**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**

| Evaluation Criteria | Cost/Investment | Human Capital |
|---|---|---|
| High (H) | Substantive single or multiple capital investments and/or ongoing operating expenses required over an extended period of time. | 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. |
| Medium (M) | 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. | 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. |
| Low (L) | No or low cost. Can be absorbed in operating budget with minimal incremental cost or investment. | 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. |

**Objective # 1- Enrollment Growth and Retention**

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

**Performance Goals:**

| Enrollment Goals by Fiscal Year | FY19 | FY20 | FY21 | FY22 | FY23 |
|---|---|---|---|---|---|
| New/Readmit-Undergraduate | 907 | 916 | 925 | 934 | 944 |
| Retention Goal | 607 | 614 | 621 | 628 | 635 |
| Total Enrollment-Fall | 1,529 | 1,549 | 1,590 | 1,638 | 1,686 |
| Total Enrollment-Spring | 1,629 | 1,668 | 1,717 | 1,773 | 1,831 |
| Total Enrollment-Summer | 930 | 963 | 1,003 | 1,045 | 1,092 |

**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 Leaning 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 __L_      Human Capital _M__

    **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 _L__      Human Capital __L__

**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 _L__      Human Capital __L__

    **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 _L__      Human Capital __L__

    **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 _M__      Human Capital __M__

**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_