

**Presentation that the Chancellor shared with the Executive Committee**  
**as well as with members of the Board of Trustees,**  
**on his vision of The Connected University.**

## **The Connected University: Transformation and Renewal**

### **New York's Challenge**

- In the knowledge economy, degrees matter more than ever. Most of the promising jobs already require a college degree, and the percentage of jobs that require higher education keeps rising.
- Talent is equally distributed, but the opportunities for developing and successfully using that talent have traditionally been correlated highly with income. Lower-income and under-represented students are much less likely to get the degrees they need to be successful.
- To overcome the barriers, higher education must be offered in many forms to students with different goals and needs. The importance of two- and four-year degrees as well as certificates is increasing and the need to offer credentialing to adults in the job market is acute, so the delivery of education must adapt.

- The most important outcome for our students—whether they require remediation, enter our two- and four-year programs as traditional undergraduates, or need to complete their degrees or retool as adult learners to advance their careers—is earning a degree. Far too many students now leave without reaching that goal or take far too long to attain it.
- Also, too few of our students have the kinds of opportunities during college that more affluent students often have to increase their competitiveness in the marketplace—internships and other kinds of experiential learning. Building the networks and obtaining relevant experience can be critical and all CUNY students should have these opportunities.
- Much more must be done to help our graduates launch careers, preparing them with skills for success and connecting them with employers and opportunities.

### **Meeting the Challenge: The Connected University**

- The City University of New York is uniquely positioned by its scale, diversity, location, variety of programs, quality of its faculty and talent and ambition of its students to be the hub of a network of institutions that change the career and life trajectories for millions of New Yorkers.

- But CUNY, and therefore our students, cannot succeed alone. We can do this only in partnership with New York's state and local government, public schools, the private sector and other research institutions, foundations and community-based organizations.
- CUNY's strategies will build on successes and evidence-based solutions to help more students enter college ready as well as more effectively assist those who are not, ensure that many more students get degrees in less time, and provide experiential learning opportunities and pathways to careers.
- We believe we can achieve our goals through a new level of collaboration among CUNY colleges and between CUNY and the community, the schools, and other key institutions. At the center of this vibrant network is CUNY, the connected university.
- CUNY's success will position it as the most important urban institution of public higher education in the country, located in the nation's most important city, transforming opportunity for millions, and positioning our students and the city and state for success in the knowledge economy of the 21st century.