Summary of CCSU Functions/Offices Reviewed Since 2017 and the Outcome

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome
1) University Task Force on Dining Services • Dining Services	August 2017 to July 2018	**Internal Review** • Expanded the number of meal plans students could select. • Reconfigured Devils Den, improved facilities and reduced the number of dining locations on campus. • Aligned dining hours to better meet student needs – later in the evening and mid-afternoon/early dinner.

2) AASCU
• Center for International Education (CIE)
• International programming
	October 2017	**External Review**
		• Establish interaction between the Division of Enrollment Management and CIE.
		  – Focus on recruiting students and set goals for recruiting international students.
		  – Hired international student recruiter.
		• Created an advisory board, International Education Committee, with representation from all schools/colleges and reports directly to Faculty Senate.
		• Provide additional professional development to better support students and to comply with SEVIS.
		• Complete an external review of the Intensive English Language Program (IELP, in progress and partnership with TESOL).

3) Task Force for the Sustainability of the CCSU Athletics Program • Athletics	November 2017	**Internal Review** • Require full- and partial-athletic scholarship recipients to live on campus. • Eliminated two sports (men's & women's golf) and two full-time head coaches. • Reduced scholarship spending by about 10 percent. • No longer contractually guarantee administrative staff privileges that don't directly impact student success or athletic operations such as car allowances, performance bonuses, speaking stipends, etc. • The department developed a five-year strategic plan and progress is reviewed annually. – Recruit additional non-scholarship athletes.

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4) Student Wellness Services
• Counseling
• Health Services
• Wellness Education
	November 2017 & August 2018	**Internal & External Review**
		• Co-located the services.
		• Updated privacy practices.
		• Expanded and fully implemented new software platform for medical records for both counseling and health services.
		  – Communication with students now conducted through secure portal.
		• Increased staff with terminal degrees
		  – Director of Student Health Services (MD).
		  – Director of Counseling and Student Development (Psy.D.).
		    ▫ Oversees the Office of Wellness Education, coordinator also has a terminal degree (Ph.D.).
		• Increased the number of counseling staff providing counseling to students from 2 FTE to 7.5 FTE.
		• Counseling standard operating procedures have been significantly expanded.

5) Financial Aid Services • Office of Financial Aid • Bursar • Office of Financial Literacy • Accounting • Undergraduate Admissions & Recruiting	December 2017	**External Review** • Process mapped core functions in the office; interviewed key staff. • There is an "extremely high level of automation and use of the Banner system" which helps to improve efficiency and accuracy while mitigating concerns about compliance with Title IV regulations. • The Office staff provides exceptional customer service. • The Office now works with Admissions and an outside vendor to engage in predictive modeling to target merit awards based on institutional enrollment goals. • Monthly reconciliation of student loans and Pell grants. • Improved customer service training for student workers. • Additional staffing with strong technology skills and compliance knowledge (search process underway). • Developed detailed documentation of processes including narrative and screenshots. • Policy and Procedures Manual is updated annually with input from all. • Each staff member developed and maintains a desk manual for daily, weekly, semester and annual office procedures that include step-by-step instruction (in progress).

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

6) Enrollment Management & Student Success Center Framework
• Office of Financial Aid
• Bursar
• Office of Financial Literacy
• Undergraduate Admissions & Recruiting
• Graduate Admissions
	December 2017 & January 2021	**Internal Review**
		• Student Success Team recommended a greater focus be placed on enrolling students.
		  – Created a new division: Enrollment Management.
		  – Hired an Associate Vice President of Enrollment Management, reporting directly to the President.
		  – Moved enrollment-related functional offices within Academic Affairs to the Division of Enrollment Management:
		    ▫ Financial Aid
		    ▫ Bursar
		    ▫ Financial Literacy
		    ▫ Undergraduate & graduate admissions

7) Workgroup for Innovation, Enterprise Engagement, and Entrepreneurship
• Institute of Technology and Business Development
• Office of Continuing Education
	October 2018 & April 2019	**Internal Review**
		• Findings included:
		  – The Institute of Technology and Business Development is supposed to be a self-sustaining unit, but in its last four of five years, operated with a deficit.
		  – Considerable overlap between the Institute of Technology and Business Development and the Office of Continuing Education.
		• Discontinued the Institute of Technology and Business Development (ITBD) and consolidated their services within the Office of Continuing Education.
		• Transferred remaining staff to the Office of Continuing Education.
		• Transitioned the maintenance of existing commitments, contracts and operations to the Office of Continuing Education.
		• Moved the Office of Continuing Education from an off-campus location to the Elihu Burritt Library.

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome
8) Presidential Task Force on Sexual Misconduct, Bullying, and Campus Climate • Human Resources • Office of Diversity and Equity • Women's Center	December 2018	**Internal Review** • Identified and administered nationally recognized campus climate surveys for students, faculty, and staff. Focus meetings held to communicate results with faculty, staff, and students. • Created the President's Commission on Diversity, Equity, and Inclusion. • Adopted a two-investigator model for sexual harassment and misconduct. • Identified and implemented software (Symplicity) to improve case management by streamlining investigations, disclosures and outcomes of investigations ranging from Title IX to discrimination. • Reengineered Human Resources (see below). • Reengineer the Office of Diversity and Equity (see below). • Examine bullying and develop policies (in progress).
9) CCSU Event Management Action & Transition Plan • Facilities Management • Student Center • Athletics	July 2019	**Internal Review** • Inventory all spaces where six or more people can congregate. • Require Intercollegiate Athletics and Recreation to enter complete event information to optimize use of facilities. • Expanded scope and charge of the Student Center to include campus-wide events planning. • Consolidated positions in facilities. • Decreased the number of student workers. • Reprioritized & restructured resources to optimize utilization.
10) Retention Summit • Retention of undergraduate students	August 2019	**Internal Review** • Recommended that a workgroup be created to explore alternative advising models, specifically dual advising (see below).

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

11) Sibson
• Human Resources
• Office of Diversity and Equity
• Office of the Ombudsperson
	September 2019	**External Review**
		• Process mapped core functions in the three offices.
		• Reengineered the Office of Diversity and Equity, now called the Office of Equity and Inclusion (OEI).
		  – Elevated the Director to a Vice President.
		  – Transitioned from a single investigator model to using two investigators to help decrease bias or conflicts of interest.
		  – Administered campus climate surveys to students, faculty and staff.
		  – Identified and implemented software to track complaints and the status of investigations more accurately.
		  – Streamlined the tracking of required trainings for employees and students.
		• Restructured the Office of the Ombudsperson.
		  – Created a full-time position reporting directly to the President.
		  – To avoid bias and conflict, the Ombudsperson serves in this role full-time and no longer has teaching or administrative responsibilities.

12) Dual Advising Workgroup
• Advising
	October 2019	**Internal Review**
		• Proposed and implemented a dual advising model where students are assigned both a professional advisor and a faculty advisor.
		  – Professional advisors are the primary advisor for students during years one and two; faculty advisors are the secondary advisors during this time.
		  – Faculty advisors become the primary advisor when the student reaches 60 credits; professional advisors transition to the secondary advisor.
		• Increased the number of advisors:
		  – In 2019, there were 12 advisors compared to 15 professional advisors in addition to the Director and Associate Director of advising.

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13) Review of CCSU Foundation • CCSU Foundation, Inc.	Spring 2020 to June 2022	**Internal Review** • Updated bylaws. • Updated the operating agreement. • Ensure alignment of projects. • Codified a set of operational policies and procedures to govern the organization. • Developed and adopted charters for all Board subcommittees. • Updated memorandum of understandings. • Developed policies and procedures for social giving or "crowdsourced gifts."

14) Foundational Assessment & Guide for CCSU in Implementing the CSCU Accessibility Policy for Electronic Information and Technology
• Library
• Information Technology
• Purchasing
• Web services
• Instructional design and distance learning
• Campus communications
• Student Disabilities Services
	Summer to fall 2020	**External Review**
		• Implement the CSCU policy on ensuring electronic and information technology is accessible (software, platforms, website, etc.) within three years (completed).
		  – Develop workgroup or task force to oversee project completion with representation from relevant areas such as Accessibility Services, library, faculty committees, purchasing, etc.
		  – Accessibility of current and archived non-library academic materials.
		  – Professional Development for faculty and IT staff.
		  – Transitioned the website to comply with accessibility requirements.
		• Prepare for this to be an ongoing commitment.

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15) Embedding Career Preparation into the CCSU Academic Experience
• Career Development Office
• Student Activities & Leadership Development
	August 2020	**Internal Review**
		• Align career preparation and the definition of career readiness with the standards outlined by the National Association of Colleges and Employers (NACE).
		  – NACE Core Competencies have been integrated into:
		    ▫ Career Development workshops.
		    ▫ Student coaching appointments.
		• Student Activities & Leadership Development has aligned their learning outcomes to the NACE competencies.
		• Integration of NACE Core Competencies in the curriculum (pending).

16) First-year Experience (FYE) Task Force
• First-year Experience
	April 2021	**Internal Review**
		• Established a new position, Coordinator of First Year Experience.
		• Hired a full-time Coordinator.
		• Re-imagined FYE. This entailed reestablishing FYE and transitioning it from a single course-based activity to an experiential year-long program that includes:
		  – FYE Courses which introducing students to academic options, connection to the CCSU community, and teaches self-advocacy and resource literacy.
		  – FYE Peer Leaders work collaboratively with faculty in the classroom and serve as a resource to new students.
		  – FYE events are planned for the entire academic year.
		  – Piloted "Camp Central" in summer 2023 where students were emersed in a 3-day camping experience with peer counselors and other new freshmen.

17) Student success programs • Success Central • First Year Connected • EOP	Annually, beginning in 2021	**Internal Review** • All student success programs evaluated to ensure participating students are more successful than randomly selected comparable comparison group (ongoing). – Metrics include grade point averages, credits attempted/earned, retention to next semester, and six-year graduation rates. • Focus restricted to freshmen and sophomore level students.

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

18) Mental Health Services and Programming
• Counseling and Student Development
	June 2021 & Feb. 2022	**Internal Review**
		• Develop standard operating procedures:
		  – Services provided to students using a public health framework, emphasizing strategies to promote mental health and healthy decision making, prevent escalation of mental distress, etc.
		    ▫ Promotion strategies (e.g., digital signage).
		    ▫ Prevention strategies (e.g., screening tools).
		    ▫ Intervention strategies (e.g., thorough intake and risk assessment).
		  – Crisis assessment and Intervention.
		  – Student access to services and programs.
		  – Quality assurance will be ensured via monitoring the following:
		    ▫ Clinical record reviews.
		    ▫ Student satisfaction surveys.
		    ▫ Professional development activities.
		    ▫ Electronic health record.
		    ▫ Data metrics and analysis.
		    ▫ Campus Mental Health Coalition.
		  – Student confidentiality.
		  – Cultural Competence.
		  – Collaboration between areas.

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

19) Admissions and Onboarding Review
• Undergraduate Admissions & Recruiting
• Graduate Admissions
• Marketing
• Communication
• Advising
• New Student Programs
• Financial Aid
• Office of Transfer and Academic Articulations
	October 2021	**Internal Review**
		• Merged Undergraduate Admissions & Recruiting and the Office of Transfer and Academic Articulations
		    ▫ Eliminated the position of Director of Academic Articulations & Partnerships.
		    ▫ Moved supporting positions such as clerical and student workers to other offices.
		• Undergraduate Admissions and Onboarding
		  – Increased the number of information sessions at community colleges.
		  – Created/enhanced Admissions outreach programs.
		  – Increased targeted marketing to students and their families, promoting Central's strengths and offerings.
		  – Create more innovative programs that attract a diverse population of students including low-income and first-generation student.
		  – Focus recruitment efforts on untapped populations.
		  – Offer more flexible program offerings and course delivery methods.
		  – Recruit more female undergraduate students.
		  – Diversify undergraduate student population.
		  – Created first-year roadmap to improve communication.
		  – Create strategic enrollment management plan (in progress).
		  – Implemented data management system (SLATE).
		  – Inquiries are directed to a central database.
		  – Streamline the CCSU inquiry form and subsequent processes.
		  – Increase family engagement and communication.
		  – Newsletter distributed to accepted and enrolled students and their families.
		• Graduate Admissions
		  – Directly admit into programs that use only the university admission criteria or that have specific/easily verified requirement.
		  – Create a master database of all program admission requirements to assist in identifying programs that have easily verifiable requirements.

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19) Continued - Admissions and Onboarding Review
• Undergraduate Admissions & Recruiting
• Graduate Admissions
• Marketing
• Communication
• Advising
• New Student Programs
• Financial Aid
• Office of Transfer and Academic Articulations
		– Frequent and consistent notifications and updates provided to program coordinators throughout the application process.
		– Graduate orientation transitioned to school/department/program.
		– Refine Admissions standards/practice to reduce the number of students that are denied.
		– Improved webpage navigation.
		– The "request more information" function is more engaging.
		– Webpage has been enhanced, now more engaging and attractive to students.
		– Increased communication about 3+2 programs.
		• Marketing and Communications
		– Marketing and Communication function more seamlessly, working closely with Admissions and offices responsible for onboarding students.
		– All marketing materials, including recruitment, enrollment, advancement, etc. must be coordinated and vetted.
		– Coordination of all brand, logos, marketing materials for the university.
		– A single repository oversees all materials that come from the university (in progress).
		– Coordination between all the different divisions that require marketing and communications.
		– Invest in staff for marketing and communications.
		  ▫ Hired an Associate Vice President for Marketing & Promotions.
		  ▫ Hired an Associate Vice President for Communications and Media.
		  ▫ Created a social media coordinator position, hiring process initiated.
		  ▫ Created a clear branding plan and management.
		• Created Financial Services
		– Merged the Office of the Bursar and Financial Aid.
		  ▫ Eliminated the Bursar position.

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20) AASCU:
• Human Resources
	2022	**External Review**
		• Reengineer Human Resources, a multi-year endeavor.
		  – Implemented professional development for supervisors.
		  – Reengineered the search process.
		  – Implemented professional development for academic department chairs.
		  – Implemented supervisor training.
		  – Implemented software.

21) CSCU Center/Institute Report • Center for Public Policy and Social Research • Office of Community Engagement	Fall 2022	**Internal Review** • Merged the Center for Public Policy and Social Research with the Office of Community Engagement. • Renamed the Center to reflect the enhanced emphasis on community engagement, expanded social research, and increased student involvement. It is now the Center for Community Engagement and Social Research. • Updated the mission statement to encompass the stronger emphasis on community engagement.
22) AASCU • Institutional Advancement	December 2022	**External Review** • Hired a seasoned professional, Vice President of Institutional Advancement. • Conducting a review of the staff (in progress). • Assessing the structural organization of the division (nearly complete). • Enhance marketing and strategic communications.

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

23) Advising Task Force
• Advising
	April 2023	**Internal Review**
		• Recommended specific changes to the Committee on Academic Advising (in progress)
		  – Update the bylaws, outlining specific actionable tasks to be completed annually.
		  – Develop an assessment tool for advising.
		  – Liaise with the Deans.
		  – Advocate for and oversee faculty training on academic advising.
		• Improve communication and advertise the benefits and purpose of a dual advising model to faculty and students (in progress).
		• Create a cross-functional workgroup to develop a timeline and plan to transition advising from a prescriptive advising approach to more developmental advising (in progress).

Reviewer & Department or Operation Reviewed	**Date of Review**	**Type of Review and Outcome**

24) Educational Talent Search (ETS) Programs
• TRIO
	April 2023	**External Review**
		• Revise and share recruiting materials with participating schools and post materials at student recruitment/registration events.
		• Maintain accurate and complete lists of student participants.
		  – Provide additional professional development for staff.
		  – Annually, develop new roster of students who started the program.
		  – Improve documentation, including complete applications and parental signoffs.
		• Improve communication with schools and stakeholders.
		  – Provide regular feedback on students.
		  – Schedule times to meet with students and/or school staff.

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

25) Task Force for the New College of Health and Rehabilitation Sciences
• Academic structure and organization of health-related programs
	May 2023	**Internal Review**
		• Create a new college to house health-related programs and a community clinic (in progress).
		• Departments and programs to move to the new college:
		  – Department of Nursing
		  – Department of Social Work
		  – Department of Counselor Education and Family therapy
		  – Exercise Science, BS
		  – Athletic Training, MS
		  – Doctor of Nurse Anesthesia Program
		• Search for a dean is underway.
		• Expand health-related academic programming (in progress).
		  – Creating a clinical based master's degree in social work.
		  – Rehabilitation Engineering, certificate.

Reviewer & Department or Operation Reviewed	**Date of Review**	**Type of Review and Outcome**

26) AASCU
• Human Resources
	May 2023	**External Review**
		• Search process
		  – Developed standard operating procedures.
		  – Updated forms.
		  – Procedures streamlined, redundancies removed and clarified processes.
		  – Updated the hiring manual.

Reviewer & Department or Operation Reviewed	Date of Review	Type of Review and Outcome

27) Non-credit Case Study/NECHE
• Office of Continuing Education, Professional Education courses
	Summer 2023	**Internal Review**
		• Assure quality – develop learning outcomes for all professional education (workforce development) courses (in progress).
		• Expand the amount of data collected and use this information to guide decision making.
		  – Collect demographic information on students (in progress).
		  – Expand data collected on key performance indicators (in progress).
		  – Utilize exam pass rate information from third-party providers to improve courses (pending).
		• Create stackable credentials that feed into credit-bearing programs (pending).
		• Update policies and procedures (pending).
		  – Compensation for faculty.
		  – Resource management.

Tally:

- 27 Separate reviews conducted by internal workgroups/taskforces or external consultants since 2017.
- 62 Offices or functions reviewed, some offices had multiple functions reviewed (unduplicated count = 42).