



**WCSU**

**STRATEGIC PLAN**

**2004-2006**

Including "Summary Remarks" and specific recommendations for revision from the Senate Sub-Committee on the Strategic Plan

## **University Mission**

Western Connecticut State University serves as an accessible, responsive and creative intellectual resource for the people and institutions of Connecticut. We strive to meet the education needs of a diversified student body through instruction, scholarship and public service. Western aspires to be a public university of choice for programs of excellence in the liberal arts and the professions by providing full-time and part-time students with the necessary background to be successful in their chosen careers and to be productive members of society. It accomplishes this by emphasizing:

- \* A strong liberal arts foundation
- \* Strong skills in communication, problem-solving, and critical thinking
- \* Opportunities for experiential, cooperative and internships experiences
- \* A strong background in information technologies
- \* Interdisciplinary programs
- \* A strong sense of commitment to public service
- \* A personalized learning environment

Our mission as a public comprehensive University is given life through the principles and values which guide us.

## **Fulfilling the Mission**

### **Principles**

- \* Empowering students to attain the highest standards of academic achievement, public and professional services, personal development, and ethical conduct is our fundamental responsibility.
- \* Facilitating learning is our primary function, and it requires that our faculty be active scholars who have a lasting interest in enhancing instruction and that our curriculum be dynamic and include advanced instruction technologies.
- \* Preparing students for enlightened and productive participation in a global society is our obligation, and is best fulfilled by developing the best possible academic programs and learning experiences.
- \* Promoting a rich and diverse cultural environment that allows freedom of expression within a spirit of civility and mutual respect.
- \* Strengthening our partnership with the people and institutions of Connecticut is a benefit to both the University and the state and endows our teaching and scholarship with a special vitality and dedication.

### **Values**

- \* Quality and integrity in all that we do and a commitment to continuous improvement.
- \* Respect for the dignity and rights of each member of our University community.

## **SWOT Analysis**

### University SWOT

Strength	Weaknesses
<ul style="list-style-type: none"> <li>• Location</li> <li>• Diversity of programs</li> <li>• Affordability</li> <li>• Favorable class size</li> <li>• Attractive campus</li> <li>• Excellent faculty</li> <li>• Community &amp; corporate connections</li> <li>• Accredited programs</li> <li>• Internal competition</li> <li>• CEO Forum</li> <li>• Technology (IT) and IT Training</li> <li>• Staff who care</li> <li>• Executive Forum</li> <li>• Residence Halls</li> <li>• Sports facilities</li> <li>• New Student Center</li> <li>• Jane Goodall Institute</li> <li>• Weather Center</li> </ul>	<ul style="list-style-type: none"> <li>• Split campus</li> <li>• Inconsistency of advisement</li> <li>• Internal competition</li> <li>• New staff orientation</li> <li>• Lack of resources</li> <li>• State and CSU Bureaucracy</li> <li>• Lack of visible corporate presence</li> <li>• Limited areas for gatherings/eating</li> <li>• Compromised political clout</li> <li>• Lack of traditional support from alumni</li> <li>• Limited online programs</li> <li>• Current CSU funding formula</li> <li>• Heavy teaching load</li> <li>• Lack of flexibility of website</li> <li>• Space shortage</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Arts Programs</li> <li>• Non-credit workshops</li> <li>• Collaboration with CTC's</li> <li>• Specific programs for business</li> </ul>	<ul style="list-style-type: none"> <li>• State budget</li> <li>• Poorly prepared students</li> <li>• Competition</li> <li>• University of Phoenix</li> </ul>

#### Senate Sub-Committee Recommended Revisions (Page 4):

- STRENGTHS:** Delete Bullet: "University wants to change"  
Delete Bullet: "Students" (to reconcile with "poorly prepared students" as a "Threat")
- WEAKNESSES:** Delete Bullet: "Making decisions narrowly rather than a broader view" (Meaning is unclear and no remedy is proposed subsequently in the Strategic Plan)  
Delete Bullet: "New staff orientation" (Meaning is unclear and no remedy is proposed subsequently in the Strategic Plan)  
Move Bullet: "Split Campus" to top of list
- COMMENT:** Generally, the Strategic Plan seems to laud as "strengths" programs that, while unique, may be small in size (e.g. the Meteorology major, host of the "Weather Center") or not yet proven (e.g. MFA in Visual Arts). Should we be doing this on a "strategic" planning document?
- OPPORTUNITIES:** "Collaboration with CTC's": What is a "CTC"?

## **Competitive Analysis**

### Competitive Analysis

Market	Competitors
<b>Graduate</b>	University of Connecticut Sacred Heart University Other CSU schools Mercy College University of Bridgeport University of New Haven Albertus Magnus Fairfield University Quinnipiac University Marist College
<b>Traditional High School</b>	Central Community Colleges University of Connecticut Sacred Heart University NY Schools
<b>Community Colleges</b>	CSU schools Sacred Heart University University of Connecticut branches
<b>Returning Students</b>	Sacred Heart University University of Bridgeport Fairfield University
<b>Working People Who Want to Upgrade Skills</b>	Community Colleges Albertus Magnus University of Connecticut.com Mercy/Marymount Sacred Heart University
<b>Residential Students</b>	Connecticut State University schools University of Connecticut Sacred Heart University
<b>Staff/Alumni/Children/Corporations</b>	Albertus Magnus Sacred Heart University University of Bridgeport

#### Senate Sub-Committee Recommended Revisions (Page 6):

COMPETITORS: Delete "COM" (To what this refers is unclear).  
Pull ".com" up to University of Connecticut references  
Delete "workplace" under "Traditional High School"

**Degree Programs**

<b>Graduate</b>	
MBA	MSN
MHA	MS-Music Education
MFA-ART	MA
MS ED	MFA-Writing
MS Counseling	Ed.D. Instructional Leadership
MSJA	

<b>Undergraduate</b>
Arts Sciences Humanities Social Behavioral Sciences

<b>Undergraduate Professional</b>
Business Education Human Services

**Senate Sub-Committee Recommended Revisions (Page 7):**

GRADUATE:       Revise “MUSIC EDUCATION” to read “MS – Music Education” (consistency)

**Undergraduate Program: Arts & Sciences**

	<b>Arts</b>	<b>Sciences (Chem/Bio/Phy/Ast/Mtr/Math)</b>	<b>Soc/Beh/Hum Sciences</b>	<b>Theatre</b>	<b>Music</b>
<b>Competitors</b>	SUNY Purchase CCSU Specialized Schools	University of Connecticut Sacred Heart University	CCSU UConn SCSU SHU	UConn SUNY Purchase CCSU NY CITY SHU	CCSU Hartt W Patterson SHU UConn SUNY Purchase
<b>West Conn Strengths</b>	Recog/Disting Faculty  Location  New MFA	Faculty  ACS Accreditation  Pre-Med Track  Standards  Weather Center  Jane Goodall Institute: Schools Roots & Shoots & National Universities R&S Center  New Science Building  Planned Science Institute	Faculty  Anthropology field work  Jane Goodall Institute: Schools Roots & Shoots/National Universities Roots & Shoots Center  Substance Abuse field work	Brings in community (esp. Musicals)  Student camaraderie  Faculty visibility:  Children's program.	Jazz  Choral  Percussion  Faculty  Music Education  Location  Visibility
<b>West Conn Improvement Areas</b>	Facilities  Limited photography program  Resources  Sparse gallery space	Facilities (To be fixed)  Lack of Students  Community Recognition	Taxed by Gen Ed	Combined dept.  Few Theatre faculty	Resources  Funding  Adjunct ratio union issue  Public Relations need more promotion  Advertisement  Talent Based Scholarships

**Senate Sub-Committee Recommended Revisions (Page 8):**

SOC/BEH/HUM/ SCIENCES: Edit: "Jane Goodall and R&S" to read: "Jane Goodall Institute: Schools Roots & Shoots / National Universities Roots & Shoots Center"

**Undergraduate Program: Arts & Sciences**

**Key Competitive Analysis [YTBR= Yet to be Realized]**

	Music	Theatre	Art	Soc/Beh/Hum	Sciences	Psych	Math/CS	Hist/NWC
<b>Key Competitors</b>	CCSU Hartford SCSU SHU UConn SUNY P HARTT BERKLEE	CCSU SCSU SHU UConn	CCSU SCSU SHU UConn Special Art Schools	CCSU SCSU SHU UConn	CCSU SCSU SHU UConn	CCSU SCSU SHU UConn	CCSU SCSU SHU UConn SUNY New Paltz	CCSU SCSU UConn SUNY New Paltz
<b>West Conn Key Competitive Advantage</b>	Location Faculty Working Artists (Creative Advantages) Programs (jazz, etc.) Ives (YTBR) Center for the Arts (YTBR)	Location Faculty talent Center for the Arts (YTBR) Alumni connection Star power (YTBR) Children’s Theatre	Location (place, local artists) MFA Talent faculty & local art Prof diverse program	Diversity (all ways) of faculty Home for Women’s Studies Jane Goodall Institute: Schools Roots & Shoots & National Universities R&S Center	Everything: New Building Sci Institute Pre-med Program Jane Goodall Institute: Schools Roots & Shoots & National Universities R&S Center Program	Drug Abuse Prof. Interveners Program	Computer Classrooms and Technology Technology Assisted Remediation	Strong and diverse faculty
<b>West Conn Key Competitive Disadvantage</b>	Identification Resources (room, instruments) No talent-based scholarships	Limited faculty Diversity (ethnic, gender, professional) Facilities Publicity	Facilities (new bldg coming)	Very small (enroll.) programs Low Visibility	Low Visibility		Difficulty in holding on to CS faculty Heavy use of faculty for remediation Lack of guaranteed evening program	Low Visibility
<b>Action</b>	Maintain quality Promote work with Ives Fund raising	Double-edge resource	Consider relationship of Visual Arts to Liberal Arts curriculum	Promote what’s happening Exchange Program (Int’l)	Strengthen connections with Goodall & Env issues	Holding Pattern	Holding Pattern	Holding Pattern

**Senate Sub-Committee Recommended Revisions (Page 9):**

THEATRE: “Diversity (ethni,c gender, professional)”: What is meant by this as a “Competitive Disadvantage”?

“Double-edge resource”: What is meant by this as an “Action”?

ART: “MFA”: Listed as a “Competitive Advantage” (While certainly unique, this is still a new, small, and as yet unproven program. How is it yet a “competitive advantage”?)

“Consider relationship of Visual Arts to Liberal Arts”: Why is this listed as an “Action”? Who is involved? To what end?  
 SOC/BEH/HUM: “Jane Goodall (R&S)” should read “Jane Goodall Institute: Schools Roots & Shoots & National Universities R&S Center”  
 Delete “Visibility” and Insert “Low Visibility” (As a disadvantage, this seems to be consistent, rather than “visibility”)  
 Action: “Holding Pattern” (Why is this a recommended “Action” when “Invisibility” is listed as a “Competitive Disadvantage”?)  
 SCIENCES: Competitive Advantage: Insert “Jane Goodall Institute: Schools Roots & Shoots & National Universities R&S Center”  
 Delete “Visibility” and Insert “Low Visibility” (As a disadvantage, this seems to be consistent, rather than “visibility”)  
 Action: “Holding Pattern” (Why is this a recommended “Action” when “Invisibility” is listed as a “Competitive Disadvantage”?)  
 MATH/CS Why are “Math” and “CS” departments listed together?  
 HIST/NWC Why are “Psych” and “Hist/NWC” listed separatel from “Soc/Beh/Hum”? And do we even have a “Behavioral Sciences” program?  
 Action: “Holding Pattern” (Why is this a recommended “Action” when “Invisibility” is listed as a “Competitive Disadvantage”?)

**Undergraduate: Professional Programs**

	<b>Business</b>	<b>Education</b>	<b>Human Services</b>
<b>Competitors</b>	Sacred Heart University Connecticut State University schools Albertus Magnus On-line programs	Connecticut State University schools University of Connecticut	Connecticut State University schools University of Connecticut Marist College
<b>Strengths</b>	Programs within School MIS/Information Security Management Interactive Marketing.	Good quality—all Music Secondary/Elementary Health Education Program Certification only one in CSU System	Accredited Degree Programs JLA well regarded Social Work/Nursing well regarded HPX Programs
<b>Weaknesses</b>	Need more interdisciplinary physical resources Versatility in course offering Lack faculty offices	Need more interdisciplinary programs	Need more interdisciplinary programs Ability to replace secondary ed faculty with practitioners

**Senate Sub-Committee Recommended Revisions (Page 10):**

STRENGTHS: Delete “\$\$\$” under Business, Education, and Human Services (Without explanation, this is unclear.)  
 Human Services: HP Programs are listed, but as a new, and untried program, does it yet constitute a “strength”?  
 WEAKNESSES: Business: “Need more interdisciplinary physical resources” is unclear. What is meant by this?

**Undergraduate Program: Professional  
Key Competitive Analysis**

	<b>Business</b>	<b>Education</b>	<b>Human Services</b>
<b>Competitors</b>	Southern Central University of Connecticut Albertus Magnus	University of Connecticut Nat'l accreditation 5 yr. Integrated BS/MS CSU (certain certification areas which we do not have)	Southern (Nursing) Central (JLA) Fairfield University University of Connecticut
<b>Key Advantages</b>	Quality/Reputation  Stable Faculty	Partnership with Western Regional School Districts	Comprehensive array of nursing degree programs  High acceptance rates of BA SW students into graduate schools
<b>Disadvantages</b>	Advisement  Semester Abroad  Need to strengthen Foreign Language Dept.	Sec Ed and Elem. Ed needs to enhance curriculum with regard to <i>No Child Left Behind</i>  Few SE Educators	Cost of Nursing Programs
<b>Actions</b>	Use corporate/community connections to greater advantage: guest speakers Serve as student mentors Part of image Alumni Focus on quality	Reevaluate and enhance curriculum in SecEd and ElemEd programs  Hire additional SecEd educators	Expand nursing programs to meet critical shortage in area.

**Senate Sub-Committee Recommended Revisions (Page 11):**

- KEY ADVANTAGE:** Business: "Advisement" (How so? "Advisement" appears here as an advantage, and also as a disadvantage on the next row of cells. What particularly appears as either strong or weak in business advisement?)
- DISADVANTAGE:** Business: "Advisement" (How so? "Advisement" appears here as a disadvantage, and also as an advantage on the previous row of cells. What particularly appears as either strong or weak in business advisement?)  
Human Services: "Cost of Nursing Programs" (How does this reconcile as a disadvantage with the mystifying "\$\$\$" on Page 10? [which the Sub-Committee recommends deleting from Page 10's matrix])
- ACTION:** "Part of Image" and "Alumni" (How are these to be understood as "actions" with regard to corporate/community connections?)

## Graduate Programs

	Counseling School, Community	Nursing-MSN	MS Ed	Music	MFA (Art, writing)	MBA	MHA	MS Jus Admin	MA English Science Math History
<b>Comp</b>	Sacred Heart Southern Fairfield	Sacred Heart Southern Fairfield Quinnipiac	Fairfield Univ. of Bridgeport Sacred Heart Albertus Magnus NY schools UNH	CCSU UConn SUNY Purchase	SUNY Purchase  Specialized art programs	Sacred Heart UConn Marist Albertus Magnus	NY Medical College	Central UNewHaven Marist	Sacred Heart SUNY Purchase
<b>Strength</b>	Quality (accredita-tion)  Cost  Location	Reputation  Clinical/agencies  Adult Nurse Practicum  Job placement	Quality  Location  Reputation	Quality  Location  Reputation		Advanced level of courses	Management focused	Curriculum	Lack of competition
<b>Weakness</b>	Lack of Faculty	Faculty resources	Poor writing skills  Faculty resources  Classroom space			Traditional delivery system  Not well marketed	Traditional delivery system  Not well marketed	Traditional delivery system	Not well marketed

### Graduate Programs

#### General Weaknesses:

- Lack of marketing    •Lack of full-time programs
- Cycle of course offerings    •Lack of accelerated programs
- Lack of distance education

#### Senate Sub-Committee Recommended Revisions (Page 12):

Action: Unlike pages 9,10,11,12, no “Action” provisions are provided here. Why so?

MFA (Art; Writing) Neither “Strengths” or “Weaknesses” are provided for either MFA program. Given that these are new programs, perhaps there is not yet a sufficient track record. But then (see previous Sub-Committee recommendations), the MFA programs could not yet be considered “Key Advantages” on the previous pages (see above).

Would it be advisable NOT to leave these two cells (“Strengths” and “Weaknesses”) blank?

WEAKNESS: MBA: “Traditional delivery system” (Given this “weakness,” the lack of any subsequent “Action” provisions is particularly troublesome.)  
MHA: “Traditional delivery system” (Given this “weakness,” the lack of “Action” provisions is particularly troublesome.)

## Graduate Programs Key Competitive Analysis

	General	Counseling	Nursing	M.S. Ed	Music Educa-tion	MFA (Studio art and Illustra-tion)	MBA	MHA	MJA	MA English	MA Science	MA Math	MA History	Ed.D. Instruc-tional Leadership
Comp		Sacred Heart SCSU Fairfield	Sacred Heart Pace Fairfield Quinnipiac	Sacred Heart Pace Fairfield U Bridgeport Albertus Magnus UNH SCSU	CCSU UConn	SUNY Purchase	Sac Heart Pace Albertus Marist .com	NY Med College (Dan) Pace	Central Marist Pace	SCSU CCSU	SCSU CCSU	SCSU CCSU	SCSU CCSU	NONE
Key Adv	Price  Location  Small classes  Plain vanilla programs	Internship relationship with students  National Accredita-tion  CACREP	Faculty  Relationship with Danbury Hospital  Adult Nurse Prac. Prog	Quality reputation  Options in Spec. Ed, IT, Curriculum, Reading,  NASM Accredita-tion	Reputa-tion  Location	Connections with prof artists/critics in NY	Corporate connection  Develop Specialty programs	Management focus  Corporate connections  Develop specialty programs	Connects w/FCL, etc.  Adjunct faculty	New options: Lit, writing, ESL  Science Institute	New science building  Dedicated faculty	Solid, traditional  Good faculty  Local	No competition	
Disadv		Traditional	General/not dual Certifications or specialties	Resources  Need new faculty	No TA's	Lean staff	Traditional package	Traditional Package	Small size		No science educator	Small size	Lean Staff	Not well known
Actions	Marketing	Clinic  Focus for agency/com  Counseling  Ed.D.  Alliance w/other institutions	Focus new programs: more specialized alliance w/other	National accred.  Expand resources  Nationally known faculty		Exploit connections and resources  Promote & advertise	Alliance with tech  Utilize CEO connection  Market programs	Alliance with tech  Utilize CEO connections  Market programs	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing

### Senate Sub-Committee Recommended Revisions (Page 13)

Disadvantage: MBA: Delete "Traditional Package" (Meaning is unclear, and the lack of a proposed "Action" is troublesome)  
Action: Counseling: Delete "Coup-ling" and "ed" as actions (Meaning is unclear).

## **Goals and Objectives**

## **Academic Programs of Excellence**

### **Goals and Objectives**

- 1. Enhance or Develop Programs that Support WCSU's Excellence and Distinctiveness**
- 2. Promote Culture of Life Long Learning Among All Constituencies**
- 3. Develop and Implement Assessment in All Academic Programs**
- 4. Pursue Appropriate Accreditation of Key Program Areas**
- 5. Elevate Academic Standards**

#### **Senate Sub-Committee Recommended Revisions (Page 15)**

The list of Goals and Objectives do not coincide with the University Mission statement (see the Senate Sub-Committee's "Summary Remarks").

Insert "Appropriate" in Item 4 (Reading as shown above)

## Academic Programs of Excellence Goals and Objectives

**2004-05**

- 1. Enhance or Develop Programs that Support WCSU's Excellence and Distinctiveness**
  - A. Review and revise the general education program and establish specific outcome measures for success and excellence.
  - B. Enhance and expand the Honors Program
  - C. Enhance and expand CELT
  - D. Enhance writing in undergraduate curriculum
  - E. Implement MFA in Writing
  - F. Expand involvement of people of renown in each program (as adjunct faculty, advisers or guest lecturers)
  - G. Become a leader in Alternative Health Education by developing a combined degree in Wellness
  - H. Add positions per Academic Plan
  - I. Increase promotion of Fine and Performing Arts
  - J. Increase support for entering students
  - K. Increase support for students making the transition to graduate school
  
- 2. Promote Culture of Life Long Learning Among All Constituencies**
  - A. Expand the Center for Learning and Teaching Excellence by offering faculty development workshops and conferences and expanding the Academic Forum
  - B. Expand non-credit programs and certificate programs for people in the community
  - C. Join with elementary and secondary schools to improve teaching and learning at all levels by increasing partnership projects
  - D. Increase visibility for the Center for The Study of Culture and Values
  - E. Expand program of CEO Forum and Executive Forum
  
- 3. Develop and Implement Assessment in All Academic Programs**
  - A. Develop methods to assess improvement in student learning outcomes in all programs
  
- 4. Pursue Appropriate Accreditation of Key Program Areas**
  - A. Determine the need for, and nature of, business program accreditation
  - B. Ensure CSWE Reaccreditation
  - C. Pursue NCATE Accreditation
  - D. Maintain existing accreditations
  
- 5. Elevate Academic Standards**
  - A. Increase SAT and high school class rank for the freshman class
  - B. Increase the percentage of freshman who meet the proficiency requirement
  - C. Increase retention rate of freshman class
  - D. Increase graduation rate of freshman class

### Senate Sub-Committee Recommended Revisions (Page 16)

- Bullet 1. I. Delete "Obtain approval for a graduate program to be offered through Online CSU." (Graduate Programs through Online CSU would appear to be fiscal liabilities, rather than contributions to WCSU's future "Excellence and Distinctiveness")
- Bullet 1. Insert: "Enhance and Expand University Library Holdings in the Permanent Collection with Departmental Assistance"
- Bullet 4. A. Delete "Pursue AACSB Accreditation".  
Revise to read: "Determine the need for, and nature of, business program accreditation"
- Bullet 4. A. Does current research uphold the assumption that SAT scores and/or class rank are predictors of college level success for the majority of the students we serve?

## Academic Programs of Excellence

### Goals and Objectives

2005-06

1. **Enhance or Develop Programs that Support WCSU's Excellence and Distinctiveness**
  - A. Provide enhancements to general education program
  - B. Enhance and expand the Honors Program
  - C. Enhance and expand CELT
  - D. Enhance writing in the undergraduate curriculum
  - E. Expand involvement of people of renown in each program (as adjunct faculty, advisers or guest lecturers)
  - F. Become a leader in Alternative Health Education
  - G. Provide additional health programs in Norwalk
  - H. Add positions per Academic Plan
  - I. Offer a graduate program through OnlineCSU
  - J. Increase promotion of Fine and Performing Arts
  - K. Expand student participation in community service activities
  - L. Increase support for entering students
  - M. Increase support for students making the transition to graduate school
  
2. **Promote Culture of Life Long Learning Among All Constituencies**
  - A. Develop management program for supervisors
  - B. Expand non-credit programs and certificate programs for people in the community
  - C. Develop and implement academic program for senior citizens and alumni
  - D. Expand program of CEO Forum and Executive Forum
  
3. **Develop and Implement Assessment in All Academic Programs**
  - A. Improve methods of assessment in student learning outcomes in all programs
  
4. **Pursue Appropriate Accreditation of Key Program Areas**
  - A. Maintain existing accreditations
  
5. **Elevate Academic Standards**
  - A. Increase SAT and class rank for the freshman class
  - B. Increase the percent of freshmen who meet the proficiency requirement
  - C. Increase retention rate of freshman class
  - D. Increase graduation rate of freshman class

### Senate Sub-Committee Recommended Revisions (Page 17)

- Bullet 1. I. Delete "Offer a graduate program through Online CSU." (Graduate Programs through Online CSU would appear to be fiscal liabilities, rather than contributions to WCSU's future "Excellence and Distinctiveness")
- Bullet 1. Insert: "Enhance and Expand University Library Holdings in the Permanent Collection with Departmental Assistance"
- Bullet 4. Insert to be comparable to Bullet 4 2004-2005 (Previous page).

**Student Satisfaction  
Specific Objectives by Year**

**2003-04**

**1. Increase Student Academic Success**

- A. Expand Academic Advisement services by 3 positions.
- B. Implement 50% of Remediation Committee Recommendations.
- C. Increase full-time student first to second year retention rate for Fall semester by 2 percentage points over previous Fall semester.
- D. Increase graduation rate by 2 percentage points *vis-a-vis* last year.
- E. Develop new assessment tools to assess student learning from a student affairs perspective.
- F. Implement Phase II of Freshman Year Experience Program

**2. Enhance Campus Life**

- A. Develop plans for new University campus center and new residence hall on Westside campus for completion in 2005.
- B. Implement and evaluate Culture project.
- C. Expand weekend and evening activities for students.
- D. Reinvigorate campus clubs.

**3. Enhance Effectiveness of Student Services**

- A. Implement wellness model for student services.
- B. Expand Counseling Center services.
- C. Initiate leadership development program for students.
- D. Evaluate need to expand services in all departments.
- E. Develop assessment measures for all student programs.

**Student Satisfaction  
Specific Objectives by Year**

**2004-05**

**1. Increase Student Academic Success**

- A. Expand Academic Advisement services by 3 positions.  
[Are these in ADDITION to the 3 last year?]
- B. Implement remainder of Remediation Committee recommendations.
- C. Increase full-time student first-to second-year retention rate for Fall semester by 2 percentage points over prior Fall semester.
- D. Increase graduation rate by 2 percentage points *vis-a-vis* last year.
- E. Implement Freshman year Experience Program for all Freshmen.

**2. Enhance Campus Life**

- A. Obtain funding for new University campus center and residence hall on Westside campus for completion in 2005.
- B. Expand weekend and evening activities for students.
- C. Complete new athletic stadium

**3. Enhance Effectiveness of Student Affairs**

- A. Expand Counseling Center services.
- B. Measure for all programs using assessment tools.

**Senate Sub-Committee Recommended Revisions (Page 19)**

- Bullet 1. A. “Expand Academic Advisement services by 3 positions” (Given the same plans for expansion in 2003-2004, this would appear to add a total of six positions in academic advisement in two years!) Is this intended, and if so, it is advisable? Fiscally responsible at this time?
- Bullet 1. B. Revise to read: “Implement recommendations of Remediation Committee” (i.e. delete first “recommendation”)
- Bullet 1. E. “Implement Freshman Year Experience Program for all Freshmen” (What is the cost recommendation of this bullet point? For every section of this course offered, isn’t there likely to be another section lost of another course?)

**Quality Systems and Support Services  
Specific Objectives by Year**

**Media Services  
2003-04**

- 1. Create a Faculty Digital Media Resource Center (DMRC)**
  - A. Procure and install hardware, software and furniture for the center (Fall 04)
  - B. Work with CELT to promote the DMRC services to faculty (Fall04/Spring 05)
  - C. To offer faculty workshops on presentational/instructional media
  
- 2. Create and Internet Narrowcast Channel**
  - A. Investigate, assess and recommend hardware/software for narrow casting digital video via the web (Fall 04/Spring 05)
  
- 3. Continue to Expand Recruitment/Marketing Materials**
  - A. Produce 30-second television spots on a semi-annual basis. (on-going)
  - B. Design and develop an interactive CD-ROM to distribute to prospective students (Fall 04/Spring 05) on WCSU and its individual degree programs

**Senate Sub-Committee Recommended Revisions (Page 20)**

Dates (in parentheses) are not consistent with 2003-04 date of this page.

**Quality Systems and Support Services  
Specific Objectives by Year**

**Media Services**

**2004-05**

- I. Create a Faculty Digital Media Resource Center (DMRC)**
  - A. Expand (as necessary) and create a self-contained multi-station DMRC (Fall 05)
  - B. Offer faculty workshops on presentational/instructional media (ongoing)
  
- 2. Create an Internet Narrowcast Channel**
  - A. Investigate, assess and recommend hardware/software for narrow casting digital video via the web. (Fall 04/Spring 05)
  - B. Procure and test hardware/software for item 2a (Summer 05/Fall 05)
  - C. Fully narrow cast video to the University' web site for Instructional/marketing purposes. (Spring 05/Fall 05)
  
- 3. Continue to Expand Recruitment/Marketing Materials**
  - A. Produce 30-second television spots on a semi-annual basis. (on-going)
  - B. Expand the recruitment CD to the University's web page (Summer 04)
  - C. Revise 3a and 3b as necessary (Fall 04-Spring 06)
  
- 4. Plan for the Move to HDTV Technology**
  - A. Investigate and assess HDTV equipment. (Spring 05)
  - B. Begin to replace current video production/presentation equipment with HDTV compatible equipment (Spring 05/Fall 06/Spring 06)

**Senate Sub-Committee Recommended Revisions (Page 21)**

Dates (in parentheses) are not consistent with 2004-05 date of this page.

**Quality Systems and Support Services  
Specific Objectives by Year**

**ENHANCE PUBLIC RELATIONS EFFORTS**

**2004-05**

Continue to enhance the University's image by promoting unique activities and programs offered by the University. (ongoing)

Enhance the hometown news program by identifying "home" stories for local papers to increase coverage and name recognition within Connecticut and beyond.

Attend Deans' meetings to inform faculty of PR's role and highlight opportunities to cultivate stories of local, regional and national interest.

Develop University Relations Website

Develop, with University Publications and Design, Graphics Standards Manual for University.

**Senate Sub-Committee Recommended Revisions (Page 22)**

Is there a difference between university relations and public relations?

**Quality Systems and Support Services**

**Specific Objectives by Year**

**Enhance Public Relations**

**2005-06**

Begin courting/developing potential broad range interest stories for submission to national publications.

In consultation with Deans, begin developing public relations campaign for the three schools and Division of Graduate and External Programs

Publish updated Experts Guide

Develop annual publication that includes collection of media placements.

**Quality Systems and Support Services  
Specific Objectives by Year**

**Enhance Public Relations Efforts**

**2006-07**

Develop and submit at least three broad range interest stories to national publications such as the Chronicle of Higher Education and The New York Times.

Review PR-based publications to assess needs and revise/devise long-range strategies

Re-examine PR role in University's image-building efforts

Develop and extend ties with other local media

## **Quality Systems and Support Services Specific Objectives by Year**

### **University Publications and Design**

#### **2004-05**

Publicize to faculty and staff the services provided by University Publications and Design.

Continue to support University departments by producing publications that showcase University programs, activities and events to the outside community. Also, work closely with the Office of Admissions on University advertising and other image-related advertising. (ongoing)

Develop, with PR, a graphics standard manual and copywriting standards manual

Develop electronic stationery in an effort to reduce wasted resources on printed stationery

Develop (with University Computing) a new way to download course information from Banner to expedite development of bulletins

Enable electronic proofing via Adobe Acrobat

Develop a website (on Campus Pipeline) as a resource for faculty and staff to better utilize UPD services. Include forms, logos and selected photos available for download (part of job description for new employee)

Working with PR and Enrollment Management, develop a marketing plan/outline for the University to enable us to know in advance what our message will be. This will make planning easier when it comes to creating seasonal campaigns.

**Quality Systems and Support Services  
Specific Objectives by Year**

**University Publications and Design**

**2005-06**

Working with Office of Academic Affairs, re-think and re-design University undergraduate catalog

Re-think and re-design Annual Report

Re-think and re-design University bulletins to better maximize allowable budget and better communicate information in a clearer and more concise way

Enhance the filing system we currently use for both jobs and photography, utilizing an electronic filing system wherever possible.

**Quality Systems and Support Services  
Specific Objectives by Year**

**University Publications and Design**

**2006-07**

Allow faculty and staff to send their copy jobs electronically to our print shop.

Create an online job/project submission form.

**Financial Stability  
Specific Objectives by Year**

2004-05

1. Increase Fundraising Dollars
  - A. Raise \$1.2 million in Endowed Funds
  - B. Increase Alumni giving to 8.3%

2005-06

1. Increase Fundraising Dollars
  - A. Raise \$1.3 million in Endowed Funds
  - B. Increase Alumni giving to 9%

[Any lobbying of CT politicians?]

[Increase Alumni giving to X%?]  
[Relative to what? From what?]