

Strategic Plan Progress Reports – Fall 2008

Academic Affairs Report

Enrollment Management Report

Technology Report

Facilities Report – August 2008

Facilities Report – December 2008

Student Engagement Report

Finance Report

Institutional Identity/Marketing Report

Diversity Plan Progress Report

Strategic Plan Membership



**Strategic Planning Initiatives
Accomplishments
Fall 2008**

ACADEMIC AFFAIRS

Goal 1: Outstanding Faculty – Retain and attract outstanding faculty who excel in their subject area and discipline and are committed to excellence in teaching, ensuring student success and fostering a diverse academic community.

- In preparation for the 2008-09 academic year, step-by-step Curriculum Advising and Program Planning (CAPP) instructions were sent to each faculty member, along with Academic Advisement Center (AAC) contact information.
- Assistance and training, regarding general education requirements, have been offered to each academic department; one academic department has utilized AAC services.
- The AAC has implemented a monthly departmental teaching pedagogy workshop to discuss recommendations for teaching presented in the educational literature.
- Dr. Dora Pinou, Biology department, in collaboration with the University of Guadalajara, took students studying sea turtle conservation to the Jalisco Coast of Mexico to monitor and record nesting of sea turtles.
- Dr. Tom Lonergan, Chair of Biology, has led the collaboration with Loyola University, Chennai, India, and will give a lecture to students in India in “real time” about stem cell technology to a class at Loyola.
- Dr. Ruth Gyure, Biology department, also in collaboration with Loyola University, Chennai, India, will work with faculty and students at Loyola to create a solid, publishable research project in bioremediation re mercury.
- Mr. Truman Keys, Communication department, is working on a program at Yale/New Haven recording personal histories of patients for medical staff; Ms. Jessica Eckstein is working with Hancock Scholarship program on leadership skills; Dr. Karen Raftery: Concert Celebration of Ridgefield, CT’s Tri-centennial featured three of her videos; Dr. Bill Petkanas became Editor of *ETC: A Review of General Semantics*, the journal of the Institute of General Semantics.
- Professor Rona Gurkewitz, Computer Science department, published the book, *Beginner’s Book of Modular Origami Polyhedra: The Platonic Solids*.
- Professor Averell Manes, Social Sciences, in collaboration with Vice President Walter Bernstein, Student Affairs, in order to advance students, have created and will implement the Hancock Student Leadership Program in January 2009.

- Dr. Renate Ludanyi's (World Languages) chapter "German in the USA" was accepted for inclusion in the work *Language Diversity in the USA* to be published by Cambridge University Press in 2009.
- Dr. Galina Bakhtiarova, World Languages department, presented a paper studying opera at an international conference "Opera, Exoticism, and Visual Culture" in London, England during September 2008.
- Dr. Alba Skar, World Languages department, presented a paper studying Guatemalan women poets at an international conference "La Jalla" in Santiago, Chile during August 2008.
- Writer in Residence, Mr. Mark Sundeen wrote a travel report for the New York Times about Iceland's Ring Road.
- Dr. Dan Barrett, Psychology department, has assumed the position of Director of Faculty Advising, effective January 2008.
- Dr. Maidment successfully completed the AACSB Bridge Program for AQ faculty.
- The following faculty made paper presentations, Dr. Cronin (best paper), Dr. Ganon, Dr. Donegan, Dr. Drozdenko, Dr. Koza.
- The following faculty had papers accepted for presentation in Spring 2009; Dr. Coleman, Dr. Maidment, Dr. Drozdenko, Dr. Oumlil, Dr. Tesch, Dr. Bazan, and Professor Fenwick.
- Dr. Karen Burke is the recipient of the CSU Trustees Research Award, December 2008.
- Dr. Marcy Delcourt is the recipient of the WCSU Teaching Excellence Award, December 2008.
- Graduate Council has approved of the "Process for Faculty to Participate in Graduate Education," December 2008.
- Dr. Theresa Canada is the recipient of CWEALF "Educator of the Year" award, October 2008.
- Dr. Margaret Grimes, Art department, brought distinguished guest artists to campus for the MFA Lecture Series.
- The Music faculty has performed with NY Philharmonic, N. Haven Symphony, Broadway shows, Radio City Music Hall. Mr. Jamie Began recorded a new CD "Big Fat Grin." Mr. Jeff Siegel has a CD under Grammy consideration. Dr. Wesley Ball published (yet again). Hirshfield performed recitals in Florida and Arizona. Dr. Dan Goble attended NASM conference. Entire faculty participated in Strategic Planning for Dept. of Music in correlation with NASM Self-study.
- Mr. Frank Herbert, Theatre Arts department, with funding from the President's Initiatives Grant, produced "A Midsummer Nights Dream" at the Ives Center and also at the New Student Orientation. All faculty contributed to an outstanding production of Cabaret in the fall.
- Dr. Deneen Harris is presenting a paper in Louisville Kentucky (April 2009) at the National Association of Black Social Workers Conference entitled, "Can You Hear Me: The Experiences of African-American Doctoral Students Attending Majority Institutions."
- Dr. Kit Hinga presented a paper with Fr. Lasky on "Developing and Implementing a Geneva Based Study/travel Course on Human Rights" on 11/21/08 at the Connecticut State University International Educational Conference, International Connections:

Engaging Campus, Community, World, CCSU. She also has a paper accepted for presentation at the 2009 Baccalaureate Program Directors Conference on 3/19/09 entitled, "Increasing Understanding of International Policy Through Study Abroad Focused on Human Rights".

- Dr. Rob Veneziano was elected President-Elect of the International Society for Interpersonal Acceptance and Rejection (ISIPAR). He will serve as President-Elect from 2008 to 2010, and then as President from 2010 to 2012. He led a symposium on fatherhood and presented a paper at the 2nd Annual ISIPAR Congress in Crete during July, 2008.
- Dr. Daryle Brown received the Josephine Dolan Award in October 2008 from the CT Nurses' Association in recognition as the 2008 Outstanding Nurse Educator.
- Dr. Joseph Aina presented his research examining the experience of Nigerian children of Nurses and their pursuit of Nursing as a career at the Sigma Theta Tau International's Research Conference held in Israel during summer 2008. Dr. Joseph Aina will be on sabbatical this spring to pursue his work improving nursing education in Nigeria.
- Drs. Abate, Avery, Brown, Crouse, Daley, and Professors Lupinacci, Palladino and Riley presented at the Association for the Advancement for Educational Research November 2008.
- Dr. Karen Daley hosted several break-out sessions at the CT League for Nursing Deans and Directors Simulation Workshop held at Fairfield University this fall.
- Dr. Mary Ellen Doherty's research study, "The Lived Experience of Widowhood During Pregnancy" was accepted for presentation at the Mu Epsilon Chapter (Mount Saint Mary College) of Sigma Theta Tau International Research Day for April, 2009, and in November 2008 she had her manuscript accepted for publication, "Therapeutic Alliance: A Concept for the Childbearing Season", in *Journal of Perinatal Education*.
- Professor MaryAnn Riley presented "Current Trends on the Treatment of Pancreatitis" at the Infusion Nurses Society Fall National Academy in St. Louis, Missouri.
- Dr. Daley's co-authored book entitled, *Simulation Scenarios for Nurse Educators: Making It Real*, Springer Publishing Company.
- Dr. Theresa J. Canada received the One Woman Makes a Difference Award from the Connecticut Woman's Education and Legal Fund (CWEALF) in November 2008.
- Dr. Marcia A. B. Delcourt received the WestConn Excellence in Teaching Award in December 2008 and the Woman of Achievement Award from the Western Connecticut State University Chapter of Phi Delta Kappa this fall.
- Drs. Karen Burke, John Caruso, Ed Duncanson, Leah Stambler, Bonnie Rabe and March Delcourt were invited through the peer review process to present papers and workshops at national and international conferences this fall.
- Dr. Robyn Housemann contributed to development of the first Community Report Card of Western Connecticut; participated in the development of the Hancock Student Leadership Program and in the selection of the Program's first student leadership cohort and is currently serving as a mentor to students; received CSU Assessment funds to develop assessments for the BSHPS curriculum, and attended SABPAC Training in October 2008.

- Dr. Jeff Schlicht, who attended Center for Educational Development and Assessment Workshop on Faculty Assessment, Promotion and Tenure in March 2008 has provided several workshops for SPS DEC's and other schools' departments; used the knowledge gained to suggest promotion and tenure guidelines for the department; continues to write wellness-related column three times a year for Connecticut Association for Health, Physical Education, Recreation and Dance; provided lectures and discussion on aging during the Fall semester entitled, "Who is in that mirror?" (i.e., discussion about what usually happens to our bodies with aging, and how we can do better) at the *Ridgefield Crossings University Lecture Series*, and the *Visiting Professor Lecture Series at Brookfield Common*.

Goal 4: Range of Quality Academic Programs – Offer a range of quality academic programs, including featured signature programs that together educate a diverse student population and meet the needs of the state and region within the context of a global environment.

- The NEASC Fifth Year Interim Report submitted by WCSU was accepted by the Commission and the University was commended on the progress that has been made. The University will have its 10 year comprehensive evaluation, fall 2013, consistent with the Commission's policy.
- The university was visited by faculty from a Siberian university in Russia, exploring possible collaborations with WestConn.
- Arts & Sciences—Building a Bridge to Improve Student Success: Assistant Dean and Director of the Bridge program took 11 faculty from the Bridge High Schools and the university to Washington, D.C., Education Trust Conference on "It's Up to Us: Going the Distance to Close Gaps and Raise Achievement for All" (November). The Bridge project involves Danbury and Bethel High Schools in collaboration with the university in closing achievement gaps in Mathematics, Writing, and the Sciences.
- Arts & Sciences—Dr. Darius Rejali, Reed College professor, gave the Steven Neuwirth Annual Arts & Sciences Lecture this year on his book, *Torture and Democracy* (October), and conducted a special workshop with a select set of students in the afternoon.
- The Biology department has a complete curricular review of the undergraduate options and the MA graduate program was initiated in Fall 2008, with an emphasis on methods to improve enrollment, retention and graduate rate. A new recruiting program will start in spring 2009.
- The Department of Biology is identifying hurdles students face with retention issues and create an action plan for corrective action, including evaluating advising strategies for at-risk students and students who fall behind as a result of dropping courses.
- Dr. Dora Pinou's Biology student who traveled with her to Crete was selected to present his paper at the Sigma-Xi conference in December 2008.
- The Communication department is implementing a new BA Media Arts program this year.

- Dr. Burton Peretti, chair of the History department, is chairing the Lincoln initiatives that will take place to celebrate the birthday of Abraham Lincoln and his legacy.
- The Psychology department has undergone an external review and anticipates a reexamination of its program after the final review report is received.
- The MAT in Spanish was officially approved, and the World Languages department has received its first applications for the program. (12 plus to date, December 2008)
- NCATE accreditation was awarded to the Spanish-Secondary Education program with conditions. The department is currently revising the report based on suggestions.
- Pulitzer Prize winning writer, Anna Quindlen, spoke to Professor Elizabeth Cohen's first-year writing students.
- Professor Elizabeth Cohen and Professor Lynne Paris-Purtle have set the date for the first "Voices of Veterans" writing conference, April 15th. Writer Anthony Swofford, author of *Jarhead*, will speak at 12:30, and will sign his book after. Following that, he will lead a special writing workshop for select student veterans. We are hoping it will be a collaboration with the News-Times.
- The Department of Social Work offers one undergraduate degree program: Bachelor of Arts in Social Work, recognized as a professional entry level, generalist social work practice degree, commonly designated "BSW" (bachelor degree in social work). The program has been nationally accredited by the Council on Social Work Education (CSWE) since 1984, with the most recent re-accreditation awarded in 2005.
- The Social Work department is committed to continuing its accredited status, and has begun its review and revisions of curricular materials based upon the most recent (June 2008) revisions to the CSWE's Educational Policy and Standards (EPAS).
- Dr. Gene Buccini and Dr. Fred Tesch are leading the effort to develop a proposal to revise and update the ASB MBA program.
- Dr. Jack Trifts, the ASB AACSB consultant, visited our campus in mid-September to review Ancell's new mission, AQ/PQ standards, and plans to prepare the School's pre-eligibility application. Dr. Trifts made recommendations regarding the application process and related data collection/analysis.
- Dr. Rick Bassett attended the AACSB Assessment conference in order to become familiar with the AACSB standards on assessment. In addition, the ASB has acquired Sedona software to be used in capturing faculty AQ/PQ information and preparing tables for the pre-eligibility application.
- Recruitment and admissions for the new Master of Arts in Teaching program – Biology, Math and Spanish secondary education level, November-December 2008.
- The Art department brought NASAD Consultant, Mr. Roger Williams, President of New Hampshire Institute of Art, to campus to assess programs and advise on future direction for the Art department. His early comment is that our undergraduate program is already close to BFA degree program.
- The Music department's NASM re-accreditation effort is in full swing with a visit, April 2009. Opera ensemble selected to perform at Carnegie Hall. Numerous positive press articles regarding the Music program. See Dept. retention rate, number of students in honors program, etc.

- The Theatre Arts department put on a successful production of Cabaret in Fall, 2008 as well as a series of one-act plays by and/or produced by students for the Children's theatre during the holiday season.
- Social Work Department increased its new student retention rate for its Fall 2007 first time students by 24.6% (from 63.6% to 88.2%) over last year's retention rates.
- Enrollment in the SW major has climbed steadily (40%) in the past five years, stretching the department's capacity to sustain course enrollment size standards, and to locate sufficient field internships with suitably credentialed professional supervisors within a reasonable campus commute (personal and public transportation). In response this year, the Department is moving forward to cap upper class enrollments, by raising academic acceptance criteria and by refining behavioral standards. Another Professional Studies academic program's growing enrollment (i.e., BSHPS) has also impacted on several social work courses, since it either requires or highly recommends them. This growth is seen, then, as both positive (students choosing human and health service careers), but a challenge to address, due to resources.
- Affiliation side-by-side agreements with several regional community colleges' human services programs have been made (NCC) or are in progress (NVCC, Dutchess) to assure a more seamless, efficient transfer of academic credits for that source of students. Faculty has continuing communication with CC human service faculty to provide advisement and supports in the transfer processes.
- The 2008-09 academic year has been notable for the accreditation visit by the Commission of Colleges of Nursing (CCNE) in October 1 – 3, 2008. The visitors met with undergraduate, RN-BS, and MS students, recent graduates and community leaders. The visitors commented positively the access they had to the community of interest while on campus. In their verbal report to the University community, all standards were met, and DON is awaiting the written report.
- The Nursing department enrollments in all programs are at an all time high. We have 158 students in our generic undergraduate BS in Nursing Program. The RN-BS program enrollment is at 46 students. The MS in Nursing program enrollment has grown to 35 students.
- The NCLEX-RN pass rate for 2008 graduates is 91.6%. Seven out of eight graduates in our MS program were successful on the ANCC Certification Examination as Adult Nurse Practitioners.
- In summer 2008, the University received word on the 12 SPA reports it submitted for review. One program department (i.e., Elementary Education) received national recognition; 6 Secondary Education Programs received national recognition with conditions (i.e., Biology, Chemistry, Earth Science, History, Social Studies, Spanish); 4 other programs (i.e., English, Mathematics, Health Education, Intermediate Administrative and Supervision) did not meet the standards established by their respective SPA's, and thus submitted SPA revised reports on 9/15/08 for review.
- The first cohort of 12 candidates enrolled in the Certificate for Intermediate Administration and Supervision Program received a 100% pass rate on the Connecticut Administrator's Test (CAT).

- The Masters of Art in Teaching Program, with options in Secondary Education - Biology, - Mathematics and - Spanish which received CSDE and CDHE approvals, began accepting applications and scheduling interviews for the first candidate cohort to begin in the summer 2009.
- The Counselor Education Program received UPBC and Graduate Council approvals this fall to replace the current Community Counseling option with a Mental Health Counseling option. The faculty have currently begun work on their CAREP Re-accreditation Report.
- HPX prepared an activity plan toward seeking SABPAC Approval of its BSHPs curriculum in fall 2011. Currently, HPX is beginning assessment data collection for the self-study report.
- The BS Health Education Program is aggressively seeking national recognition by its professional association, and working toward the WCSU's unit receipt of NCATE accreditation, including ongoing assessment data collection. It submitted a revised SPA Report on 9/15/08.

Goal 5: Enriching and Supportive Student-Focused Environment – Foster a holistic approach to intellectual and social growth and development that prepares students to be productive citizens of the state of Connecticut and the world by developing their knowledge, experience, and critical thinking and by fostering life-long learning characterized by intellectual curiosity, imagination, and creativity.

- The Academic Advisement Center (AAC) is in the process of transitioning from a grant-funded, ePortfolio based workshop, "Major Discoveries," to an in-person (individually or in small groups) workshop, affording students an opportunity to self-assess values, interests, and abilities that will lead to the choice of a major.
- The Peer-to-Peer Mentoring Program (P2P) continues to develop programs and support students.
- The Academic Advisement Center's (AAC) webpage has been updated to provide more information regarding placements test scores, tutoring services, final exam schedule, links to undergraduate and graduate program sheets as well as lists of advisor and advisee responsibilities.
- The AAC reviewed each student's records, regardless of major, to ensure that an appropriate advisor has been assigned to the student.
- Advisors in the AAC continue to send emails and letters to students who are "at risk," on academic probation or academic suspension, offering to discuss strategies for success in future coursework.
- AAC hours are offered at the Westside Campus Center, one afternoon per week, during Fall and Spring registration periods, ensuring availability and access for students.
- Computers in the AAC provide a convenient way for students to register immediately following advisement sessions.

- Biology students who drop courses that are only scheduled once a year are at risk because of an inability to replace the dropped course in a timely manner. The department is developing a plan of action to correct this situation with a date of implementation set for fall 2009.
- Club IMPACT (department of World Languages) held meetings every other Thursday in fall 2008 to plan for student activities related to multiculturalism and community service. 12 members of the club attended the Latino Scholarship Gala in November 2008.
- The Spanish table met weekly on Tuesday afternoons for the entire university community to engage in Spanish conversation with faculty in Spanish outside of class.
- The accounting club sponsored its annual accounting career symposium with representatives from local accounting firms.
- The JLA club took its annual trip to NYC to visit the Federal Court and the United Nations.
- Three MBA students and Dr. Koza have revised their written case study for publication.
- Dr. Rick Bassett developed a systems based approach to revising the WCSU advisement process, for use in the deliberations of a Spring 2009 University wide task force on improving the advisement process.
- Diana Appleby, Rebecca Narel, and Carlin Rogers won the Certificate of Excellence in Research Methodology in JLA.
- The Music department hosts numerous student clubs, engages in cohort-based scheduling, pioneered common hour concept (the entire department meets together once a week at recital hour). Supports coffee house, Spirit Band and other Student Life initiatives.
- Theatre Arts department has strong advising and individual faculty coaching for all students.
- Students in the Social Work Program continue to be involved in the following activities related to this goal. Seniors in the current SWK 315-16 course are working on the issue of domestic poverty. With the assistance of the President's Initiative, the Social Work Department, the Social Science Department and the Diocese of Bridgeport, 12 students and two faculty traveled to Geneva Switzerland and participated in a 18 day course on Human Rights during the 65th Anniversary of the Declaration of Human Rights and the summer convening of the UN Human Rights Council in June 2008.
- The BSHPS senior internship experience has resulted in positive learning outcomes for program students, again culminating in December 2008 with a Health internship Fair, where students formally presented their internship experiences with their external affiliate supervisors present.



**Strategic Planning Initiatives
Accomplishments
Fall 2008**

ENROLLMENT MANAGEMENT

Goal 1: Outstanding Faculty – Retain and attract outstanding faculty who excel in their subject area and discipline and are committed to excellence in teaching, ensuring student success and fostering a diverse academic community.

- Dr. Dan Barrett, Psychology department, has assumed the position of Director of Faculty Advising, effective January 2008.

Goal 5: Enriching and Supportive Student-Focused Environment – Foster a holistic approach to intellectual and social growth and development that prepares students to be productive citizens of the state of Connecticut and the world by developing their knowledge, experience, and critical thinking and by fostering life-long learning characterized by intellectual curiosity, imagination, and creativity.

- Academic year registration/schedule of 15 credits (both gen ed and major classes), for all entering freshmen students entering WCSU, has been developed and will be implemented for fall 2009 class.
- A block schedule has been developed with consideration for space utilization for each school and has been developed and approved by all chairs. (The goal is to ensure that students get five classes within their disciplines.) This will be implemented fall 2009.
- A faculty workload blueprint/analysis of each school has been developed to identify the number of credit hours taught and credit hours required to meet student demand. The workload blueprint has been calibrated to assume growth of 5 – 5%, 6% and 7% growth potentials.
- The catalogue, (hard copy) and online, has been rewritten by chairs, deans and staff to assure accuracy. The catalogue for 2008-2009 will be completed December 2008 and will not be revised every other year but will be revised every 2 years; however changes will be made on the online version monthly.
- Catalogues will be accessed online in January and will be updated twice a year.
- The Admissions office is using advertisement on the Web to reach larger groups of students at a more cost efficient rate.

- A podcast of the president has been created so that all accepted new freshmen students will receive a congratulations from WCSU's president the same week that they are accepted.
- The Admissions office has a Facebook committee and is developing a Facebook page that will play a strong role in the recruitment process in the coming semester.
- A Common Hour has been created to be held every Wednesday from noon to 1:00 p.m. and will be implemented for spring 2009.
- A special orientation will be implemented for Transfer Students, spring 2009.
- A new repeat policy has been developed and implemented for fall 2008.
- A new alert system for seniors has been developed by the Enrollment Management Officer and the Academic Advisement Center. Any senior in need of one or two courses and not able to secure them is guaranteed that their courses will be offered so they can graduate in a timely manner.



**Strategic Planning Initiatives
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TECHNOLOGY

Goal 5: Enriching and Supportive Student-Focused Environment – Foster a holistic approach to intellectual and social growth and development that prepares students to be productive citizens of the state of Connecticut and the world by developing their knowledge, experience, and critical thinking and by fostering life-long learning characterized by intellectual curiosity, imagination, and creativity.

- Aspects of Ad Astra will be implemented fall 2009, spring 2010.
- Program Sheets are easily accessible electronically by faculty and students.
- Primary and secondary advisors are now identified in BANNER for all students.
- Instructional Technology Center will be opened January 2009 in Haas Library.
- WestConn report is accessed electronically.
- Scholarship process has been streamlined through an effective online application process.



Strategic Plan Implementation Team – Facilities
Summary report on initiatives
August 2008

Initiative #1: Establish operational and service standards and guidelines. (Luigi Marccone)

Awaiting report from Luigi.

Initiative #2:

A. Proposed Communication Schedule for Maintenance and Technology Facilities Requests.

1. All requests initially to be presented to Provost (September)
2. Provost then informs the appropriate Dean and the Registrar (Scheduler) (October)
3. Deans then inform affected Department Chairs/Heads for feedback (November)
4. Department Chairs/Heads report back to Dean(s) and/or Registrar (December)
5. Deans and/or Registrar report back to Provost (January)
6. Provost sets priority list of projects in consultation with Deans, Registrar, Maintenance and/or Technology¹ (February)
7. Project priority list presented to UPBC for approval. (March)
8. Priority List will be reviewed for progress each year by UPBC

Priority list completed by March for following summer projects (example: priority list completed in March 2009 will be for projects beginning Summer 2010).

B. Proposed Communication Schedule for Departmental Facilities Requests.

1. All requests initially to be presented by Departments to Academic Dean (September) in consultation with Registrar (Scheduler) and Facilities/Technology
2. Deans consult with Provost, Facilities, Technology and Registrar (Scheduler) and develop draft priority list (October)
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¹ Requests for new technology facilities and equipment must go through the University Information Technology Committee (ITC)

Initiative #3: Improve university image and internal communications with respect to facilities. (John Murphy)

1. Exterior Building and Campus signage have recently been installed on both campuses.
2. Interior signage and way finding will be an on-going project – as buildings and areas are refurbished or renovated, new conforming signage will be installed, with cost being built into the facility project. There is limited funding for some interior signage change outside the scope of facility projects.
3. Interior and exterior displays will be included in refresh or renovation facility projects. These displays are intended to promote, recognize and highlight the achievements of departments, individuals or programs within the specific building or corridor.
4. Facility scheduling on campus – FSP (Facility Scheduling and Promotions) is currently working on a PowerPoint presentation that will cater to each stake holder group – faculty, staff, students and community users. The presentation will cover the process, time lines and specific venue manager (where appropriate) who will facilitate your booking.
5. Virtual web based tour – idea in discussion, will work with Media Services to create a mock up.

Initiative #4: Develop efficient process for identification and execution of facility and infrastructure requirements. (Gene Tosetti)

A. Classroom Occupancy

After reaching out to department chair persons, those that responded indicated that they do not interact with other departments. This indicates that they do not leave their generally used classrooms for other rooms in other places during the summer. Example: Departments that use classrooms in White Hall do not typically hold classes in Higgins over the summer.

B. Maintenance Work Order System

The Maintenance Work Order System, aka. “Schooldude” is an internet based software / program designed to manage maintenance related information. The product was purchased approximately a year & half ago for use at the University for managing our maintenance work requests & expenses.

Schooldude is designed for customers to place their requests for maintenance, including grounds & custodial work into the Schooldude website Myschoolbuilding.com. Once the work order is received & saved, it is routed to the appropriate staff to perform the work. This system will automatically confirm the requests by electronic mail when they are received. It will also notify customers when requests are completed or if the request will be delayed and give specific information if available.

The system also allows the Maintenance-Trades & Environment & Facilities Departments to keep track of expenses incurred for each request and the time in labor hours necessary to perform the job. The system also can be set up to keep track of costs in a similar fashion for scheduled renovations.

C. Building inspections

Building inspections will be completed on a bi-weekly basis by competent member(s) of the Maintenance-Trades or Facilities Staff. Our goal is to address improvements in each building. Inspections will be completed, and a group of employees will be formed as a team to complete identified needs with eye towards making a noticeable improvement.

Initiative #5: Implement Master Plan. (Dan Costello)

The University has made good progress on implementing the Master Plan over the past year. We were successful in getting bond commission approval for \$12.1M for the design of the Visual and Performing Arts Building (Master Plan Capital Improvement Priority #1a) which also includes \$175,000 for the Master Plan Environmental Assessment. In addition, the university made adjustments to our FY09 CSUS 2020 program to include \$2M for the Campus-Wide Utility Infrastructure Improvements and Boiler House upgrades (Master Plan Capital Improvement Priority #2b).



Strategic Plan Implementation Team – Facilities
Summary report on initiatives
December 4, 2008

Initiative #1: Establish operational and service standards and guidelines.

1. Sub-Committee formed to determine focus. Sub Committee consists of Luigi Marcone, Gene Tosetti, Deanna Schaab, Director of Planning and Engineering (vacant). Have determined 3 distinct needs.
 - a. Operational Guidelines
 - b. Building Systems Standards
 - c. Design Standards
2. Established the following Operational Guidelines:
 - Operational Procedure for the removal of Snow and Ice.
 - Building Services Operational Standard.
3. Documenting the following Building Systems Standards:
 - Fire alarm and Automatic Sprinkler Systems
 - Building Automation Systems
 - Emergency Lighting Systems
 - Access Control
 - Closed Circuit TV Systems
 - Door Hardware Systems
 - Interior signage and way
 - Interior/Exterior lighting
4. Identified the need to document the following Design Standards¹:
 - Faculty/Staff office size and finish
 - Office Furnishings
 - Floor Coverings
5. Next Steps:
 - a. Determine procedure for review/acceptance/approval of documentation. (Who makes the final determination and approvals)
 - b. Incorporate standards into all future renovations and new facilities.

¹ The committee recognizes the need to establish standards definitions of faculty teaching space utilized for specialized functions, such as faculty teaching studios (applied music), rehearsal space (theater and music), and art studios in Visual and Performing Arts and clinical teaching spaces for nursing. It is suggested that design standards for these spaces be measured against those established by programs of similar size and scope across the nation, and by standards set by national accrediting bodies such as NASM, NAST, NASAD and CCNE.

- c. Commit to adhering to standards (do not go above or below).

Initiative #2: Establish space utilization decision framework; implement. Clarify who approves use of space and changes in specific space assignments & Develop more integrated/joint planning, particularly with academic affairs.

A meeting was convened to discuss a formal framework for space utilization. Present at the meeting were Dr. Linda Rinker, Dan Costello, Dan Goble, Lorraine Capobianco, and Vanita Wagner. The following framework was created to facilitate planning and space assignments across the campus.

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Priority list completed by March for following summer projects (example: priority list completed in March 2009 will be for projects beginning Summer 2010).

² Requests for new technology facilities and equipment must go through the University Information Technology Committee (ITC)

These proposed schedules must be approved the UPBC. These schedules are intended for projects that are defined as *major* by yet-to-be-determined thresholds (minimum square footage and/or dollar amounts). There is also a perceived need to edit and update the current Project Request Form to shift the cost estimate for projects from the end-user to Facilities.

Initiative #3: Improve university image and internal communications with respect to facilities. (John Murphy)

- Exterior Building and Campus signage have recently been installed on both campuses.
- Interior signage and way finding will be an on-going project – as buildings and areas are refurbished or renovated, new conforming signage will be installed, with cost being built into the facility project. There is limited funding for some interior signage change outside the scope of facility projects.
- Interior and exterior displays will be included in refresh or renovation facility projects. These displays are intended to promote, recognize and highlight the achievements of departments, individuals or programs within the specific building or corridor.
- Facility scheduling on campus – FSP (Facility Scheduling and Promotions) is currently working on a PowerPoint presentation that will cater to each stake holder group – faculty, staff, students and community users. The presentation will cover the process, time lines and specific venue manager (where appropriate) who will facilitate your booking.
- Reconcile EMS and Banner for more effective facilities scheduling.
- Virtual web based tour – idea in discussion, will work with Media Services to create a mock up.

Initiative #4: Develop efficient process for identification and execution of facility and infrastructure requirements. (Gene Tosetti)

A. Classroom Occupancy

After reaching out to department chair persons, those that responded indicated that they do not interact with other departments. This indicates that they do not leave their generally used classrooms for other rooms in other places during the summer. Example: Departments that use classrooms in White Hall do not typically hold classes in Higgins over the summer.

B. Maintenance Work Order System

The Maintenance Work Order System, aka. “Schooldude” is an internet based software / program designed to manage maintenance related information. The product was purchased approximately a year & half ago for use at the University for managing our maintenance work requests & expenses.

Schooldude is designed for customers to place their requests for maintenance, including grounds & custodial work into the Schooldude website Myschoolbuilding.com. Once the work order is received & saved, it is routed to the appropriate staff to perform the work. This system will automatically confirm the requests by electronic mail when they are received. It will also notify customers when requests are completed or if the request will be delayed and give specific information if available.

The system also allows the Maintenance-Trades & Environment & Facilities Departments to keep track of expenses incurred for each request and the time in labor hours necessary to perform the job. The system also can be set up to keep track of costs in a similar fashion for scheduled renovations.

C. Building inspections

Building inspections will be completed on a bi-weekly basis by competent member(s) of the Maintenance-Trades or Facilities Staff. Our goal is to address improvements in each building. Inspections will be completed, and a group of employees will be formed as a team to complete identified needs with eye towards making a noticeable improvement.

Initiative #5: Implement Master Plan. (Dan Costello)

The University has made good progress on implementing the Master Plan over the past year. We were successful in getting bond commission approval for \$12.1M for the design of the Visual and Performing Arts Building (Master Plan Capital Improvement Priority #1a) which also includes \$175,000 for the Master Plan Environmental Assessment. In addition, the university made adjustments to our FY09 CSUS 2020 program to include \$2M for the Campus-Wide Utility Infrastructure Improvements and Boiler House upgrades (Master Plan Capital Improvement Priority #2b).

Western Connecticut State University
Strategic Plan Implementation Team ---Student Engagement
Summary Report and Update on Two Top Initiatives for 2008-09
December 9, 2008

Strategic Plan Implementation Team Membership: W. Bernstein, W. Cramer, A. Manes, D. Leszko, M. Gernert, E. Fromm, C. Chuang, R. Mason, E. Breitling

The Implementation Team for Student Engagement met a total of three times this past semester. The meetings included extensive discussions around the two initiatives identified below. As requested the Team identified two initiatives that it would try to focus on during the 2008-09 academic year. The progress Made in working toward these goals are discussed below.

At its October meeting the team invited Provost Rinker to discuss the status of the FYE program, both its conceptual base, current progress and plans for assessment. Edmund Breitling, graduate student and President of the Student Government Association (SGA) came to speak with the group in November. The discussion focused on how to create programs that foster pride and bring together students, faculty and staff in joint programs and projects.

Attached with this report is a cumulative summary of the work being done on these two initiatives as well as others that were begun last year.

Initiative #1: Enhancing the First Year Experience (FYE) program with emphasis on the student success factors.

Last spring (2008) the Team invited Professor Patti O'Neill (Coordinator of FYE) along with several professors who at the time were teaching FYE courses. Recognizing that the FYE program had only been started during the Fall 2007 semester, this was designed as a general discussion to learn more about the program's goals and objectives. During the meeting a number of subjects were discussed including:

- Number of students taking FYE courses
- Number of professors teaching FYE courses
- Marketing of the program to students
- Which Success Factors were being introduced into the courses
- Issues of assessment
- Issues of course scheduling
- Issues of making sure all new students take the required number of FYE courses

During this semester's November meeting of the Team, Provost Rinker provided another update and a good overview of the program's conceptual base, current standing and issues yet to be worked out in year two and three of the program. Provost Rinker did describe some of the financial restrictions that may impact the FYE program as the University moves forward given projected state budget deficits for the next two academic years.

The Team recommended that the FYE program be assessed after the end of year two (at least in a preliminary manner) so that both students and faculty can reflect upon their experiences and the value of the program. The Team also asked that the list of student success factors be reexamined in the future, possibly replacing some of the existing elements with others that focus on such issues as time management, navigating the advisement system, career development and “getting connected”.

Because FYE programs are designed to help new students successfully navigate the transition from high school to college all agreed that the program is a valuable addition to the University’s curricular offerings. When students have a positive first year they are much more likely to persist through graduation and for this reason the FYE program is closely linked to issues of student engagement. The Team would be more than interested in helping to ensure the FYE program thrives and is successful.

Initiative #2: Developing programs that encourage pride and cooperative efforts among faculty, students and staff.

During the November meeting, the Team invited Mr. Edmund Breitling, graduate student and current President of the Student Government Association. The purpose of this meeting was to gain a student perspective on how best to create programs that bring together faculty, students and staff in ways that build a sense of community and pride on the campus. Many suggestions and ideas were discussed but a number of these seemed consistent with other ideas expressed throughout the Strategic Plan. These included the following:

- More extensive use of the Campus Mascot during events
- Campus Clean Up Days
- Expand West Conn Wednesdays
- Optimize use of Common Hour to begin Spring 2009 (Wednesdays at Noon)
- Bring together a wider group of students, faculty and staff during Orientation programs
- Conduct Community Forums around a range of topics (Civility, Ethics, Freedom of Speech, and Diversity)
- More extensive involvement of Clubs and Organizations (e.g. sponsorship of Campus Pride Days, etc.)
- Faculty/Staff Mentoring programs (outside of formal advisement channels-voluntary!)
- Better integration of Athletic programs and student athletes into the mainstream of campus life

The idea of asking faculty (on a voluntary basis) to mentor students for one year was enthusiastically endorsed by the group. During the Spring a formal plan/proposal will be developed by the Team to describe how such a program might work with possible implementation in Fall 2009.

Other plans for the spring 2009 semester included planning for Spring Clean Up Day programs, conducting at least one campus Forum and looking at how to better integrate athletics into campus life.

Please find attached a copy of the Team’s progress report for these and other initiatives.

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN GOAL #5 PROGRESS REPORT**

Timeline	5.1A: Work with FYE coordinator and faculty to include student support services in addition to academic emphasis	Actions/Progress	Measurable Outcomes	Issues/Concerns	5.1I: Develop programs that encourage pride and cooperative efforts between faculty and students (e.g. research day) and other activities that build spirit	Actions/Progress	Measurable Outcomes	Issues/Concerns
Initiative:				Initiative:				
Feb.-Mar. 2008	A. Meet with FYE coordinator and faculty who have taught the courses to learn more about program goals	a.1: Have invited Patty O'Neil to the meeting on 2/28 to share the program goals	M1. How do the key success factors help FYE Students	#1. The issues related to assessment of the FE program and its impact on students should be explored	A. Organize a campus wide forum (with SGA) to discuss meaning of community e.g. what does it mean to be a living and learning community? How does this relate to campus pride-civility etc?	a.1. Plan to organize a campus wide forum with SGA to discuss meaning of community on campus with the program to be offered in either March or April	M1 Establish/Identify the meaning/objective of living and learning community	
April-June 2008	B. Identify academic and student success factors that are presently required in FYE courses	b.1.: Patty, O'Neil and two FYE faculty Robert Whittmore, and Wynn Wilcox attended the meeting on 3/28. The faculty shared their concerns on FYE program. The expected academic	M2. Course completion rate comparison		B. Develop a list of all current activities on campus that could build support for major campus wide pride initiatives.	b.1. Develop a list of all current activities on campus that could build support for major campus wide pride initiatives	M2. Develop campus activities based on the inputs from students/staff/faculty	
	C. Interview students who have completed FYE courses				C. Showcase residential life programs-CULTURE-programs that might involve faculty (faculty fellows), faculty-in-residence and theme housing (use Open House, Orientation and other programs to showcase residential life. Explore feasibility of establishing faculty-in-residence and	c.1. Explore feasibility of establishing faculty-in-residence and theme housing programs for Fall 2008	M3. Measure student participation/attendance	
	D. Make recommendations regarding changes in student success factor elements for							



Strategic Plan Implementation Team – Finance
Summary report on initiatives
December 2008

Initiative A: New Program analysis

Draft template created and submitted – see Excel file “*A_Resource Summary (New Program analysis template)*”. Mary-Ann Dease to work with staff/faculty proposing new programs to assist with financial analysis.

Initiative B: Front end analysis of UPBC proposals

Documents from Faculty Handbook to be used in preparing financial analyses for UPBC submission. Forms from Faculty Handbook submitted – see PDF file “*B_UPBC Program Process and Analysis*”. Draft template missing at this time – will be submitted as soon as possible.

Initiative C: P&L for current academic programs / support Program Review

For expenses of individual academic programs, data can be gathered from Banner. All Banner expense data is grouped by org (cost center); so assuming everything was processed correctly, accurate data can be obtained.

Revenue of individual academic programs is more difficult to obtain. In Banner, only total revenue can be viewed. Team will need to work with Institutional Research office to develop a method of obtaining a more detailed revenue classification. In addition, an indirect overhead rate will need to be calculated to apply to the programs. One is available for grants, but need to develop a new rate for the purpose of academic program review.

Initiative D: Support accreditation / re-accreditation.

Support from the Finance Implementation Team will depend on the individual requirement of each accreditation process.

Initiative E: Provide assistance and support to Academic Affairs in relation to enrollment and classroom capacity.

Draft template submitted – see Excel file “E_Course Enrollment Analysis”.

Initiative F: International / study abroad.

While the initiative has shifted to Academic affairs, the travel department continues to seek information regarding best practices regarding travel abroad. To that end, the WCSU travel department convened with the other CSU schools and the System Office to continue to explore opportunities in this area. This represents an ongoing effort among the CSU schools as the travel manual in place covers all of CSU.

There was also group discussion on whether to increase the membership of the Finance Team to include others involved in the study abroad function. Team decided that lead person would consult with others (e.g. Missy Gluckmann) offline and report back to Finance Team as appropriate.

Initiative G: Outreach – small and minority business.

Administrative Services has received the format and instructions from the Department of Administrative Services in Hartford for the annual contracting goals submittal and is developing the annual goals for the University. These will be submitted by the end of August. With regards to outreach, bid advertisements for WCSU projects are being placed in minority newspapers to provide for higher visibility for WCSU projects. To expand our potential base of small and minority suppliers, WCSU will attend the statewide CMSDC (Connecticut Minority Supplier Development Council) Expo at the end of September. WCSU will have a table at this event. Administrative Services will also continue working with WCSU's Multicultural Affairs department and the Department of Administrative Services in Hartford in locating small and minority business concerns.

INSTITUTIONAL IDENTITY/MARKETING
Strategic Planning Initiatives
Accomplishments
Fall 2008

GOAL 2.6

Publicize our regional distinctiveness – Include a regional distinctiveness component in WCSU branding and marketing efforts. Where meaningful, connect location, including proximity to NYC, with marketing efforts geared toward enrollment management and specifics of academic programs

As part of the strategic planning process, key academic and innovative programs, outreach opportunities and enrichment initiatives have been identified and are promoted as part of our branding and marketing initiatives. Institutional Advancement, specifically alumni, development, public relations and publications and design, were the primary offices charged with incorporating this theme and developing an implementation plan to accomplish this goal. The results are as follows:

- a) Brochures and other publications were developed to complement our enrollment management marketing efforts. This included the design of specific ads to promote a marketing theme as well as coordinating placements in the appropriate publications. Examples of highlighted programs include:
 - the new MAT program;
 - the doctorate of education in Instructional Leadership;
 - our graduate programs (specifically in JLA, fine arts, education and health administration;
 - nursing program; and
 - Our community college to university program.

- b) Communications to our alumni through our Website, letters and Alumni News promoted selected university programs and upcoming events. Additionally, development publications highlighted the School of Visual and Performing Arts, international trips by our students, trips to NYC (highlighting location) and other unique programs.

- c) With an average of 20 releases a month and more than 150 placements in news media outlets, we continued our trend of promoting specific academic programs and initiatives. All press releases and brochures currently feature our new vision statement

Press releases to publicize our regional distinctiveness — or otherwise attracted media attention — were sent out on programs/issues such as:

- The new doctoral program in educational leadership, which graduated its first cohort
- The new Master of Arts in Teaching.
- The mock disaster drill that was coordinated in part by the WCSU Department of Nursing and included participants from health organizations throughout the region and state.
- Work by science professors and students on turtle migration in Mexico and Crete
- WCSU's leadership in the One Book, One Community program
- The 35th anniversary of student radio station WXCI

- Appearances by notable lecturers, including Amy Chua, a comparative historian; Leung Dung, a survivor of the Khmer Rouge holocaust; Darius Regale, the world expert on torture; and Carlotta Lanier of the Little Rock Nine.
- The second round of the President's Initiatives Fund.
- Michael Lombardi, a non-traditional student who left a finance career to enter the meteorology program and become a weather forecaster.
- The Veterans Day Celebration featuring student veterans and Dr. Jefferson Wiggins.
- Marjorie Salem, a former Bethel teacher who is now a liaison between WestConn and high schools in Bethel and Danbury for the "Building a Bridge to Improve Student Success" program.
- Six WCSU students who wrote two case studies for a Chinese bus manufacturer exploring strategies for breaking into the U.S. market.
- The Hancock Student Leadership Program
- Various music and theater programs, including the WCSU opera ensemble performance at Carnegie Hall

Additionally, Institutional Advancement staff members continue to play a critical role in the marketing conversations that shape the marketing efforts and image of the university.

GOAL 4.2

Identify the range of academic programs to be offered at the university, both at the undergraduate and graduate level, across all schools. Utilize the university website and other media to promote activities to students, faculty and staff. Foster use of WestConnuit to communicate upcoming events and activities

All university events are now featured on WestConduit.

Events of potential interest to students, faculty and staff are highlighted on the university website, WCSU TV, e-mails and through publications such as printed invitations, flyers, etc. Website event-based promotions included:

- Family Fair
- The Who's Tommy
- One Book, One Community
- We now use WestConduit to promote upcoming events and activities
- Commencement
- University Ball
- Open House
- WestConn Research Day

University websites were updated and designed to better serve as a communication tool to both our internal and external audiences. Below is a sampling of sites that were updated this year:

- Alumni
- Institutional Advancement
- Academic Affairs
- MBA website
- Facebook
- MFA painting
- Finance and Administration

- President's Website
- Planning and Engineering

Additionally, reports, brochures and flyers were designed to inform our internal and external audiences about upcoming events as well as our range of academic programs. They include:

- Annual Report
- SVPA brochure highlighting theatre, art & music
- Ansell brochure
- General awareness/recruitment advertising: newspaper, magazine, radio, television
- Jazz Festival materials
- Summer Music Camp brochures
- MFA graduate exhibition pamphlet
- Communiqué
- Bridge Program booklet
- One Book, One Community materials (posters, brochures, mailers)
- Sisters of the Academy promotional materials
- Admissions Counselor Luncheon Invitations
- President Lecture Series Invitation/poster set
- WestConn Research Day
- Women's History Month
- Black History Month
- MLK Celebration
- CSUS 25-year anniversary materials
- President's initiatives materials

GOAL 4.7

Communicate effectively to targeted audiences about the range and quality of academic programs.

What makes WestConn a special and unique place? And how do we go about sharing what makes us special and unique with the broader community? These were the questions central to our group's discussion and led to the accomplishment of the following:

- Identification of our key constituency groups, who we identified as: prospective students, current students, alumni, influencers (parents/teachers/guidance counselors/family members), legislators and community organizations.
- Development of key messages that reflect that unique strengths of WCSU which can also be used as the cornerstone for our strategic communications plan;
- Matching of key messages with relevant key constituency group. This means aligning what points about the university are most compelling to alumni, prospective students, etc.
- Development of a blueprint of key institutional messages from the strategic communications plan to our strategic audiences.

The end result was the development of the attached strategic communications plan to be used for guidance and as a starting point by any WCSU office for communication with key university constituency groups. (See attachment 1)

Western Connecticut State University

Strategic Planning Implementation Team for Diversity

Chairperson: Dr. Bryan Samuel

Co-Chair: Dr. Walter B. Bernstein

The University Diversity Plan Committee has identified the following two goal initiatives that will be the focus of the 2008-09 academic year.

3.1 Expand and enhance the diversity of our student body

3.4: Build on diverse student body, faculty, staff, administration and community by developing and encouraging programs, events, initiatives and opportunities that promote and reflect diversity as its priority goals for 2008-2009.

Several initiatives have been identified to achieve these goals, including but not limited to; Merit Scholar Luncheon, Know how to go community conversations, the WCSU Diversity Lecture Series and the Hancock Student Leadership Program. Additionally the WCSU has participated in various other recruitment extra-curricular programs that are in keeping with University's continued commitment to diversity. This includes our participation in the College Goal Sunday program that assists college bound students with timely and successful completion of the FASFA (Financial Aid Forms) and bringing stage plays, such as *Platanos and Collard Greens and Voices of those that Wore the Shoe*, to campus.

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN GOAL #3 PROGRESS REPORT**

Timeline	3.1: Expand and enhance the diversity of our student body	Actions/Progress	Measurable Outcomes	Issues/Concerns	Timeline	3.4: Build on diverse student body, faculty, staff, administration and community by developing and encouraging programs, events, initiatives and opportunities	Actions/Progress	Measurable Outcomes	Issues/Concerns
Initiative:						Initiative:			
Feb-09	Merit Scholar Luncheon	Spring 2009 Date TBD	1. Student and parent participation; Number of prospects attending that apply, are admitted and enroll	Fiscal Resources	2008 -2009	Diversity Lecture Series	Faculty and staff worked to identify speakers on topics of diversity. Four speakers will visit the University over the academic year	Agument the curriculum and expose community members to diverse issues	Continued Funding to support bringing qualifty speakers to campus. Multicultural Affairs and institutional Advancement is consolidating the effort to secure funding to support diversity programs and activities.
Feb. 2009	A. Know how to go community conversations	a.1: Targeted geographical locations identited including: Waterbury, Hartford and Bridgeport	1. Student and parent participation; Number of prospects attending that apply, are admitted and enroll	#1. Venue identification, fiscal resources	Spring 2009	Hancock Student Leadership Program	Students for the first cohort of the program have submitted applications and been chosen. The program will begin Spring 2008	Student Development	
Jan. 20, 2009		College Goal Sunday	1. Student and parent participation; Number of prospects attending that apply for federal aid, are admitted and enrollat WCSU	Fiscal Resources	2008-2009	Multicultural Programming	Several programs including Platanos and Collard Greens, Voices of those that wore the shoe (Feb. 2009) and the MLK Community Celebration will be/have been offered by the University.	Agument the curriculum and expose community members to diverse issues	Continued Funding to support bringing qualifty speakers to campus. Multicultural Affairs and institutional Advancement is consolidating the effort to secure funding to support diversity programs and activities.

Oct. 5 2008		Assistant Director of Admissions attends the Multicultural Family Fun Fair at Quassy Park. The program was a Hispanic Recruitment initiative organized by LaTribuna	1. Student and parent participation; Number of prospects attending that apply, are admitted and enroll						

Strategic Plan Membership

President's Advisory and Coordinating Committee:

- Walter Bernstein, Co-chair
- Linda Rinker, Co-chair
- Dan Goble
- Betsy McDonough
- Vijay Nair
- Rebecca Woodward

Strategic Plan Implementation Team Chairs, Co-chairs & Support:

- Academic Affairs
 - Linda Rinker, Co-chair
 - Walter Bernstein, Co-chair
- Diversity
 - Walter Bernstein/Bryan Samuel, Chair
- Enrollment Management
 - Linda Rinker, Chair
 - William Hawkins, Support
- Facilities
 - Dan Goble, Interim Chair
 - Dan Costello, Co-chair
- Finance
 - Ellen Durnin, Interim Chair
 - Linda Rinker, Co-chair
- Institutional Identity/Marketing
 - Koryoe Anim-Wright, Chair
- Student Engagement
 - Walter Bernstein, Chair
- Institutional Technology
 - Koryoe Anim-Wright, Chair
 - Linda Rinker, Co-chair
 - Lorraine Capobianco, Support