I. Project Identification

Project Title: CT Education Academy

Agency Name

Charter Oak State College/CT Distance Learning Consortium

Agency Business Unit

CT Board of Regents

Your Name (Submitter)

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II. Project Details

A. Project Dates

Proposed Start Date (MM/DD/YYYY)

7/1/2013

Expected Completion Date (MM/DD/YYYY)

6/30/18

Project Duration (in months)

60

B. **Project Description -** This information will be used for listings and report to the Governor and General Assembly on capital funded projects.

Charter Oak State College/CT Distance Learning Consortium along with Central Connecticut State University, the Department of Administrative Services (DAS), and the Bureau of Rehabilitation Services (BRS) and the Governor's Executive Committee for LEAN initiatives requests capital funding for the creation of the *CT Education Academy*, a State Employee centric educational environment which will provide an anywhere, anytime online "university" delivering the 3 DAS state employee required courses, course design services, workforce training: credit and noncredit with learning outcome assessment, and registration and help desk services to the State Workforce. This project will coordinate training in a more efficient, consistent, and cost effective manner and potentially support agencies that spend more than 3 million dollars per year in employee training.

The project aggregates and leverages the many but disparate and existing resources, capabilities, and capacities at multiple state agencies and builds an "online engine" to aid in the training, certification, and advance of the CT state employee workforce. The CT Academy is designed to address multiple State of Connecticut priorities; specifically to meet the strategic priority of increasing employee efficiency and productivity; and save dollars . By the fifth year of the project, the CT Academy will provide over 175,000 course enrollments per year to State of CT employees in a 100% online medium

Summary - Describe the high level summary of this project in plain English without technical jargon

Charter Oak State College/CT Distance Learning Consortium, in partnership with Central Connecticut State University, the Department of Administrative Services (DAS), the Bureau of Rehabilitation Services (BRS), and the Governor's Executive Committee for LEAN initiatives requests capital funding for the creation of the **CT Academy**, a State Employee and State service provider centric educational environment which will provide an anywhere, anytime online "university" delivering academic training and assessment to the State Workforce; assist additional agencies to convert or include content to the Academy courses with instructional design and learning outcomes; incorporate additional learning content for other State agencies based on input and resources; provide a registration system and training database for agency access; and provide technical support to maintain the hardware/software; and provide end user support through a Help Desk.

Purpose – Describe the purpose of the project

The project aggregates and leverages the many disparate training resources, capabilities, and capacities at multiple state agencies and builds an "online engine" to aid in the training, certification, and effectiveness of the CT state employee workforce.   The CT Academy is designed to address multiple State of Connecticut priorities; specifically to meet the strategic priority of increasing employee efficiency and productivity. The proposed CT Education Academy combines the teaching expertise of multiple state agencies with course development and teaching expertise, content, and software licenses, and hardware investment that already exists at both Central Connecticut State University and Charter Oak State College/CT Distance Learning Corsortium to significantly reduce the cost of the program's development, ongoing maintenance, service delivery, and administration. *It is estimated that the value of the existing investments that are being utilized exceeds $696,000 over five years*

Importance – Describe why this project is important

Current on-ground delivery method of training is both time consuming, inefficient, and not cost effective. In addition, while attendance is monitored, there is no "assurance of learning." The CT Academy, provides online, anywhere, anytime access to state training in a corporate-style incumbent worker training model. CT Academy courses will contain a post learning assessment to provide a measure of the learning. This training will also increase professional development and engagement of the state workforce. It will also decrease duplication, travel time to training, and the coordination of facilities to host the training. Currently there are 4 different financial literacy efforts within the state on multiple LMS platforms. Resources will be maximized by this project. The online courses, in addition to being ADA compliant, represents the most efficient delivery and assurance of learning in a 21st century training environment.

Outcomes – What are the expected outcomes of this project

- Provide the three manadatory DAS training for all State employees (workforce violence, sexual harassment, diversity)
- Provide an orientation for state managers on the LEAN initiatives
- Provide broad based training for State workers to include Project Management, Skills Assessment, Computer Security Training, CEU Training for Building Inspectors, and other free and low cost content to benefit State workers
- Assessment of learning outcomes for all students engaged in training
- Development of a system that allows for future agency-created training to be developed and deployed
- Registration system tracking all state employee learning
- Help desk
- Create an Advisory Committee to seek additional input from State Agencies in order to lauch additional training
- Attract other state agencies to participate in the training by offering subsidies to offset the

development of courses in years 3,4,and 5. The subsidy will be 75% in year 3, 65% in year 4, and 55% in year five.
- Create a repository of state learning resources/courses

Approach and Success Evaluation – Provide details of how the success of the project will be evaluated

APPROACH
- Acquisition and configuration of hardware and software in the first six months
- Train internal Help Desk personnel in the fourth month and finalize the support of BEST for 9-5pm support
- Provide training to agencies on the registration system beginning in the fifth month
- Converstion of DAS required training content to instructionally designed on line courses in the first 6 months with learning assessment measures
- Notify other State Agencyies of the web based training opportunities during the six month
- After development of project partner courses, design of additional courses every month to two months based on the prioritization of the Advisory Board
- Create Advisory Board at the sixth month made up of state agencies to guide further course development initiatives and program operation

SUCCESS CRITERIA
- Reduce time from hire to time of first training – this will reduce state of CT liability and risk with new employees to receive the DAS mandatory training due to current scheduling contstraints
- Reduction of agency training costs (no travel and no internal resource time to organize training)
- Provide **at least** 3,000 training experiences for state employees over the life of the project
- Sustainability through staff support of DAS; course tuitions from non state agency specific training; proposal of charge back model through DAS for state agency users for licensing fees; collection of non subsidized development fees in years 3, 4, and 5, priority positioning for CEPF to replace equipment after 5 years.

D. **Business Goals**. List up to 10 key business goals you have for this project, when (FY) the goal is expected to be achieved, and how you will measure achievement, Must have at least one. Please use action phrases beginning with a verb to state each goal. Example: "Reduce the Permitting process by 50%". In the Expected Result column, please explain what data you will use to demonstrate the goal is being achieved and any current metrics.

Business Goal (Action Phase)	Target FY for Goal	Current Condition	Expected Result
Create CT Education Academy infrastructure and become operational	6 months after funding	Hardware/some software does not exist. Registration system needs to be adapted and Help Desk support needs to be augmented and trained	Phase I: System operational and first courses offered through system for State agencies in first 6 months Phase II: Incorporate refinements to registration system and Blackboard delivery approach 6-18 months

Reduce impact of training on State Agency productivity	Seven months after funding	State Agency staff frequently has to drive to a training site	Travel time eliminated and only training time will impact the agency
Reduce the agency cost for training	Seven months after funding	Agencies typically pay mileage for employees going to external training and may also pay for consultants to provide some of the DAS required training or other training	Mileage reimbursement eliminated and some training consultant costs are expected to be reduced.
Increase the capacity of DAS to engage in additional training opportunities for State employees	Seven months after funding	With 1 FTE support of the Training staff at DAS outreach to other state agencies will be enhance and additional DAS focused courses/programs can be developed	Creates capacity to develop new programs with a structure for implementation
Increase the learning opportunities for State employees due to additional content made available through the CT Academy	Seven months after funding though the next four years	No current online vehicle for State employees. Charter Oak/CTDLC, CCSU, and other State partners will continually add new content to the CT Adademy inventory	Creates "one stop" learning catalog similar to on ground DAS Training opportunities
Provide training completion data to partner HR Office	5-18 months after funding – capability will be available in 6 months; refinements to 18 months	Agencies must keep paper records that are not searchable by employee	Improves training records of state agencies

E. **Technology Goals**. From a technical perspective, following the above example, list up to 10 key technology goals you have for this project and in which Fiscal Year (FY) the goal is expected to be achieved. Please use action phrases beginning with a verb to state each goal. Example: "Improve transaction response time by 10%".

Technology Goal	Target FY for Goal	Current Condition	Expected Result
Provide ADA accessable training	FY14 (Project year one)	Not ADA accessable	Full ADA Accessability
Provide anywhere / anytime learning	FY14	Currently on-site training scheduled requiring rooms, travel, breaks.	Anywhere, anytime learning accessability by computer
Single platform and training template for all online training delivered by state of CT to state employees	FY14	Currently multiple systems used within Agencies	Centralization on a single tool.

F. **Priority Alignment.** The criteria in this table, in concert with other factors, will be used to determine project priorities in the capital funding approval process. Briefly describe how the proposed projects will align with each criterion.

Priority Criterion	Y/N	Explanation
Is this project aligned with the Governor's Key Priorities?	Y	The CT Education Academy is designed to address multiple State of Connecticut priorities; specifically to meet the strategic priority of increasing employee efficiency and productivity.
Is this project aligned with business and IT goals of your agency?	Y	Charter Oak is CT's leading public online college and provides academic and incumbent worker training to students. CTDLC is also a leader in providing online services and programming to State agencies
Does this project reduce or prevent future increases to the agency's operating budget?	Y	The project will in the future increase revenue in the operating budget through the offering of non-state agency focused courses and through an approach to create a charge back model to offset software licensing fees. Boht will assist in the operating costs for the project.
Will this project result in shared capabilities?	Y	This project will build an academy that allows all agencies to create and consume training and also a framework and engine for the delivery of future agency-created training
Is this project being Co-developed through participation of multiple agencies?	Y	CCSU, DAS, ConnSCU, BRS, and Governor's LEAN Executive Committee
Has the agency demonstrated readiness to manage project of this size and scope?	Y	Charter Oak and CTDLC currently work with 165 schools and colleges and 1,000,000 FTE students
Is the agency ready to deliver the business value proposed?	Y	After it receives funding, the agency can immediately order the hardware and licenses to be installed and configured. It will take 3-6 months from funding until the system is ready.

G. **Organizational Preparedness**. Is your agency prepared to undertake this project? Is senior management committed, willing to participate, and willing to allocate the necessary time, energy and staffing resources? How will the project be managed and/or governed and who will make the key project decisions?

> Yes, President Klonoski in concert with the Board of Regents supports this plan. Charter Oak and CTDLC will also assign 2 executive staff members to support the project as in-kind resources. In addition, we have secured letters of support from agency partners including BRS, DAS, COSC/CTDLC, Governor's LEAN Exeicutive Committeeand and the BOR. (see attached)

H. **Project Ramp Up**. If capital funds are awarded for this project, how long will it take to ramp up? What are the key ramp-up requirements and have any off these already been started? For example, has a project manager been identified? Has an RFI been issued? Is a major procurement required such as an RFP?

> It will take approximately six months to acquire appropriate licenses, infrastructure, and perform instructional design and system construction. Charter Oak will project manage the project and the lead developer will be the CT Distance Learning Consortium (an independent component of Charter Oak).

I. **Organizational Skills**. Do you have the experienced staff with the proper training to sustain this initiative once it's a production system? Do you anticipate having to hire additional staff to sustain this? What training efforts are expected to be needed to maintain this system?

> Charter Oak and the CTDLC currently provide elearning, etutoring, and eportfolio, and helpdesk services for 165 schools, colleges, and universities exceeding over 1,000,000 full time equivalent (FTE) students. We may need to hire additional instructional design staff to accommodate this project but do so as part of current operations.

J. **Financial Estimates.** From IT Capital Investment Fund Financial Spreadsheet

Estimated Total Development Cost	Estimated total Capital Funding Request	Estimated Annual Operating Cost	One Time Financial Benefit	Recurring Annual Financial Benefit
1,857,615	1,857,615	62,436*	156,494	108,000
Explanation of Estimates				
*Average of last three years of operating costs (FY 16-FY 18)				
Assumptions: Please list key assumptions you are using to estimate project development and implementation costs				
Known cost of equipment; quote from Blackboard for LMS; Letter of support from BRS that allows the sharing of costs for 3 years of the Blackboard license; knowledge of instructional design costs; and history with data services and hardware maintenance for similar projects.				

III. <u>Expanded Business Case</u>

A. **Project Impact.** Beyond the top business goals identified in Section II, 1) What impacts will this project have, if any, in the targeted areas below, 2) What would be the impact of not doing this project, 3) How will the project demonstrate benefits are achieved.

(1) Impact Area (Vision)	Y/N	Description of Project Impact
Will this project provide efficient and easily accessible services for all constituents?	Y	Agencies currently provide internal training or leverage DAS resources (personnel limited). This will create standard curriculum, employee certification and assurance of learning outcomes. Additional courses that will be added are also consistent with the vision.
Will this project promote open and transparent government with the citizens of the state?	Y	This training will create an FOI able database of employees and their certification/completion of core state training (sexual harassment, workplace violence, and diversity) and other skill development courses.

Will this project establish efficient and modern business processes?	Y	Online learning is the standard for incumbent worker training. The State of CT is currently a laggard in area and asking a single individual to training (in-person) over 40K workers.
Will this project increase accuracy and timeliness of data for policy making, service delivery and results evaluation?	Y	The CT Academy will create a state of CT training and registration database of all state employees that will be searchabale and reportable to local HR and Agency heads

2) What is the expected impact of NOT doing this project?
Today's current practice of reserving conference rooms, paying employees time and milage to travel to a training location, or waiting for training will continue to occur. The ease of distributing training is also a factor with skills development opportunities beyond the DAS required worker training. It is our opinion that the current operation, while well intentioned, has limited offerings (classes), logistical challenges (rooms, projectors, seating), and doesn't always deliver training in a timely fashion (new employees wait to be queued up into a full class) and outside contractrors are hired to offset shift/geography problems. Current training also does not measure learning objectives. This project will eliminate these training issues and create a more robust inventory of skills development opportunities for State employees.

(3) How will you demonstrate achievement of benefits?
Acheivement benefits will be number of employees trained / certified in combination with number of courses taken for core-objectives. Additionally, a skills pre-assessment will be provided to all employees to help place them in appropriate incumbent worker training modules such as budget, project management, etc. Post assessment and completion data will be provided to help demonstrate the growth in professional development skill among the state workforce each quarter.

B. Statutory/Regulatory Mandates. 1) Cite and describe federal and state mandates that this project in intended to address. 2) What would be the impact of non-compliance?

(1) Statutory / Regulatory Mandates:
None

(2) Impact of non-compliance:
None

C. **Primary Beneficiaries.** Who will benefit from this project (citizens businesses, municipalities, other state agencies, staff in your agency, other stakeholders) and in what way?

The primany bennefiicary will be the state agencies and staff in those agencies. Citizens that require state licenses will also benefit. The state of CT citizens should benefit from a workforce with increased skills in project management, communication, and customer services.

Important:

- **If you have any questions or need assistance completing the form please contact Jim Hadfield or John Vittner**
- **Once you have completed the form and the** IT Capital Investment Fund Financial Spreadsheet **please e-mail them to Jim Hadfield and John Vittner**

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