

**Academic Year 2007-08
Strategic Plan
Implementation Teams' Progress Reports**



**WESTERN
CONNECTICUT
STATE UNIVERSITY**

Agenda & Meeting Notes
April 9, 2008

Academic Affairs Report

Diversity Report

Enrollment Management Report

Facilities Report

Finance Report

Institutional Identity/Marketing Report

Student Engagement Report

Institutional Technology Report

Membership

- ❖ Current (AY 2008-09)
- ❖ Past

WESTERN CONNECTICUT STATE UNIVERSITY

President's Advisory and Coordinating Committee For Strategic Plan Implementation

April 9, 2008 – 8am
President's Conference room

Expected participants: Beth Amyot, Koryoe Anim-Wright, Walter Bernstein, Ellen Durnin, Dan Goble, Betsy McDonough, Vijay Nair, Linda Rinker, Bryan Samuel, Jim Schmotter, Rebecca Woodward

Not able to attend:

AGENDA

1. Welcome remarks
2. Progress reports
 - Academic Affairs
 - Diversity
 - Enrollment Management
 - Facilities
 - Finance
 - Identity / Institutional Advancement
 - Student Engagement
 - Technology
3. Next steps
4. Other business

Future Meeting Dates:

**President's Advisory and Coordinating Committee for Strategic Plan
Implementation
April 9, 2008**

Attending: Beth Amyot, Koryoe Anim-Wright, Walter Bernstein, Ellen Durnin, Dan Goble, Vijay Nair, Linda Rinker, Bryan Samuel, Jim Schmotter, Rebecca Woodward, Betsy McDonough

Progress reports were distributed from each of the eight implementation team.

Selected Highlights from the Academic Affairs Progress Report:

- From 2006-07 to 2007-08 the adjunct ratio has dropped from 20.8 to 17.4.
- An assessment process is in place and approved by CUCAS for undergraduate programs. Graduate programs will follow. The next step is to fund the implementation actions based on the assessments.
- To strengthen academic support for students awards and scholarships are now found in a single document and all information is available online. The Financial Aid and Scholarships will now be housed in the same physical location.
- The First Year Experience, now in its second year, continues to better prepare freshmen for the college experience. The orientation process is strengthening as well.

Selected Highlights from the Diversity Progress Report:

- Initiatives to expand and enhance the diversity of our student body will begin in fall 2008 and include "Know How 2 Go" programs and marketing, community receptions in Hartford and New Haven and inviting potential merit scholarship students and their parents to campus.
- Programs that promote and reflect diversity this academic year include the Martin Luther King program, and future programs funded by the President's Initiative Fund such as the "Medical Apartheid" program.

Selected Highlights from the Enrollment Management Progress Report:

- Quality academic programs include the "Bridge" program, the National Science Foundation startup grant and Project Impact.
- Students' SAT scores are up and retention is up
- Actions supporting a student-focused environment include our first Graduate Open House, with 120 potential students attending, the hiring of a new bilingual Registrar and a new International Services Coordinator.

Selected Highlights from the Facilities Progress Report:

- Establishing operational and service standards and guidelines, such as the new exterior building signs which will all be installed by May 1, 2008
- Conducting regular inventory assessments of all buildings with life-cycle planning for maintenance and replacement.
- Implementation of the Master Plan

Selected Highlights from the Finance Progress Report:

- Support the financial aspects of the International/Study Abroad Programs
- Develop expertise and capacity to support Grant applications and oversight
- Facilitate and promote student internships and develop a student labor pool

Selected Highlights from the Identity/Institutional Advancement Progress Report:

- The university's web site has been redesigned to focus on students and be consistent with the university's brand.
- Opportunities for donors are being matched to our Strategic Plan initiatives.
- A perpetual calendar of regular and predictable activities will be completed in August 2008.

Selected Highlights from Student Engagement Progress Report:

- Successfully applied for a Nellie Mae Grant to increase the number of Latino students applying to the university and graduating with a four-year degree.
- In the process of indentifying gaps in existing fitness/wellness facilities in order to develop a dedicated space for wellness and recreation in the Master Facilities Plan.

Selected Highlights from Technology Progress Report:

- All program sheets (graduate and undergraduate) are currently online. An interactive piece will be available by 2009.
- All primary and secondary advisors are in Banner and can be viewed by the student and the professors.
- CUCAS' processes are online and streamlined. They are being tested and if approved by CUSAS will be functional by August 2008.
- Reviewing possibility of a single log in option for WCSU (Windows account and outlook)
- Phase one of developing an effective online application process was completed this spring.

The new Co-Chair of President's Advisory and Coordinating Committee for Strategic Plan Implementation is Linda Rinker. Ellen Durnin will continue to be a Co-Chair through the 2008-09 academic year. Dan Goble will Co-Chair the Facilities Implementation Team and Ellen Durnin will Co-Chair the Finance Implementation Team.

Observations:

- The interconnectedness of goals and activities among the implementation teams is significant, requiring coordination and communication to accomplish these successfully.
- The increasing importance of a robust, up-to-date website, not only at the university level, but also for the schools and departments was discussed. How to best maintain websites and training and funding to do this need to be addressed.
- It was noted that the 2007-08 annual reports from the Deans will be based on our Strategic Plan goals.

Next Steps for the Committee:

- Develop a communications plan to inform the campus community about the Strategic Plan progress. It was suggested that at the end of every semester the Committee needs to issue a progress report from each of the implementation teams.
- Review the university's mission statement in light of the newly crafted mission statement to insure that are in sync with one another.



**Academic Affairs
Strategic Plan
Academic Year 2007-2008**

Introduction

During the spring academic semester, 2007, an additional team of faculty reviewed the goals of the Strategic Plan for Academic Affairs and Enrollment Management and recommended four academic goals and two enrollment management goals. These strategic goals provide a valuable framework that will assist each school and related academic units with the planning, and provide direction for the 2007-2008 academic year.

Charge

The charge for the Academic Affairs units is to utilize our shared university vision and to identify strategies and initiatives that reflect the academic and enrollment goals in our daily work experience. These goals provide the framework for both planning and budgetary process.

Attached is a copy of the goals.

Summary

At the conclusion of the academic year 2007-2008, the departments and deans shall prepare their annual reports by using the strategic goals and the enrollment goals as a framework for these reports.

Strategic Planning Goals

Academic Affairs

Outstanding Faculty

1.3: Develop and maintain an enriching academic environment consistent with WCSU's mission and vision that contributes to retention and development of outstanding faculty.

1.3.A: Hire full-time faculty adequate to the needs of the students and their programs of choice. Develop objective criteria for determining appropriate numbers of faculty (adjunct credits, overload credits, etc.)

1.4.A: Offer advisement training in the Advisement Center and encourage departments to improve student advisement. For degrees that are collaborative between departments, involve both departments in the process.

Quality Programs

4.3: Identify quality standards for each academic program in keeping with the mission and vision of WCSU. Engage in continuous assessment of all programs to ensure that they meet established quality standards. Develop and implement improvement plans for any programs that fall below the standards.

4.3.A: All programs eligible for accreditation will develop a plan to achieve this quality standard; those without accrediting bodies will engage in program review involving outside experts in their discipline.

Student Support

5.3: Strengthen and expand academic support practices so that our students are more likely to realize their potential and better able to take advantage of the opportunities that our university provides.

5.3.A: Establish a consistent and sustained effort to prepare new students, especially freshmen, before and after their first year of college work at WestConn. Assess their overall and academic performance carefully and frequently.



**STRATEGIC ACTION TEAM
ACADEMIC AFFAIRS**

Linda Rinker	203-837-8400
Provost	Team Chairperson
Isabel Carvalho	837-8411
Director	Academic Advising Center
Lynne Clark	203-837-9500
Dean	Professional Studies
Walter Cramer.....	203-837-8547
Dean	Student Affairs
Ellen Durnin.....	203-837-8386
Dean	Graduate and External Affairs
Dan Goble	203-837-8354
Professor	Music Department
Carolyn Lanier	203-837-8661
Director of Recruitment & Training	Human Resources
Allen Morton.....	203-837-9600
Dean	Ancell School of Business
Patricia O'Neill	203-837-9383
Assistant Professor	Psychology
William Petkanas	203-837-8255
Professor	Communication
Linda Vaden-Goad.....	203-837-9400
Dean	School of Arts & Sciences
Jerry Wilcox.....	203-837-8242
Director	Institutional Research & Assessment

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN OVERVIEW FORM**

To: Implementation Team Chairs

Please complete this OVERVIEW form for your implementation team, and support each initiative identified in the overview form with a unique REPORTING form. Please email all documents to Beth Amyot, Ellen Durnin and Betsy McDonough by December 14, 2007.

Name of Strategic Plan Implementation Team Diversity Plan Committee

Team Chair Dr. Bryan D. Samuel

Members of Implementation Team

Dr. Bryan D. Samuel, Dr. Walter Bernstein, Dr. Koryoe Anim-Wright, Dr. Deborah Lajoie, Dr. Yuan Mei-Ratliff, Dr. Cindy Chuang, Mr. Larry Hall, Mr. Daryle Dennis, Mr. Ismael Diaz, Ms. Tegan Goldson (student).

List 3 to 5 initiatives identified for priority implementation. For each initiative, please furnish the relevant Strategic Plan Goal(s) by number and description. Cite reference number and description:

The following strategic diversity goals have been identified for priority implementation:

- 3.1 Expand and enhance the diversity of our student body.
- 3.2 Recruit and support a diverse faculty, staff and administration
- 3.4 Build on the diverse student body, faculty, staff , administration and community by developing and encouraging programs, events initiatives and opportunities that promote and reflect diversity.
- 5.3 Strengthen and expand academic support practices so that are students are more likely to realize their potential and better to take advantage of the opportunities our university provide.

Please note any issues/problems/concerns that your team believes the President’s Advisory and Coordinating Committee for Strategic Plan Implementation needs to address.

To Be Determined: Actual initiatives to achieve priority strategic diversity goals have not been identified at this time. Thus, more information along this line of inquiry will likely be available at a later date.

Our process to this point has been as follows:

May, 2007-Committee establishes standing meeting time; committee solidifies membership; committee establishes guidelines to realizing diversity plan; committee identifies priority diversity goals.

September, 2007-Committee researches current WCSU initiatives that address diversity goals; committee identifies desired results of diversity plan which were used to create a draft diversity vision statement;

October 2007-Committee members individually attempt redraft of diversity vision statement; each committee member is assigned a Board of Trustees peer institution that s/he would contact to inquire about their initiatives to address priority diversity goal 3.1 "Expand and enhance the diversity of our student body.

November 2007-Committee members report on findings from peer institutions; committee plans standing meeting time for Spring 2008; Committee continues review of draft diversity vision statement; Homework is assigned for January 18 meeting-review, holistically, findings from peer institutions to match with potential strategic goals under goal 3.

WESTERN CONNECTICUT STATE UNIVERSITY
Strategic Planning Implementation Team – Diversity

Dr. Koryoe Anim-Wright, Vice President, Institutional Advancement

Dr. Walter Bernstein, Vice President, Student Affairs

Dr. Cindy Chuang,

Mr. Daryle Dennis, Assistant Dean, Student Affairs

Mr. Ismael Diaz, Director, Educational Access and Achievement Program (EAP)

Ms. Tegan Goldson (student)

Mr. Larry Hall, Director of Admissions

Dr. Debra Lajoie, Assistant Professor, Nursing

Dr. Yuan Mei-Ratliff, Associate Professor, Chemistry

Dr. Bryan Samuel, Director of Multicultural Affairs and Affirmative Action

On-going collaboration with the following groups:

None currently. However, the diversity plan committee did consult the academic deans and various constituents across campus on diversity initiatives that were currently employed by the university. At this point we are working on solidifying initiatives that may be viable for deployment in Fall 2008 and relevant desired outcomes.



PROVOST/VICE PRESIDENT FOR ACADEMIC AFFAIRS

TO: Dr. Ellen Durnin, Dean
Graduate Studies

Ms. Beth Amyot, V.P.
Finance and Administration

FROM: Dr. Linda K. Rinker, Provost *LKR*
DATE: June 14, 2007
RE: Enrollment Management Strategic Goals, Academic Year 2007-08
CC: President Schmotter

The Strategic Action Team for Enrollment Management met twice in the Spring, 2007 (April 23rd and May 17th) for the purpose of identifying strategic goals to address during the academic year 2007-08. The committee membership is broad based and a membership list is attached.

This action team recommended for the academic year 2007-08, the following goals. These are:

Goal 5:

Enriching a supporting 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, an creativity.

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.

The team further elaborated that a strong integrated approach with a focus on students, academics and advancement be part of the work with these above mentioned goals. The next step is to develop a process for others to use next year to address these goals.

If you have any questions, please feel free to ask. Thanks.

Enclosure



**STRATEGIC ACTION TEAM
ENROLLMENT MANAGEMENT**

Linda Rinker	203-837-8400
Provost	Team Chairperson
Nancy Barton	203-837-8588
Director	Financial Aid
Isabel Carvalho	837-8411
Director	Academic Advising Center
Walter Cramer	203-837-8547
Dean	Student Affairs
Samuel Johnson	203-837-8736
Associate Director	Residence Life
Larry Hall	203-837-8286
Director	Admissions
William Hawkins	203-837-8586
Enrollment Management Officer	
Carolyn Lanier	203-837-8661
Director of Recruitment & Training	Human Resources
Paul Prisco	203-837-8229
Interim Registrar	
Marjorie Steinberg	203-837-8409
Professor	Social Work
Fred Zarnowski	203-837-8302
Director of Information Technology	University Computing

**Strategic Plan Implementation
Facilities Team Initiatives
April 2008**

Priority areas for Strategic Plan Implementation (five initiatives)

1. Establish operational and service standards and guidelines
 - Design guidelines
 - Furniture standards
 - Life-safety standards
 - Signage
 - Hardware
 - Building interior
 - Telecomm
 - Service standards
 - Sustainability
2. Establish space utilization decision framework; implement. Clarify who approves use of space and changes in specific space assignments. Scope to include:
 - Summer and Intersession scheduling and space utilization
 - Scheduling around planned maintenance of buildings
 - Registrar's Office to get clearance before booking rooms
 - Determining more efficient utilization approaches for classrooms and offices to meet growing enrollment and faculty.
3. Improve university image and internal communications with respect to facilities
 - Web-based communications / technology
 - Virtual tour
 - Marketing
 - Road signage
 - Displays interior and exterior areas
 - Building / campus signage
4. Develop efficient process for identification and execution of facility and infrastructure requirements
 - Inventory assessment of all buildings on periodic basis;
 - Life cycle planning
 - Regular inspections; instill pride of ownership
5. Implement Master Plan
 - Student housing
 - Student Success Center
 - Academic buildings
 - On-going campus improvements
 - Other buildings
 - Outdoor spaces

WESTERN CONNECTICUT STATE UNIVERSITY
Strategic Planning Implementation Team – Facilities

Maribeth Amyot Vice President for Finance & Administration	203.837.8500 Team Chairperson
Lorraine Capobianco Chief Information Officer	203.837.8301 Information Technology Committee
Dan Costello Associate Vice President for Facilities	203.837.9510 Facilities
Jim Donegan Associate Professor, Accounting	203.837.9035 Univ. Planning and Budget Committee
Sean Loughran Director, Fiscal Affairs	203.837.9330 Fiscal Affairs
Luigi Marcone Director, Environmental & Facility Services	203.837.9314 Facilities
John Murphy Director, Facilities Scheduling and Promotions	203.837.8395 Facilities
Ed O'Hara Interim Director, Library Library	203.837.9109
Joan Palladino Assistant Professor, Nursing	203.837.8651 Working Conditions Committee
Jonathan Rosario Student	203.619.4738 Residential Student
David Strout Student	203.300.5416 Commuter Student
Gene Tosetti Supervisor, Maintenance Trades & Minor Capital Projects	203.837.8430 Facilities
Vanita Wagner CSU Administrative Assistant	203.837.9310 Division of Finance & Administration

On-going collaboration with the following groups:

Information Technology Committee (ITC)
University Planning and Budget Committee (UPBC)
Working Conditions Committee (WCC)
Commuter students – informal group
Residential students – informal group

Summary of Initiatives:

1. Financial Analysis and Training to support decision-making and resource management
 - a. Facilities Master Plan support
 - b. Support accreditation / re-accreditation
 - c. New program analysis
 - d. P&L for current academic programs/support Program Review
 - e. Front-end analysis of UPBC proposals
 - f. Financial training in Banner within functions on a regular basis
 - g. Provide assistance to Academic Affairs in determining whether classes should run
 - h. Evaluate areas to streamline purchasing and accounts payable operations.
 - i. Student Activity Fund
 - j. Offer suggestion box, review suggestions and recognize top cost-saving suggestions
 - k. Creation of financial incentives for sound fiscal management (operating budgets)

2. International/study abroad
 - a. Devine scope of program
 - b. Define delivery of program
 - c. Develop cost / budget
 - d. Identify travel requirements
 - e. Develop policies and procedures
 - f. Develop mechanisms for international fiscal transactions

3. Grant Support
 - a. Develop expertise and capacity
 - b. Develop policies and procedures for grant administration
 - c. Support President's Initiatives
 - d. Be involved from application phase to end

4. Student recruitment/retention
 - a. Facilitate external student internship agreements (nursing, social work, etc.)
 - b. Promote internship experience within Fiscal Affairs
 - c. Develop student labor pool
 - d. Develop use of WestConnect card with local businesses
 - e. Evaluate tuition and fees and state appropriations for NY resident students

5. Outreach – Small and Minority Business
 - a. Assist Purchasing Dept with Small Business/Minority Business report
 - b. Promote the State of Connecticut's small and minority business contracting program to help provide visibility
 - c. Work with Affirmative Action and Planning and Engineering to actively market the State of Connecticut Set Aside Program to increase business opportunities
 - d. Work with the local community businesses and the Connecticut Small Business Development Center (SBDC).

WESTERN CONNECTICUT STATE UNIVERSITY
Strategic Planning Implementation Team – Finance

Maribeth Amyot Vice President for Finance & Administration	203.837.8500 Team Chairperson
Sarah Baywood Assistant Director, Payroll	203.837.8366 Fiscal Affairs
Esther Boriss Associate Director, Purchasing	203.837.8758 Administrative Services
Mark Case Director, Administrative Services	203.837.8657 Administrative Services
Karen Crouse Assistant Professor/Chairperson, Nursing	203.837.9061 Univ. Planning and Budget Committee
MaryAnn Dease Budget Analyst	203.837.8248 Fiscal Affairs
Sean Loughran Director, Fiscal Affairs	203.837.9330 Fiscal Affairs
Paula Paolino Coordinator of Bursar Services	203.837.8368 Fiscal Affairs
Pete Rosa Assistant Director	203.619.4738 Fiscal Affairs
Deanna Schaab Manager, WestConnect Card Office	203.837.9318 Administrative Services
Vanita Wagner CSU Administrative Assistant	203.837.9310 Division of Finance & Administration

On-going collaboration with the following groups:

University Planning and Budget Committee (UPBC)
Commuter students – informal group
Residential students – informal group

**Strategic Plan Implementation
Institutional Identity/Marketing
April 2008**

Priority Area for Strategic Plan Implementation

1. Publicize our regional distinctiveness (Completion Date: xxxx)
 - a. Compile programs that highlight our regional distinctiveness
 - i. Academic Programs
 - ii. Faculty Initiatives
 - iii. Student/Staff projects
 - iv. Partnerships
 - v. International programs
 - b. Establish buy-in and consensus by sharing information with academic affairs and some members of the larger university community for feedback
 - c. Identification of target audiences and development of message architecture for each of identified audiences.
 - d. Identification of modes of communication and how augmentation of productivity can enhance message delivery
 - e. Develop stand-alone piece to highlight regional advantage
2. Communicate effectively to targeted audiences about the range and quality of academic programs (Completion Date: xxxx)
 - a. Create document that highlights breadth, depth and range of quality offerings
 - b. Establish target audience for information dissemination
 - c. Identify unique and compelling stories that speak directly to target audience in message architecture and plan implementation
 - d. Consult with internal and external stakeholders
 - e. Develop message strategy and implementation
 - f. Develop unified presentation for executives and other key university officials who tell our story.
3. Establish and maintain a perpetual calendar of regular and predictable activities
Completion Date for first year: August 2008)
4. Position and promote intercollegiate athletics in university life to develop university pride and affinity among students, alumni, faculty and staff (Ongoing)
 - a. Work with alumni, athletics and president's office to determine key sporting event to be targeted
 - b. Ensure that all athletic events are included in the university's master calendar listing
 - c. Create and coordinate president's box events that allow us to achieve above goal
5. Build pride on campus
 - a. Display achievements, awards, photographs
 - b. Determine campus pride events to be displayed through photographs
 - c. Coordinate WCSU authors display in selected buildings
 - d. Coordinate awards displays in selected buildings

Strategic Plan Implementation Team Institutional Identity/Marketing

G. Koryoe Anim-Wright

Vice President, Institutional Advancement

(203) 837-9805

Team Chairperson

Scott Brunjes

President

(203) 797-9500

Mediassociates, Inc.

Walter Cramer

Dean of Student Affairs

(203) 837-8547

Div. of Student Affairs

Jason Davis

Director

(203) 837-8293

Publications & Design

Ronald Drozdenko

Chairperson

(203) 837-8776

Marketing Dept.

William Hawkins

Enrollment Management Officer

(203) 837-8586

Admissions

Sherri Hill

Assistant Director

(203) 837-8774

University Relations

Paul Steinmetz

Director

(203) 837-8771

University Relations

Steve Veillette

Web Services Manager

(203) 837-8313

University Computing

On-going collaboration with the following groups:

- Marketing Committee
- Where appropriate: EPAC, SAC

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN OVERVIEW FORM**

To: Implementation Team Chairs

Please complete this OVERVIEW form for your implementation team, and support each initiative identified in the overview form with a unique REPORTING form. Please email all documents to Beth Amyot, Ellen Durnin and Betsy McDonough by December 14, 2007.

Name of Strategic Plan Implementation Team Goal #5 Student Focused Environment

Team Chair Dr. Walter B. Bernstein

Members of Implementation Team

W. Bernstein, W. Cramer, K. Wiss, Emily Fromm (Student), Cindy Chuang, S. Johnson, M. Gernert and D. Leszko

List 3 to 5 initiatives identified for priority implementation. For each initiative, please furnish the relevant Strategic Plan Goal(s) by number and description. Use the following format:

Initiative:

Strategic Plan Goal(s). Cite reference number and description:

Goal 5.1 A Work with FYE coordinator and faculty to include student support services in addition to academic emphasis

Goal 5.1 I Develop programs that encourage pride and cooperative efforts between faculty and students (e.g. research day) and other activities that build spirit

Goal 5.4 J Improve recreation and fitness/wellness programming for students, faculty and staff. Design programs to appeal to and engage the majority of residential students.

Goal 5.4 K Establish and maintain a perpetual calendar of regular and predictable activities; develop a key dates to remember ID card

Goal 5.4 P Develop protocols for communication of campus events to students on a regular basis (e.g. electronic, print, and other media). Establish means of communicating with students regarding programs and activities

Please note any issues/problems/concerns that your team believes the President's Advisory and Coordinating Committee for Strategic Plan Implementation needs to address.

Our main concern is finding ways to work with other groups, committees and staff that may already be working on some of these issues in order to eliminate redundancy of effort.

Specific initiatives, timelines and metrics will be determined over the next several month with hopes to begin implementing aspects of the goals during the spring semester and beyond

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

Timeline	5.4J: Improve recreation and fitness/wellness programming for students, faculty & staff. Design programs to appeal to and engage the majority of residential students	Actions/Progress	Measurable Outcomes	Issues/Concerns	5.4K: Establish and maintain a perpetual calendar of regular and predictable activities; develop a key dates to remember ID card	Actions/Progress	Measurable Outcome	5.4P: Develop protocols for communication of campus events to students on a regular basis (e.g. electronic, print, and other media). Establish means of communicating with students regarding programs and activities.	Actions/Progress	Measurable Outcome
	Initiative:				Initiative:			Initiative:		
Feb.-Mar. 2008	A. Create an inventory of existing fitness/wellness facilities, equipment and resources available to the campus community	a.1. Amy Shanks, coordinator of Recreation department, has prepared the inventory list of existing fitness/wellness facilities, equipment and resources available on campus	M1. Identify the gaps between current status and expectations	#1. We are hopeful that through master facilities planning a dedicated space for wellness and recreation will help make this goal one that can impact the entire campus	A. Define the focus of communication to both residential and commuter students, part timers, graduate and Waterbury campus	a.1. Develop a focus for a communication plan that would impact all constituencies on the campus				
April-June 2008	B. Interview Cathy Rice, Sharon Guck and Amy Shanks to get an overview of current state of Wellness Initiative on campus including current programs, planned programs, task force members and other available resources	b.1. Sharon Guck and Amy Shanks attended the meeting on 4/4. Sharon has shared the mission & objectives of Wellness program and Amy shared 07-08 activities and events and student survey on activities awareness with committee members. They also discussed issues/concerns with the committee.	M2. Compare the differences between pre-promotion and post-promotion. Differences will be based on the following items: Degree of student awareness (% change), Frequency of usage, Student/Staff/Faculty satisfaction		B. Interview key communications staff on campus to determine the current state of communications.	b. 1. Interview communications staff on campus				
	C. Create a plan to promote fitness and wellness on the campus and/or support existing work being done by Wellness Initiative	c.1. Create a plan to promote fitness and wellness on campus			C. Form focus groups of students to explore the best kinds of communication vehicles they feel would be helpful	c.1. Meet with student focus groups (prior to this design survey instrument)				
					D. Explore the role of technology (website, etc.) to communicate events	d.1. Explore and discuss the role of technology in communicating programs/activities to students				
					E. Develop/Implement recommendations. E.g. What kinds of media shall be used consistently and how will the campus be so informed	e.1. Begin process of identifying and implementing recommendations				

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN REPORTING FORM**

Name of Strategic Plan Implementation Team Goal #5 Student Focused Environment

Goal as recorded on the Strategic Plan Overview Form:

5.1 A Work with FYE coordinator and faculty to include student support services in addition to academic emphasis

Initiative (a) Meet with FYE coordinator and faculty who have taught the courses to learn more about program goals

Initiative (b) Identify Academic and Student Success factors that are presently required in FYE courses

Initiative (c) Interview students who have completed FYE courses

Initiative (d) Make recommendations regarding changes in student success factor elements for FYE courses

Activity time line for Initiatives: *In this section, list key initiatives/activities and the timeframe in which they will occur. Please include the date this initiative will be presented to UPBC for review.*

Please use the following format:

Date:

Action:

Date: February 2008

Initiative (a)

Action: Meet with FYE coordinator and faculty who have taught the courses to learn more about program goals

Initiative (b)

Date: March 2008

Action: Identify Academic and Student Success factors that are presently required in FYE courses

Initiative (c)

Date: April 2008

Action: Interview students who have completed FYE Courses

Initiative (d)

Date: May 2008-through Summer 2008

Action: Make recommendations regarding changes in student success factor elements for FYE Courses

Measurable outcomes. *In this section, list the measurable (and preferably quantifiable) means and associated timeframes that will be used to assess outcomes/progress toward attainment of this initiative.*

Please use the following format:

Measure:

Date(s):

Measure:

Date(s):

Measure:

Date(s):

Measure #1 How do the key success factors help FYE students

Measure #2 Course completion rate comparison

List of university committees/organizations that your team will regularly give progress reports to, for example, CUCAS, General Education, Senate etc.

Please use the following format:

Committee/Organization:

Reporting Dates:

We will work with the Gen. Ed FYE committee to update them toward end of spring 2008 semester

Please note any issues/problems/concerns that your team believes the President's Advisory and Coordinating Committee for Strategic Plan Implementation needs to address.

The issues related to assessment of the FYE program and its impact on students should be explored

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN REPORTING FORM**

Name of Strategic Plan Implementation Team Goal #5 Student Focused Environment

Goal as recorded on the Strategic Plan Overview Form:

5.1 I Develop programs that encourage pride and cooperative efforts between faculty and students (e.g. research day) and other activities that build spirit

Initiative (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??

Initiative (b) Develop a list of all current activities on campus that could build support for major campus wide pride initiatives

Initiative (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 theme housing programs.

Activity time line. *In this section, list key activities and the timeframe in which they will occur. Please include the date this initiative will be presented to UPBC for review.*

Please use the following format:

Date:

Action:

Initiative (a)

Date: February 2008

Action: 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

a) Identify the meaning of living and learning community

b) Collect the information from students, staff and faculty

Initiative (b)

Date: March 2008

Action: Develop a list of all current activities on campus that could build support for major campus wide pride initiatives

a) List all current activities and identify the gaps between current activities and students/staff/faculty expectations

Initiative (c)

Date: March-April 2008

Action: Explore feasibility of establishing faculty-in-residence and theme housing programs for Fall 2008.

Measurable outcomes. *In this section, list the measurable (and preferably quantifiable) means and associated timeframes that will be used to assess outcomes/progress toward attainment of this initiative.*

Please use the following format:

Measure:

Date(s):

Measure:

Date(s):

Measure:

Date(s):

Measure #1 Establish/Identify the meaning /objective of living and learning community
Measure #2 Develop campus activities based on the inputs from students/staff/faculty
Measure #3 Measure student participation/attendance

List of university committees/organizations that your team will regularly give progress reports to, for example, CUCAS, General Education, Senate etc.

Please use the following format:

Committee/Organization:

Reporting Dates:

Will be working closely with the Provost and Academic Affairs Groups

Please note any issues/problems/concerns that your team believes the President's Advisory and Coordinating Committee for Strategic Plan Implementation needs to address.

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN REPORTING FORM**

Name of Strategic Plan Implementation Team Goal #5 Student Focused Environment

Goal as recorded on the Strategic Plan Overview Form:

5.4 J Improve recreation and fitness/wellness programming for students, faculty and staff. Design programs to appeal to both residential and commuter students.

Initiative (a) Create an inventory of existing fitness/wellness facilities, equipment and resources available to the campus community

Initiative (b) Interview Cathy Rice, Sharon Guck and Amy Shanks to get an overview of current state of Wellness Initiative on campus including current programs, planned programs, Task Force members and other available resources.

Initiative (c) Create a plan to promote fitness and wellness on the campus and/or support existing work being done by Wellness Initiative

Activity time line. *In this section, list key activities and the timeframe in which they will occur. Please include the date this initiative will be presented to UPBC for review.*

Initiative (a)

Date: March 2008

Action: Create an inventory of existing fitness/wellness facilities, equipment and resources available on campus

- a) Fitness/wellness equipment availability: what do we have? What are the current resources?
- b) Who uses these facilities
- c) What are the student/staff/faculty expectations

Initiative (b)

Date: April 2008

Action: Invite Cathy Rice, Sharon Guck and Amy Shanks to meeting of strategic planning group to learn more about Wellness Initiative

- a) Analyze input from meetings with current folks involved with Wellness Initiative

Initiative (c)

Date: May-June 2008

Action: Create a plan to promote fitness and wellness on campus

- a) Create a promotion plan based on above actions

Measurable outcomes. *In this section, list the measurable (and preferably quantifiable) means and associated timeframes that will be used to assess outcomes/progress toward attainment of this initiative.*

Please use the following format:

Measure:

Date(s):

Measure:

Date(s):

Measure:

Date(s):

Measure #1 Identify the gaps between current status and expectations

Measure #2 Compare the differences between pre-promotion and post-promotion. Differences will be based on the following items: Degree of student awareness (%change), Frequency of usage, Student Staff/Faculty Satisfaction

List of university committees/organizations that your team will regularly give progress reports to, for example, CUCAS, General Education, Senate etc.

Please use the following format:

Committee/Organization:

Reporting Dates:

We will be working with the Wellness Task Force, Recreation Coordinator and Housing areas keeping them informed as to progress and programs

Please note any issues/problems/concerns that your team believes the President's Advisory and Coordinating Committee for Strategic Plan Implementation needs to address.

We are hopeful that through master facilities planning a dedicated space for wellness and recreation will help make this goal one that can impact the entire campus

**WESTERN CONNECTICUT STATE UNIVERSITY
STRATEGIC PLAN REPORTING FORM**

Name of Strategic Plan Implementation Team Goal #5 Student Focused Environment

Goal as recorded on the Strategic Plan Overview Form:

5.4-K Establish and Maintain a perpetual calendar of regular and predictable activities; develop a key dates to remember ID card

5.4-P Develop protocols for communication of campus events to students on a regular basis (e.g. electronic, print, and other media). Establish means of communicating with students regarding programs and activities.

(Note: The Committee agreed to combine these two goals on one sheet because they are so closely related to each other)

Initiative (a) : Define the focus of communication to both residential and commuter students, part timers, graduate and Waterbury

Initiative (b) : Interview key communications staff on campus to determine the current state of communications

Initiative (c) : Form focus groups of students to explore the best kinds of communication vehicles they feel would be helpful

Initiative (d) : Explore the role of technology (web site, etc) to communicate events

Initiative (e): Develop/Implement recommendations..e.g. What kinds of media shall be used consistently and how will the campus be so informed

Activity time line. *In this section, list key activities and the timeframe in which they will occur. Please include the date this initiative will be presented to UPBC for review.*

Please use the following format:

Date:

Action:

Initiative (a)

Date: February-March 2008

Action: Develop a focus for a communication plan that would impact all constituencies on the campus

Initiative (b)

Date: February-March 2008

Action: Interview key communications staff on campus

Initiative (c)

Date: April-May into Fall 2008

Action: Meet with student focus groups (prior to this design survey instrument)

Initiative (d)

Date: Spring 2008 semester

Action: Explore and discuss the role of technology in communicating programs/activities to students

Initiative (e)

Date: Fall 2008-Spring 2009

Action: Begin process of identifying and implementing recommendations

Measurable outcomes. *In this section, list the measurable (and preferably quantifiable) means and associated timeframes that will be used to assess outcomes/progress toward attainment of this initiative.*

Please use the following format:

Measure:

Date(s):

Measure:

Date(s):

Measure:

Date(s):

List of university committees/organizations that your team will regularly give progress reports to, for example, CUCAS, General Education, Senate etc.

Please use the following format:

Committee/Organization:

Reporting Dates:

We will report to Public Relations, the ECHO and WXCI as progress is made in developing communication outlets

Please note any issues/problems/concerns that your team believes the President's Advisory and Coordinating Committee for Strategic Plan Implementation needs to address.

Use of electronic signage to promote activities while part of the campus signage project appears to be available in several years

WESTERN CONNECTICUT STATE UNIVERSITY
Strategic Planning Implementation Team – Student Engagement

Walter Bernstein,

Walter Cramer

~~Katy Wiss~~

Emily Fromm (Student)

Cindy Chuang

Sam Johnson

Maureen Gernert

Dennis Leszko

On-going collaboration with the following groups:

- Provost
- Academic Affairs groups
- Gen. Ed. Committee
- FYE Coordinator
- Recreation Department
- Student Government Association (SGA)
- Housing and Residence Life Office (HRL)
- Wellness Task Force
- Public Relations
- ECHO
- WXCI

**Strategic Plan Implementation
Institutional Technology
April 2008**

Priority Area for Strategic Plan Implementation

Range of Quality Academic Programs

- Issue: Program sheets should be online
 - All program sheets (graduate and undergraduate) are currently online. An interactive piece will be available by 2009 through the Ad Astra system.
 - Focus should be on making sure no more individual program sheets are held on the department and faculty websites. They all should be linked to the single source to preclude the use of outdated program sheets.

Advising

- Issue: Secondary advisors are not identified:
 - All primary and secondary advisors are in Banner and can be viewed by the student and the professors.
 - Develop FAQ that shows university community how advisors are assigned

Online

- Streamline CUCAS' processes online, including university catalog
 - Now in test mode. If approved by all members of CUCAS, this will be functional by August 2008. System will have to move to Sharepoint when that system is up and running but all data will be preserved.
- Issue: Transfer student grade information is needed by certain departments.
 - Over time, grades will be included instead of just putting T in the transfer student area.
- Update on Instructional Technology Center
 - Long term initiative is to establish a technology center that mirrors the setup of the STTC but with a focus on faculty instructional technology needs. Idea is for this center to be housed under CELT with faculty member with release time managing the center.
- Identify incentives for faculty to do online teaching
 - Funding is currently provided for faculty members on the distance education program to attend conferences.
 - Review of compensation to allow incentive for developing online courses
- Single log in option for WCSU (windows account and outlook)
 - Audit issue. Currently under review.
- Content management system
 - University Computing Staff have developed a matrix of products versus functionality for content management software. Next steps is to forward to committee members to rate functionality needs. Following that will be the determination of software for use by the university community.

Affordability and access through scholarship and student aid

- Issue: Further streamline scholarship process through an effective online application process
 - Phase one was developed this spring.
 - Over time, a more robust system needs to be developed that
- Issue: Institute online donation program for online giving through the annual fund and other giving programs
 - Phase one was developed this fall
 - Over time, a more robust system will be developed that includes the development of web for alumni and other

Strategic Plan Implementation Team Technology

G. Koryoe Anim-Wright

Vice President, Institutional Advancement

(203) 837-9805

Team Chairperson

Mark Case

Director

(203) 837-8657

Administrative Services

Lorraine Capobianco

Chief Information Officer

(203) 837-8301

University Computing

Brian Clements

Associate Professor

(203) 837-8876

MFA Program

Marcie Delcourt

Professor

(203) 837-9121

Ed & Educational Psychology

Larry Hall

Director

(203) 837-8286

Admissions

Josie Hamer

Professor/Chairperson

(203) 837-9347

Mathematics

Russell Hirshfield

Associate Professor

(203) 837-8356

Music Education

Veronica Kenausis

Electronic Systems Librarian

(203) 837-8818

Haas Library

Rich Montague

Professor/ Chairperson

(203) 837-9343

Management Information Systems

Linda Rinker

Provost/Vice President

(203) 837-8400

Academic Affairs

Paul Steinmetz

Director

(203) 837-8771

University Relations

Steve Veillette

Web Services Manager

(203) 837-8313

University Computing

Rebecca Woodward

Director

(203) 837-8760

Media Services

On-going collaboration with the following groups:

- ITC Committee

Strategic Plan Membership

AY 2008-09

President's Advisory and Coordinating Committee (PACC):

- Walter Bernstein, co-chair
- Linda Rinker, co-chair
- Ellen Durnin
- Dan Goble
- Betsy McDonough
- Vijay Nair
- Vanita Wagner
- Rebecca Woodward

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

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

Strategic Plan Membership

AY 2006-08

President's Advisory and Coordinating Committee (PACC):

- Beth Amyot, co-chair
- Ellen Durnin, co-chair
- Dan Goble
- Betsy McDonough
- Vijay Nair
- Rebecca Woodward

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

- Academic Affairs
 - Linda Rinker, Chair
 - Beth Amyot, Co-chair
 - Chuck Spiridon, Support
- Diversity
 - Walter Bernstein/Bryan Samuel, Chair
 - Koryoe Anim-Wright, Co-chair
- Enrollment Management
 - Linda Rinker, Chair
 - Walter Bernstein, Co-chair
 - Bill Hawkins, Support
- Facilities
 - Beth Amyot, Chair
 - Walter Bernstein, Co-chair
- Finance
 - Beth Amyot, Chair
 - Linda Rinker, Co-chair
- Institutional Identity/Marketing
 - Koryoe Anim-Wright, Chair
 - Beth Amyot, Co-chair
- Student Engagement
 - Walter Bernstein, Chair
 - Koryoe Anim-Wright, Co-chair
- Institutional Technology
 - Koryoe Anim-Wright, Chair
 - Linda Rinker, Co-chair
 - Lorraine Capobianco, Support