completion Date: Spring 2019
Responsibility: Marketing
Resource Requirements: Cost/Investment M___ Human Capital M___

Tactic # 2: Increase the number of graduate degree programs and/or tracks in existing programs.
Measure: Implementation of new programs.
Target Completion Date: Two (2) in FY 2019-2020; additional programs dependent on marketing study and financial resources.
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment H___ Human Capital H___

Tactic # 3: Increase the number of undergraduate bachelor degree programs.
Measure: Implement new programs.
Target Completion Date: Dependent upon marketing study.
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment L/M___ Human Capital L/M___

Tactic # 4: Increase the number of certificate programs.
Measure: Implement new programs.
Target Completion Date: Dependent upon marketing study.
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment L/M___ Human Capital L/M___
Tactic #5: Modify internal procedures to offer financial aid for students enrolled in certificate programs.
Measure: Creation of new policy and financial aid operating procedures.
Target Completion Date: Fall 2019
Responsibility: Financial Aid Office
Resource Requirements: Cost/Investment _L/M_  Human Capital _L/M_

Strategy # 2: Continue to modify or terminate non-performing degree and certificate programs.

Tactic # 1: Apply BOR degree program key performance indicators to evaluate program and service performance.
Measure: Annual report to BOR.
Target Completion Date: Annually
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _L_  Human Capital _L_

Tactic # 2: Analyze current programs based on above determined criteria.
Measure: Seven-year program review and annual low enrollment program review reports.
Target Completion Date: Annually.
Responsibility: Academic Affairs
Resource Requirements: Capital Expenditure _L_  Human Capital _L/M_

Tactic # 3: Modify or terminate programs based on analysis findings and recommendations.
Measure: Modify or terminate programs based on above reports identified in Tactics # 1 & # 2 above following BOR procedures.
Target Completion Date: Annually
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _L_  Human Capital _L_

Strategy # 3: Create, reuse, or repurpose workforce or employer training, skills development trainings, non-credit bearing certificates, and seminars.

Tactic # 1: Conduct market research (including discussions with regional economic groups) to determine employer workforce development needs and capacity of COSC to develop products to meet these market needs.
Measure: Market study.
Target Completion Date: Fall 2021
Responsibility: Admissions/Corporate Recruiter
Resource Requirements: Cost/Investment _M_  Human Capital _M_
Tactic # 2: Develop company or industry specific training and development programs on a contract basis.
Measure: New programs dependent on marketing study.
Target Completion Date: Fall 2021
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _L/M_ Human Capital _L/M_

Tactic # 3: Develop regional/state-wide workforce or employer training and staff development programs.
Measure: New programs dependent on marketing study
Target Completion Date: Fall 2021, dependent on marketing study
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment _M/H_ Human Capital _m/H_

Strategy # 4: Enhance the quality of academic offerings and services.

Tactic # 1: Re-examine all student and faculty surveys about types, volumes, and quality of existing academic, advising, and student support services.
Measure: Prepare analysis and recommendation from Assessment Committee and Director of Institutional Effectiveness.
Target Completion Date: Fall 2019
Responsibility: Institutional Effectiveness Office
Resource Requirements: Cost/Investment __L__ Human Capital __L__

Tactic # 2: Strategically expand the awarding of credit through PLA processes.
Measure: Awarding of credit through collection of artifacts following PLA procedures.
Target Completion Date: Ongoing.
Responsibility: Admissions and Academic Advising
Resource Requirements: Cost/Investment __L__ Human Capital __L__

Tactic # 3: Continue expansion of OER / low-cost text materials across existing courses and new courses to be developed.
Measure: Implementation of OER in courses; measure cost savings to students.
Target Completion Date: Ongoing
Responsibility: Instructional Design and Academic Affairs
Resource Requirements: Cost/Investment __L__ Human Capital __L__

Tactic # 4: Evaluate faculty-student interaction.
Measure: Prepare analysis and recommendations report.
Target Completion Date: Fall 2020
Responsibility: Distance Learning Committee and Academic Affairs
Resource Requirements: Cost/Investment __L__ Human Capital __L__
Tactic # 5: Continue to meet universal design/accessibility course standards and implement in all existing and future courses.
Measure: Achieve 100% ADA compliance.
Target Completion Date: Fall 2020
Responsibility: Instructional Design
Resource Requirements: Cost/Investment _L/M__ Human Capital _L/M__

Tactic # 6: Evaluate faculty compensation and evaluation system.
Measure: Recommendation report prepared by Assessment Committee and Business Office.
Target Completion Date: Fall 2019
Responsibility: Assessment Committee and Business Office
Resource Requirements: Cost/Investment __L__ Human Capital __L__

Strategy # 5: Evaluate COSC academic residency policies

Tactic #1: Review pilot program of elimination of 9 credit admission requirement for undergraduate degree programs.
Measure: Policy recommendation report.
Target Completion Date: Fall 2019
Responsibility: Executive Committee
Resource Requirements: Cost/Investment ___L___ Human Capital ___L___

Tactic # 2: Review current guidelines for the maximum number of credits the college will accept from alternative credit-equivalent sources.
Measure: Policy recommendation report.
Target Completion Date: Fall 2020
Responsibility: Executive Committee
Resource Requirements: Cost/Investment ___L___ Human Capital ___L___
Objective # 3: Resource Realignment

Definition- Those strategies and tactics that support the alignment of human capital, financial resources, assets and related financing, and operating resources to support the achievement of the organization’s mission.

Strategy # 1: Align organizational structure and staffing to achieve institutional mission.

Tactic # 1: Review the organizational structure, staffing levels, and organizational culture required to determine capacity for growth and ability to meet student needs.
Measure: Report from consultant aligning to union contracts.
Target Completion Date: Fall 2021
Responsibility: Executive Committee
Resource Requirements: Cost/Investment ___M___ Human Capital ___L___

Tactic # 2: Evaluate technical support and training services needed for staff including creation of training materials and documentation for multimedia equipment available in relevant rooms.
Measure: Analysis and recommendations report.
Target Completion Date: Fall 2019
Responsibility: Instructional Technology
Resource Requirements: Cost/Investment ___L___ Human Capital ___L___

Tactic # 3: Re-examine faculty structure, both core and teaching faculty.
Measure: Analysis and recommendations report.
Target Completion Date: Fall 2020
Responsibility: Academic Affairs
Resource Requirements: Cost/Investment ___L___ Human Capital ___L___

Tactic # 4: Evaluate, integrate, and/or terminate CTDLC operations.
Measure: Closure and termination of existing contracts.
Target Completion Date: Summer 2019
Responsibility: Executive Committee
Resource Requirements: Cost/Investment ___L/M___ Human Capital ___L/M___
Strategy # 2: Establish COSC as a strategic partner and contributor to the BOR for the mutual benefit of the CSCU system.

  **Tactic # 1:** Submit proposals that build upon COSC’s expertise that will strengthen the system and help the system become more efficient and more-financially stable.
  - Measure: Proposal submitted adopted by the System Office
  - Responsibility: Executive Staff
  - Target Completion Date: Fall 2018 and ongoing
  - Resource Requirements: Cost/Investment _M/H_ Human Capital _M/H_

Strategy # 3: Expand Institutional Advancement support to increase grant opportunities and volume of fund-raising initiatives.
  - Measure: Prepare analysis and recommendations report.
  - Target Completion Date: Fall 2021
  - Responsibility: Executive Staff
  - Resource Requirements: Cost/Investment _M_ Human Capital _M_
Objective # 4: Process Improvement

Definition - Those strategies and tactics that promote internal operational efficiencies and effectiveness.

Strategy # 1: Create standardized processes for the creation and modification of institutional policies and practices.

Tactic # 1: Develop and implement a t standardized processes for making procedural changes and enhancements, aligned to Banner, including implementing new projects, products, and procedures.
Measure: Review, update, and distribution of written procedures.
Target Completion Date: Fall 2019
Responsibility: Banner Implementation Team
Resource Requirements: Cost/Investment ___ Human Capital ___

Tactic # 2: Create a standard for documenting student contact and communications within Student Information Systems.
Measure: Review, update, and distribution of written procedures.
Target Completion Date: Fall 2020
Responsibility: Banner Implementation Team
Resource Requirements: Cost/Investment ___ Human Capital ___

Strategy # 2: Identify and implement an internal, formalized training and development program that leads to continuous improvement.

Tactic # 1: Design and implement plans for faculty training and development.
Measure: Creation and implementation of training plan.
Target Completion Date: Ongoing
Responsibility: Instructional Design Staff and Undergraduate Administrator
Resource Requirements: Cost/Investment ___ Human Capital ___

Tactic # 2: Design and implement plans for staff training and development.
Measure: Creation and implementation of training plan.
Target Completion Date: Ongoing
Responsibility: Human Resources
Resource Requirements: Cost/Investment ___ Human Capital ___

Tactic # 3: Develop and conduct executive, management, and staff training in areas of leadership, conflict resolution, teambuilding, and other skill sets.
Measure: Creation and implementation of training plan.
Target Completion Date: Ongoing
Responsibility: Human Resources
Resource Requirements: Cost/Investment ___ Human Capital ___
Strategy # 3: Clearly document COSC processes and workflows.

**Tactic # 1:** Create departmental policies and procedures manuals.  
Measure: Creation and distribution of manuals, reviewed and annually.  
Target Completion Date: Fall 2020  
Responsibility: All Departments  
Resource Requirements: Cost/Investment ___L___ Human Capital ___M___

**Tactic # 2:** Create a job duties quick-reference guide and FAQ’s for each department for staff use only.  
Measure: Creation and distribution of FAQ’s; reviewed annually, updated as required.  
Target Completion Date: Fall 2021  
Responsibility: All Departments  
Resource Requirements: Cost/Investment ___L___ Human Capital ___L___
**Objective # 5: Internal & External Communication Improvement**

**Definition**: Those strategies and tactics that promote efficient and effective communications to both internal and external constituencies.

**Strategy # 1: Implement a formalized information internal and external distribution structures and processes.**

**Tactic # 1**: Review and verify posting of official committee meetings minutes so they are available to all staff.

- **Measure**: Minutes posted and access announcement sent to staff.
- **Target Completion Date**: Fall 2018 and ongoing
- **Responsibility**: Committee Chairs
- **Resource Requirements**: Cost/Investment __L__ Human Capital __L__

**Tactic # 2**: Modify the format of the All Staff Meeting to include information sharing across all levels, not just executives to staff, but upward and lateral sharing of information as well.

- **Measure**: Modification of agenda.
- **Responsibility**: President
- **Target Completion Date**: Fall 2018
- **Resource Requirements**: Cost/Investment __L__ Human Capital __L__

**Tactic # 3**: Develop standard procedures for timely notification of safety issues/emergencies (such as lockdowns, etc.)

- **Measure**: Publish policy; distribute to staff.
- **Target Completion Date**: Fall 2018
- **Resource Requirements**: Cost/Investment __L__ Human Capital __L__

**Tactic # 4**: Create an organizational master calendar.

- **Measure**: Master calendar posted and accessible to all staff.
- **Target Completion Date**: Fall 2019
- **Responsibility**: Human Resources
- **Resource Requirements**: Cost/Investment __L__ Human Capital __L__

**Tactic # 5**: Create a KPI strategic plan dashboard accessible to all associates.

- **Measure**: Identify KPI, create and pilot dashboard.
- **Target Completion Date**: Fall 2019
- **Responsibility**: Executive Committee
- **Resource Requirements**: Cost/Investment __M__ Human Capital __M__
Strategy # 2: Improve staff accessibility to each other and students.

**Tactic # 1:** Create a life-cycle analysis of student communications from prospect to graduate to be reviewed for accuracy/quality by a cross-functional team. Measure: Publish and implement formal communications plan. Target Completion Date: Fall 2019 Responsibility: Enrollment Management Committee Resource Requirements: Cost/Investment ___L__ Human Capital ___H__

**Tactic # 2:** Share student communications with other departments to enhance targeted campaigns. Measure: Publish and implement formal communications plan. Target Completion Date: Fall 2019 Responsibility: Enrollment Management Committee Resource Requirements: Cost/Investment ___L__ Human Capital ___L__

Strategy # 3: Utilize marketing department to improve cohesion of institutional communication plan.

**Tactic # 1:** Publish, distribute, and implement communications plan. Measure: Create an institutional communications plan. Responsibility: Marketing Department Target Completion Date: Spring 2019 Resource Requirements: Cost/Investment ___M__ Human Capital ___M__

**Tactic # 2:** Develop a brand for internal and external communications, including digital, print, etc. Measure: Materials speaking from one voice Target Completion Date: Fall 2021 Responsibility: Marketing Department Resource Requirements: Cost/Investment ___M__ Human Capital ___M__

**Tactic #3:** Explore staffing needs required to develop and implement an institutional communication plan. Measure: Report to executive committee Target Completion Date: Fall 2019 Responsibility: Cabinet Resource Requirements: Cost/Investment ___M__ Human Capital ___M__
Objective # 6: Leverage Technology to Empower Transformation

**Definition**- Develop an IT ecosystem which has a strong foundation leveraging existing investments and resources of our system office for back-office technologies allowing Charter Oak IT to focus internal technology resources on enhancing and empowering the experiences of students, faculty, and staff.

**Strategy # 1: Formalize collaboration with the CSCU/CCSU to identify efficiencies and cost savings in the acquisition and usage of information technology infrastructure and systems.**

**Tactic # 1:** Migrate telephone system to CSCU multi-tenant system
Measure: Successful migration
Target Completion Date: Aligned to ITBD Move – Approximate 10/1/19
Responsibility: Information Technology
Resource Requirements: Cost/Investment _L__ Human Capital __M__

**Tactic # 2:** Shutdown Manafort Data Center and move into CCSU Energy Center Data Center.
Measure: Successful migration of data center
Target Completion Date: 7/1/2019
Responsibility: Information
Resource Requirements: Cost/Investment _M__ Human Capital __H__

**Strategy # 2: Explore collaboration with the BOR to identify efficiencies and cost savings in the acquisition and usage of enterprise and other operating software.**

**Tactic # 1:** Migrate all Charter Oak firewall needs under CSCU/CCSU firewall devices and remove Charter Oak specific firewalls.
Measure: Firewall traffic passing through CSCU/CCSU firewalls
Target Completion Date: Aligned to ITBD Move – Approximate 10/1/19
Responsibility: Information Technology
Resource Requirements: Cost/Investment _H__ Human Capital __M__

**Tactic # 2:** Implement Ellucian Banner and related modules (CRM, DegreeWorks, TouchNet)
Measure: Formalized project plan for July 1, 2020 migration.
Target Completion Date: July 1, 2020 (although modules may be phased before or after core product launch.)
Responsibility: Information Technology, Banner Implementation team
Resource Requirements: Cost/Investment _H____ Human Capital __H__
Strategy # 3: Ensure technology supports the strategic direction of the institution.

**Tactic # 1:** Re-construct a multi-year technology strategic plan based on Objective 6 (overall).
Measure: Creation of plan  
Target Completion Date: 7/1/2019  
Responsibility: Information Technology, Executive Committee  
Resource Requirements: Cost/Investment __M__  Human Capital __M__

**Tactic # 2:** Identify critical points in student lifecycle which can be improved with technology.
Measure: Process design/Gap analysis done with Ellucian Banner implementation.  
Target Completion Date: 7/1/2019  
Responsibility: Information Technology  
Resource Requirements: Cost/Investment __L__  Human Capital __L__

Strategy # 4: Develop and enhance technology to improve end-user operational efficiency and effectiveness, and customer experience.

**Tactic # 1:** Increase adoption of document imaging to include additional departments.
Measure: Add two additional departments to document imaging rollout.  
Target Completion Date: 7/1/2020  
Responsibility: Information Technology, Departments to be identified  
Resource Requirements: Cost/Investment __M__  Human Capital __H__

**Tactic # 2:** Update website to improve functionality, enhance the COSC web experience, and make it friendlier and easier for students and prospects.
Measure: Student customer focus group feedback.  
Target Completion Date: 7/1/2020  
Responsibility: Information Technology  
Resource Requirements: Cost/Investment __H__  Human Capital __H__

**Tactic # 3:** Increase departmental involvement in “LiveChat.”
Measure: College-wide departmental adoption of LiveChat tool  
Target Completion Date: 7/1/2020  
Responsibility: Information Technology  
Resource Requirements: Cost/Investment __L__  Human Capital __L/M__
**Tactic # 4:** Implement technology-based retention tool(s) which facilitate faculty reporting of student participation, attendance, and concerns.

Measure: Implementation of SEAtS software.
Target Completion Date: 1/1/2019
Responsibility: Information Technology, Registrar, Academic Affairs
Resource Requirements: Cost/Investment _M_ Human Capital _M_