



WCSU

STRATEGIC PLAN

2004-2006

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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • University wants to change • Location • Diversity of programs • Affordability • Favorable class size • Attractive campus • Excellent faculty • Community & corporate connections • Accredited programs • Internal competition • Technology (IT) and IT Training • Tax assistance • Staff who care • Students • Residence Halls • Sports facilities • New Student Center • Jane Goodall Institute • Weather Center 	<ul style="list-style-type: none"> • Making decisions narrowly rather than a broader view • Inconsistency of advisement • Internal competition • <i>New Staff Orientation</i> • Lack of resources • State and CSU Bureaucracy • Lack of visible corporate presence • Limited areas for gatherings/eating • Split campus • Compromised political clout • Lack of traditional support from alumni • Limited online programs • Current CSU Funding Formula • Heavy teaching load • Lack of flexibility of website • Space shortage
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Arts Programs • Non-credit workshops • Collaboration with CTC's • Specific programs for business 	<ul style="list-style-type: none"> • State budget • Poorly prepared students • Competition • University of Phoenix

COMPETITIVE ANALYSIS

COMPETITIVE ANALYSIS

MARKET	COMPETITORS
Graduate	UCONN SACRED HEART CSU Mercy College Bridgeport UNH COM Albertus Magnus Fairfield Quinnipiac Marist
Traditional HS	Central Community College UCONN Sacred Heart NY Schools Workplace
Community Colleges	CSU Schools Sacred Heart UCONN-Branches
Returning Students	Sacred Heart Bridgeport Fairfield Workplace
Working People Who Want to Upgrade Skills	Community Colleges Albertus Magnus UCONN .com Mercy/Marymount Sacred Heart
Residential Students	CSU UCONN Sacred Heart
Staff/Alumni/Children/Corporations	Albertus Magnus Sacred Heart Bridgeport

DEGREE PROGRAMS

GRADUATE	
•MBA	•MSN
•MHA	•MUSIC EDUCATION
•MFA-ART	•MA
•MS ED	• MFA-Writing
•MS COUNSELING	• Ed.D. Instructional Leadership
•MSJA	

UNDERGRADUATE
•ARTS •SCIENCES •HUMANITIES •SOCIAL BEHAVIORAL SCIENCES

UNDERGRADUATE PROFESSIONAL
•BUSINESS •EDUCATION •HUMAN SERVICES

UNDERGRADUATE PROGRAM: ARTS & SCIENCES

	ARTS	SCIENCES (CHEM/BIO/PHY/AST/MTR/MATH)	SOC/BEH/HUM SCIENCES	THEATRE	MUSIC
Competitors	SUNYP CCSU Specialized Schools	MIT UCONN SHU	CCSU UCONN SCSU SHU	UCONN SUNY PURCH CCSU NYCITY SHU	CCSU Hartt W Patterson SHU UCONN SUNY P
WestConn Strengths	Recog/Disting Faculty Location New MFA	Faculty ACS Accred Pre-Med Track Standards Weather CTR Jane Goodall New Sci Bldg Planned Science Institute	Faculty Anthro field work Jane Goodall and R&S Substance Abuse field work	Brings in community (espec. Musicals) Student camaraderie Faculty visibility: Children's Prog.	Jazz Choral Perc Faculty Music Education Location Visibility
WestConn Improvement Areas	Facilities Limited Photo Prog Resources Little Gallery Space	Facilities (To be fixed) Secret Quality Lack of Students Community Recognition	Taxed by Gen Ed	Combined dept. Few THTR faculty	Resources Funding Adjunct ratio union issue Public Relations need more promotion Advertisement Talent Based Scholarships

**UNDERGRADUATE PROGRAM: ARTS & SCIENCES
KEY COMPETITIVE ANALYSIS**

	MUSIC	THEATRE	ART	SOC/BEH/HUM	SCIENCES	PSYCH	MATH/CS	HIST/NWC
Key Competitors	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
WestConn Key Competitive Advantage	Location & Faculty & Working Artists (Creative Advantages) Programs (jazz, etc.) Ives (Yet to be realized) Center for the Arts (Yet to be realized)	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 (R&S)	Everything: New Building Sci Institute Pre-med "Program"	Drug Abuse Prof. Interveners Program	Computer Classrooms and Technology Technology Assisted Remediation	Strong faculty & diverse
WestConn Key Competitive Disadvantage	Identification Resources (room, instruments) Retards development No talent-based scholarships	Limited faculty Diversity (ethnic, gender, professional) Facilities Publicity	Facilities (new bldg coming)	Very small (enroll.) programs Visibility	Visibility		Difficulty in holding on to CS faculty Heavy use of faculty for remediation Lack of guaranteed evening program	Invisibility
Action	Maintain quality Promote work with Ives Fundraising	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

UNDERGRADUATE: PROFESSIONAL PROGRAMS

	BUSINESS	EDUCATION	HUMAN SERVICES
COMPETITORS	Sacred Heart CSU Albertus Magnus On-line	CSU UCONN	CSU UCONN Marist
STRENGTHS	\$\$\$ Programs with School MIS/Information Sec. Mgt. Interactive Mktg.	\$\$\$ Good quality—all Music Secondary/Elem Health Education Program Certification only one in CSU System	\$\$\$ Accredited Degree Programs JLA well regarded Social Work/Nursing well regarded HPX Programs <i>Health Science</i>
WEAKNESSES	Need more interdisciplinary Physical Resources Versatility in course offering Lack faculty offices	Need more interdisciplinary	Need more interdisciplinary Programs Ability to replace secondary ed faculty with practitioners

**UNDERGRADUATE PROGRAM: PROFESSIONAL
KEY COMPETITIVE ANALYSIS**

	BUSINESS	EDUCATION	HUMAN SERVICES
COMPETITORS	Southern Central UCONN Albertus Magnus	UCONN Nat'l accred. 5 yr. Integ BS/MS CSU (certain certification areas which we do not have)	Southern (Nursing) Central (JLA) Fairfield UCONN
KEY ADVANTAGE	Quality/Reputation Advisement Stable Faculty	Partnership with Western Regional School Districts	Comprehensive array of nursing degree programs High acceptance rates of BA SW students into graduate schools
DISADVANTAGE	Traditional format of all programs Traditional content Advisement Semester Abroad Need to strengthen Foreign Language Dept.	Sec Ed and ElemEd needs to enhance curriculum with regard to <i>No Child Left Behind</i> Few SE Educators	Cost of Nursing Programs
ACTION	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 SE and EE programs Hire additional SE educators	Expand nursing programs to meet critical shortage in area.

GRADUATE PROGRAMS

	Counseling School, Community	Nursing-MSN	MS Ed	Music	MFA (Art, writing)	MBA	MHA	MS Jus Admin	MA English Science Math History
Comp	Sacred Heart Southern Fairfield	Sacred Heart Southern Fairfield Quinnipiac	Fairfield Univ. of Bridgeport Sacred Heart Albertus Magnus NY schools UNH	CCSU UCONN SUNY P	SUNYPurchase Specialized art programs	Sacred Heart UCONN Marist Albertus	NY Medical College	Central UNH Marist	Sacred Heart SUNYPurchase
Strength	Quality (accreditation) Cost Location	Reputation Clinical/agencies Adult Nurse Prac. Job placement	Quality Location Reputation	Quality Location Reputation		Advanced level of courses	Management focused	Curriculum	Lack of competition
Weakness	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	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

**GRADUATE PROGRAMS
KEY COMPETITIVE ANALYSIS**

	General	Counseling	Nursing	M.S. Ed	Music Education	MFA (Studio art and Illustration)	MBA	MHA	MJA	MA English	MA Science	MA Math	MA History	Ed.D. Instructional Leadership
COMP	Price Location Small classes Plain vanilla programs	Sacred Heart SCSU Fairfield	Sacred Heart Pace Fairfield Quinnipiac	Sacred Heart Pace Fairfield Univ. of Bridgeport Albertus 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		Internship relationship with students National Accreditation CACREP	Faculty Relationship with Danb. Hospital Adult Nurse Prac. Prog	Quality reputation Options in Spec. Ed, IT, Curriculum, Reading, NASM Accreditation	Reputation Location	Connections with prof artists/critics in NY	Corporate connections Develop Specialty programs	Management focus Corporate connections Develop specialty programs	Connects w/FCI, etc. Adjunct faculty	New options: Lit, writing, ESL	New science building Science Institute	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	Trad. Package	Small size		No science educator	Small size	Lean Staff	Not well known
ACTION	Marketing	Clinic Focus for agency/com Counseling Ed.D. Alliance w/other institutions	Focus new programs: more specialized alliance w/other Clinical Doctorate	National accred. Expand resources Nationally known faculty		Exploit connections and resources Promote & advertise	Alliance with tech Utilize CEO connections Market programs	Alliance with tech Utilize CEO connections Market programs	Marketing	Marketing	Marketing	Marketing	Marketing	Marketing

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 Accreditation of Key Program Areas**
- 5. Increase Academic Standards**

**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 ~~of~~ the general education program *and establish along with* 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, advisors 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. Obtain approval for a graduate program to be offered through OnlineCSU
 - J. Increase promotion for Fine and Performing Arts
 - K. Expand student participation in community service activities
 - L. Respond to the needs and problems of society by expanding student participation in community service activities
 - M. Increase support for entering students*
 - N. Increase support for students making the transition to graduate school*
 - ~~*O. Expand the percent of graduates who participated in community service activities.*~~
 - O. Respond to the needs and problems of society by expanding student participation in community service activities
 - P. Increase support to entering students
2. **Promote Culture of Life Long Learning Among All Constituencies**
 - A. ~~*Continue the education of faculty by*~~ 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 certificates 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
3. **Develop and Implement Assessment in All Academic Programs**
 - A. Develop methods to assess improvement in student learning outcomes in all programs
4. **Pursue Accreditation of Key Program Areas**
 - A. Pursue AACSB accreditation
 - B. Ensure CSWE Reaccreditation
 - C. Pursue NCATE Accreditation
 - D. Maintain existing accreditations
5. **Increase Academic Standards**
 - A. Increase SAT and 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

**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 ~~program and~~ expand the Honors Program
 - C. Enhance ~~program~~ and expand CELT
 - D. Enhance writing in the undergraduate curriculum
 - E. Expand involvement of people of renown in each program (as adjunct faculty, advisors 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 ~~to be offered~~ through OnlineCSU
 - J. Increase promotion for 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 certificates for people in the community
 - C. Develop and implement academic program for senior citizens and alumni

- 3. Develop and Implement Assessment in All Academic Programs**
 - A. Improve methods of assessment in student learning outcomes in all programs
 - ~~B. Update General Education Program~~

- 4. Increase 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

**STUDENT SATISFACTION
SPECIFIC OBJECTIVES BY YEAR**

2003-04

I. INCREASE ACADEMIC STUDENT 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 2003 by 2% points over Fall 2002.
- D. Increase graduate rate by 2%.
- E. Develop new assessment tools to assess student learning from a student affairs perspective.
- F. Implement Phase II of Freshman Year Experience Program
- G. Create a “Co-Curricular” transcript.

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

I. INCREASE ACADEMIC STUDENT SUCCESS

- A. Expand Academic Advisement services by 3 positions.
- B. Implement recommendation of Remediation Committee recommendations.
- C. Increase full-time student first-to second-year retention rate for Fall 2004 by 2% points over Fall 2003.
- D. Increase graduate rate by 2%.
- 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.

**QUALITY SYSTEMS AND SUPPORT SERVICES
SPECIFIC OBJECTIVES BY YEAR**

**MEDIA SERVICES
2003-04**

- 1. CREATE A FACULTY DIGITAL MEDIA RESOURCE CENTER (DMRC)**
 - A. Procure & install hardware, software and furniture for the center (Fall 03)
 - B. Work with CELT to promote the DMRC services to faculty (Fall 03/Spring 04)
 - C. To offer faculty workshops on presentational/instructional media

- 2. CREATE AN INTERNET NARROWCAST CHANNEL**
 - A. Investigate, assess & recommend hardware/software for narrow casting digital video via the web (Fall 03/Spring 04)

- 3. CONTINUE TO EXPAND RECRUITMENT/MARKETING MATERIALS**
 - A. Produce 30-second television spots on a semi-annual basis. (on-going)
 - B. Design & develop an interactive CD-ROM to distribute to perspective students (Fall 03/Spring 04) on WCSU and its individual degree programs

**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 (on going)

- 2. CREATE AN INTERNET NARROWCAST CHANNEL**
 - A. Investigate, assess & recommend hardware/software for narrow casting digital video via the web. (Fall 03/Spring 04)
 - B. Procure & test hardware/software for item 2a (Summer 04/Fall 04)
 - 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 3b & 3c as necessary (Fall 04-Spring 06)

- 4. TO PLAN FOR THE MOVE TO HDTV TECHNOLOGY**
 - A. Investigate & assess HDTV equipment. (Spring 05)
 - B. Begin to replace current video production/presentation equipment with HDTV compatible equipment (Spring 05/Fall 06/Spring 06)

**QUALITY SYSTEMS AND SUPPORT SERVICES
SPECIFIC OBJECTIVES BY YEAR**

**ENHANCE PUBLIC RELATIONS EFFORTS
2003-04**

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.

**QUALITY SYSTEMS AND SUPPORT SERVICES
SPECIFIC OBJECTIVES BY YEAR**

ENHANCE PUBLIC RELATIONS

2004-05

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

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

2005-06

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 need 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

2003-04

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 & copywriting standards manual

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

Develop (with UC) a new way to draw down course information from Banner to expedite development of bulletins

Enable electronic proofing via Adobe PDF

Develop a website (on Campus Pipeline) as a resource for faculty & staff to better utilize UP-D's 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 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

2004-05

Re-think and re-design university undergraduate catalog working with Office of Academic Affairs

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

2005-06

Allow faculty & 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%