

BCG

BCG = Boston Consulting Group
Contract Value = \$1.8M
See <http://tinyurl.com/myc5svv>



Transform CSCU 2020

Board of Regents update

May 13, 2014

Critique of Transform CSCU 2020
Presentation by Bob Emiliani
www.leanprofessor.com
17 May 2014

Agenda

Provide an update on where we are with Transform CSCU 2020, including

- Objectives for BCG engagement and progress to date
- Proposed guiding principles to support decision-making for Transform

Provide an overview of program structure and initiatives

- Initiative leadership ("Executive sponsors") will share highlights of progress in each of their areas

Share high-level stakeholder engagement approach

CSCU Vision and Mission statements

MISSION & VISION

Our Vision for ConnSCU

Comment: Grow enrollments; an uninspired vision. Everyone wants to do that.

The Connecticut State Colleges & Universities will continually increase the number of students completing personally and professionally rewarding academic programs



ConnSCU's Mission

Comment: Economic growth, affordability, and increased graduation rate. Nothing new here.

The Connecticut State Colleges & Universities (ConnSCU) contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative, and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.

Comment: Vast majority of students stay in CT and are hired by area businesses. CSU system has lowest tuition in the state. Efforts to increase graduation rate going on for a decade or more. Can be improved by improving teaching and "pull assessment."

Board of Regents' Goals for CSCU

Approved as part of Strategic Planning process in June 2013

Comment: The plan assumes teaching is OK, and that that there is no need to improve the fundamental, mission-critical activity of the university.

A successful first year

- More students will complete a first year of college.

Improve student success

- Graduate more students with the skills to achieve life/career goals.

Maximize affordability and sustainability

- Making attendance affordable and our institutions financially sustainable.

Cultivate innovation and economic growth

- Create academic environments that cultivate innovation and prepare students to succeed in the 21st century job market.

Ensure equity

- Eliminate achievement disparities among ethnic/racial, economic, and gender groups.

Guiding principles for Transform CSCU 2020

Principles intended to narrow choices in initiative design, offer direction during "forks in the road"

Maintain core focus on student interests – operate with a "student first" mentality

Comment: Actions related to "student first" are few and mainly self-serving. For example, grow enrollments is not aligned with a "student-first" mentality.

Act in alignment with the vision, mission, and goals of CSCU

Balance the need to maintain institutional identity and missions with the opportunity to strategically leverage collective resources within the system

Actively seek to enhance effectiveness and efficiency across the system

Comment: Not clear if this pertains to administration or operations (teaching) or both.

Balance need for stability with need for progress

Provide transparency and ensure stakeholders have a voice in the process

Comment: Seems stakeholder voice is often ignored.

Maintain flexibility in systems and processes; ensure CSCU will be positioned for growth and able to respond nimbly to changing context

Comment: Focus should be on quality, not enrollment growth.

Preserve collective resolve to stay the course through this period of change

Update on where we are with Transform

What is Transform CSCU 2020?



Multi-year plan to unite 17 CSCU colleges and universities into one interdependent system

Increase accessibility and affordability for more students and positioning CSCU as the state system for higher education

Comment: Already doing that. Can do better via CI.

Position CSCU to serve as a major economic engine for Connecticut

Comment: Already doing that. Improve teaching.

Embark on a journey toward unparalleled excellence *Comment: Not actually doing anything differently. No administrative or academic process improvement. Mainly bureaucratic changes.*

Transform CSCU 2020 timeline

- **Fall 2013**
 - Conduct institution tours to collect input
 - Develop and approve key initiatives – the plan for Transform
- **Spring – Summer 2014**
 - Initiative participation from stakeholders
 - Begin planning for initiatives
 - Build fact base to inform options for future-state system

Where we are today
- **Fall 2014**
 - Continue stakeholder participation
 - Make informed recommendations
 - Begin implementation
- **2015 – 2016**
 - Support ongoing implementation
 - Refine initiative plans in light of evolving context

Objectives of BCG engagement and progress made to date

Areas of BCG engagement

1

Project management office (PMO)

2

Comment: Survey instrument structured as an affirmation of the plan. Poor survey design.

Stakeholder engagement

3

Hands-on support for 8 initiatives

Cross-campus registration & admissions	Long-term system-wide academic plan	Shared metrics	IT systems assessment
IT org. structure	Org. efficiency & effectiveness	Facilities master plan	Deferred maintenance plan

Progress to date



Established PMO structure

- ✓ Named executive sponsors & initiative leads
- ✓ Launched initiative planning process
- ✓ Developed guiding principles



Built high-level stakeholder engagement plan

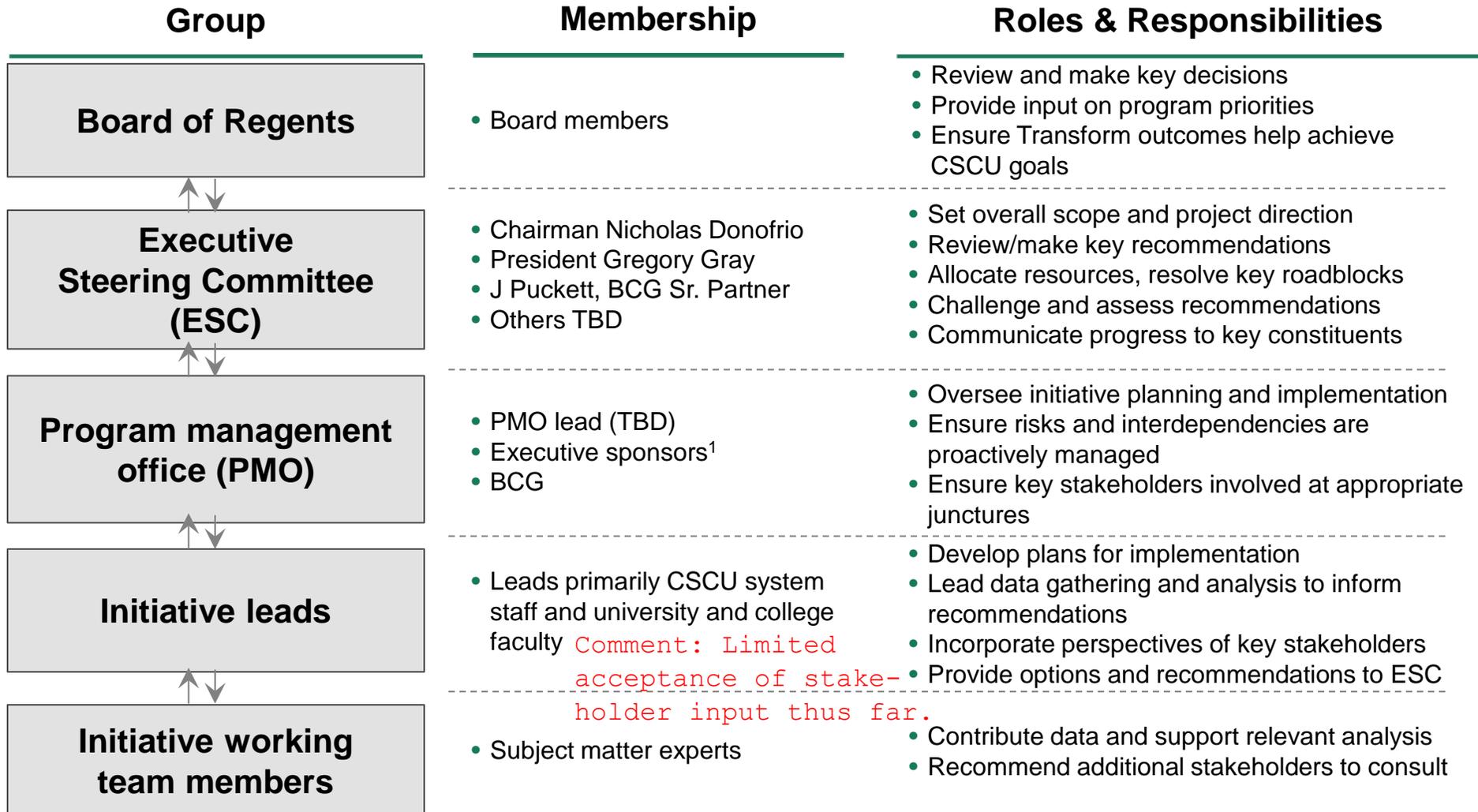
- ✓ Initial Board member engagement
- ✓ Developing faculty and staff survey with input from Presidents, AAUP & Faculty Senate, FAC – *target to send by end of week*
- ✓ Began to engage institution Presidents



Started building fact-base with initiative leads

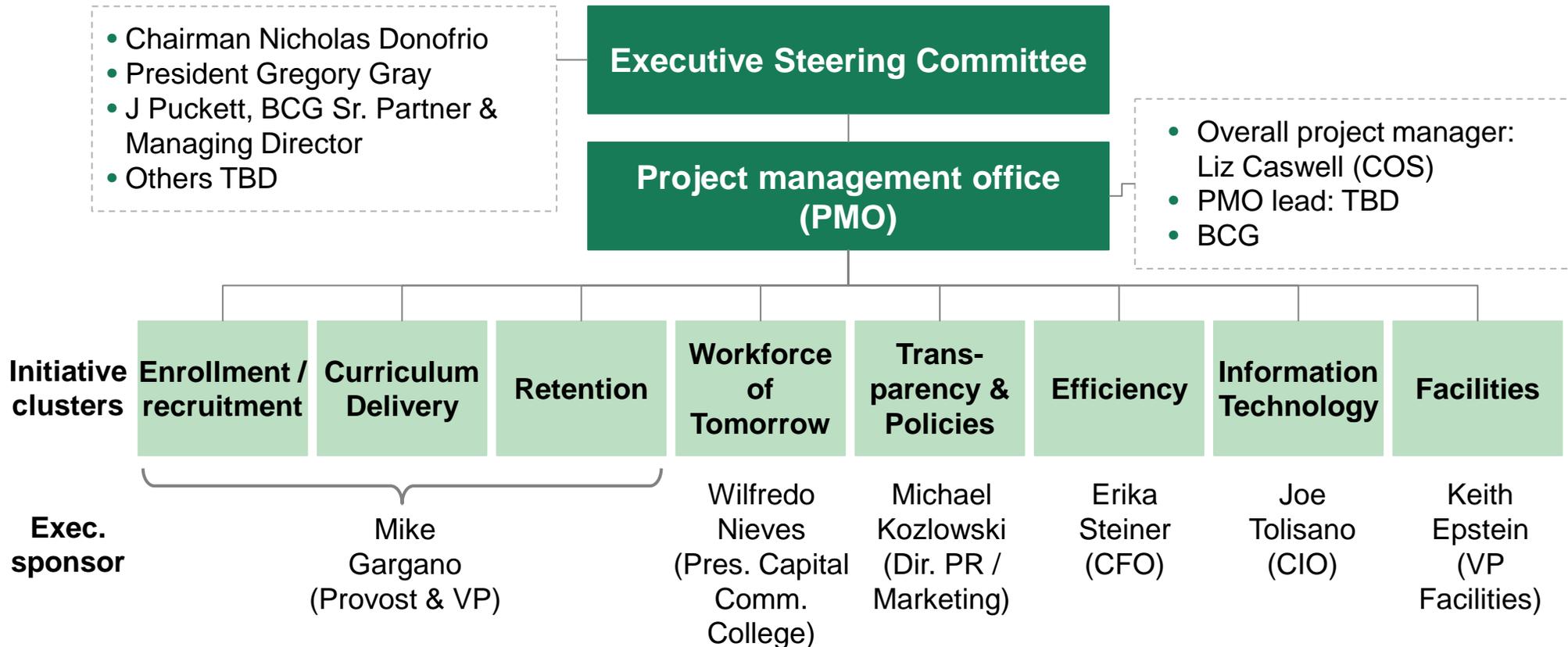
- ✓ IT
 - ✓ Organization
 - ✓ Facilities
- Comment: "Fact-base" likely means a narrow, numbers view of efficiency and effectiveness, led by BCG and CFO.

Transform CSCU 2020: key roles and responsibilities



1. Executive sponsors include Erika Steiner, Joe Tolisano, Wilfredo Nieves, Michael Kozlowski, Mike Gargano, Keith Epstein

Project Management Office to help oversee Transform planning and implementation



Comment: CFO in charge of "Efficiency"? Knowledge of budgets but no knowledge of process improvement. Everywhere I have seen this happen has resulted in restructurings and headcount reduction. Gives the appearance of having done something significant, but key value-creating processes remain unchanged.

Summary of Transform CSCU 2020 initiatives

Academic initiatives

Recruitment/ enrollment

- Cross campus registration and admissions
- Seamless student transfer
- Veterans recruitment
- International recruitment and study abroad programs
- Scholarship campaign
- Early college programs

Curriculum delivery

- Long-term system-wide academic plan
- System-wide academic calendar
- Online course utilization
- State-of-the-art classrooms
- Career-preparation COEs

Retention

- Go Back to Go Ahead
- K-12 system alignment

Comment RE Online courses: Not necessarily aligned with a "student-first" mentality. Improve on-ground academic processes to improve the human touch.

Operational initiatives

Workforce of tomorrow

- Labor needs and workforce programs
- Career-related programs (e.g., P Tech)
- Collaboration with business community
- Career pathway alignment – CT Tech System

Transparency and Policies

- System-wide policy transparency
- Shared metrics
- State appropriation consolidation
- Minimal tuition increase

Efficiency

- Organizational efficiency and effectiveness *Comment: Vague and lacking details.*

Information Technology

- IT system assessment
- IT organizational structure

Facilities

- Facilities master plan
- Deferred maintenance plan

Initiatives in gray supported by BCG *Comment: CFOs "Efficiency" initiative directly supported by Boston Consulting Group. Smells like headcount reduction.*

Transform CSCU 2020: Initiative detail

Category	Initiative name	Initiative description
Recruitment / enrollment	Cross campus registration & admissions	Facilitate cross campus registration and admissions processes
	Seamless student transfer	Provide total, seamless transfer for students within our SYSTEM
	Veterans recruitment	Aggressively recruit veterans and establish Veteran Success Centers at each college
	Intl recruitment & study abroad	Aggressively recruit international students and provide more native students opportunities for study-abroad
	Scholarship campaign	Launch a philanthropic campaign to support scholarships for our community college graduates who continue their studies at one of our universities
	Early college programs	Establish and grow excellent early college programs at each community college
Curriculum delivery	Long-term system-wide academic plan	Develop a long term academic plan from a SYSTEM perspective to ensure program development that is consistent with future resources and facilities
	System-wide academic calendar	Finalize a system-wide academic calendar
	On-line course utilization	Significantly increase utilization of on-line course delivery
	State-of-the-art classrooms	Build state of the art classrooms at each college whereby students from ALL campuses can benefit from the unique program and expertise at the host campus
	Career preparation COEs	Establish Centers of Excellence at each college to address enhanced learning and career preparation consistent with the state's workforce needs
Retention	Go Back to Get Ahead	Invest in the "Go Back to Get Ahead" program
	K-12 system alignment	Improve retention through alignment with the K-12 system to address developmental needs & student success progs.
Delivering workforce of tomorrow	Labor needs & workforce programs	Align college workforce development programs with state identified current and future labor needs
	Career-related programs (e.g., P-Tech)	Begin a relationship with IBM using the "P-Tech" model at a community college/local school and develop career related programs in finance, health care, hospitality, IT and manufacturing using P-Tech as a model
	Collaboration with business community	Collaborate with the business community to ensure that our priorities are consistent with the needs of the state's economic advancement
	Career pathway alignment – CT Tech. system	Better align career pathways with the Connecticut Technical High School System to enable more students to secure living wage jobs in growing industries
Transparency and Policies	System-wide policy transparency	Ensure that all academic, operational and organizational policies are transparent at the college and SYSTEM levels
	Shared metrics	Create shared metrics that quantify our impact.
	State appropriation consolidation	Consolidate state block appropriation into one SYSTEM appropriation
	Minimal tuition increase	Hold tuition increases to a minimum
Efficiency	Org. efficiency and effectiveness	Achieve overall organizational efficiency and effectiveness
Information Technology	IT systems assessment	Conduct an information technology assessment and develop a plan to upgrade IT throughout the entire SYSTEM
	IT organizational structure	More efficient and effective future-state IT organizational structure and governance model
Facilities	Facilities master plan	Consolidate facility planning into one SYSTEM plan including community colleges
	Deferred maintenance plan	Develop a comprehensive plan to address deferred maintenance

Comment: A large portion of our student population is not suited for online course delivery.

Comment: Vague & lacks details.

Transform CSCU 2020: Draft stakeholder engagement plan

		May - October	
		Gather input and engage	
Stakeholder group	Audience	July onward	
		Inform and update	
Inside CSCU	Board of Regents	<ul style="list-style-type: none"> Board members Ex officio members 	<ul style="list-style-type: none"> Surveys (e.g., faculty and staff) Leadership discussions (e.g., Student Advisory Committee, Faculty Advisory Committee) 1:1 interviews
	CSCU System level	<ul style="list-style-type: none"> CSCU executive team & staff 	
	CSCU Campus level	<ul style="list-style-type: none"> Presidents Faculty Staff Students 	
Outside CSCU	Elected officials	<ul style="list-style-type: none"> Governor's office Legislators 	<ul style="list-style-type: none"> Develop messaging & content Conversations with business and industry groups (e.g., Connecticut Business and Industry Alliance) Select 1:1 interviews to gather early input (e.g., Governor's office) <p style="text-align: center;"><i>Current focus</i></p>
	Business / community grps. & leaders	<ul style="list-style-type: none"> E.g., CBIA¹, key CEOs, NACCE,² Non-profits 	
	Alumni & donors	<ul style="list-style-type: none"> Alumni groups Top donors Foundations 	
	Press	<ul style="list-style-type: none"> Print Electronic 	
		<ul style="list-style-type: none"> Town Halls by college & university (<i>target early fall</i>) Leadership presentations Regular e-mail updates from President(s) 	<ul style="list-style-type: none"> Regional community forums (<i>target late fall</i>) Internal memos, group lunches
		<ul style="list-style-type: none"> Broadcast program updates / successes via OpEds, blogs, etc. 1:1 leadership interviews to communicate progress <p style="color: red;">Comment: See my We Can Do It! e-book for critique of consultant engagement in higher ed reform.</p>	<ul style="list-style-type: none"> Broadcast program updates / successes via OpEds, blogs, etc. 1:1s to align with fall budgeting cycle

1. Connecticut Business and Industry Association. 2. National Association for Community College Entrepreneurship.