

Student Success Action Team
Final Report
April 24, 2006

Action Team Formation

The Student Success Action Team [SSAT] was formed in response to the outcomes of the university's *Values and Vision Committee* and the need for the university to construct a new strategic plan. Each team was to develop goals, objectives, and measurable actions to address areas needing strategic and collaborative attention.

Charge to the Action Team

The charge to the Student Success Action Team members was to clarify our shared vision of "student success" and to identify strategies and initiatives that would positively impact our students' accomplishments. Our plan was to operationalize these strategies into doable, measurable actions that could be integrated into the planning and budgeting process and the new strategic plan. Some strategies were to be immediate -- able to be activated during the upcoming academic year with no additional resources. Others, however, would require more extensive planning, research and funding before they could be actualized into action initiatives.

The Guiding Principles and Values of the University's Mission

Guiding this process are the principles and values of the university's mission. We are committed to the following *principles*:

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

Values:

- Quality in all that we do, and a commitment to a continuous improvement.

- Respect for the dignity and rights of each member of our University community” (www.wcsu.edu/president/vision-principles.asp).

Other Guiding Principles

In addition to the University’s principles and values, the president has provided us with direction for building our vision of the University – The Four Pillars. These four are (1) the mastery of our faculty with regard to their academic studies, the ways they share their knowledge with their students, the way we all construct our academic setting with strong, new faculty and staff, and the way our graduates interact with the larger world; (2) creativity, in the arts, interdisciplinary work, collaboration, and new pedagogies; (3) the diversity that enhances learning and creates a more complete university, and (4) opportunity of access for our students through preparation and collaboration with feeder schools, and opportunity to utilize our regional advantage. Each initiative developed in this action plan is directly related to various subsets of the Four Pillars, thereby fitting into the new vision of the university.

There are other guiding ideologies associated with our university’s mission that are relevant to student success. For example, the General Education Task Force recently generated a description of “The Educated Person” based on interviews conducted during the task force process. Basically, the educated person is (1) “connected to society and the world,” (2) “a lifelong learner,” (3) “a critical thinker,” (4) “skilled in the expression, communication and social interaction,” (5) “well-developed [with] core functional skills,” (6) “appreciates the arts,” (7) “mentally flexible,” and (8) able to “understand and appreciate the physical world” (see attached).

A Data-Driven Process

Throughout this year-long process, the team used many types of data to generate a firmer sense of the barriers to success our students face. Some of the data came from our institutional research office (e.g., “Early Warning Signs of Academic Difficulty,” “DFW Rates,” “Persisters and Attriters,” and “Six-Year Graduation Rates by Remediation Type,” etc.); other data came from the relevant professional literature as it relates to student success and failure. A great deal has been written about first-year experiences, inquiry-based learning, interdisciplinary teaching and learning, advisement, student connection, financial aid, the advantages of students working on campus, and the importance of research-based learning for undergraduate students (see especially, *Reinventing Undergraduate Education*, The Boyer Commission on Educating Undergraduates). The team also examined the popular literature on colleges and what makes them highly-rated and popular (examples are internships, senior capstone experiences, first-year experiences in small groups with faculty, undergraduate research, learning communities of linked classes, studies abroad, service learning programs, and writing in the disciplines at all levels of instruction (“America’s Best Colleges,” *U.S. News and World Report*, 2003, pp. 113-114). Our attention to data continued throughout the process of creating the vision and goals, and produced the actions and initiatives that flowed from the vision.

History of Action Team Meetings

The action teams were constituted near the end of August, 2005. Our team members were invited by the two co-chairs after conferring with the Vice President of Student Affairs and Dean of Students (email, 09/02/2005). Our first meeting was held on Friday, September 9, 2005, and we met approximately every two weeks from that date during the fall semester in order to identify barriers to student success and qualities of students and universities that contributed to student success. Twenty-two barriers were identified. These were then combined with ideas regarding success, and they were transformed into twenty-eight possible strategies for improving student success. During our final team meeting in the Fall (November 14), we divided up into four subgroups based on members' interests in the initiatives that had been identified. The subgroups selected chairs, met weekly, and developed interim proposals with regard to their identified initiative areas. The full committee reconvened in the spring semester, met weekly, and discussed each subgroup's proposals in great detail.

Linda Vaden-Goad, Dean of the School of Arts and Sciences, and Walter Bernstein, Vice President of Student Affairs co-chaired the action team. Other members included: Amanda Lubell (Mathematics), Christopher Kukk (Political Science), George Bates (SGA President), Irene Duffy (Registrar), John Burrell (Athletics), Katrina Smith (Counseling Center), Lorraine Capobianco (University Computing), Mary Kay Loomis (Library), Khalda Logan (Communication) and Pat Geraci (Nursing).

Four Subgroups Formed

Subgroup 1:

- Promote Student Connections, Community and Useful Attitudes on Campus.
- Strengthen True Connectedness (and examine effects of technology. What does it add? What does it take away?)
- Develop Stronger Recruitment and Conversion Programs.
- Members: John Burrell, Chair, Larry Hall, Linda Vaden-Goad, Katrina Smith, Lorraine Capobianco.
- 12 Initiative Areas

Subgroup 2:

- Academic Support and Academic Responsibility for Degree- and Non-Degree-seeking Students
- Members: Amanda Lubell (Chair), George Bates, Mary Kay Loomis, Pat Gerace.
- 7 Initiative Areas

Subgroup 3:

- Improving Advisement
- Members: Walter Bernstein, Irene Duffy
- 2 Initiative Areas

Subgroup 4:

- The First-Year Experience (ultimately, working with the General Education Committee to link proposals together, which they did)
- Members: Chris Kukk (Chair), George Bates, Irene Duffy
- 12 Initiative Areas

Final Report

The SSAT agreed upon twenty-seven action initiatives emanating from the four subgroup areas. These initiatives are listed (next) in outline form, and are described in the context of their impact on performance/assessment measures, their support of university priorities, criteria for determining success, cost factors, anticipated funding sources, space requirements, their need for facilities management services, and information technology. It is the sense of this action team that a number of changes can be made with relatively low costs that will change the way students are engaged in this university. Additionally, several initiatives relate to the values expressed by all in the university, in particular focusing on the ways in which individuals in this setting demonstrate respect for all people. It is the sense of this committee that greater connectedness is a key element in student success, and that connectedness is enhanced through building meaningful and visible traditions, collaborating with each other more, converting accepted students who are a good fit with the academic programs we offer, improving academic support in real ways, promoting academic responsibility among the students, and engaging students in their first year by helping them to know each other better, sharing common experiences that are both intellectual and invigorating, and providing students special skills across all majors and disciplines.

Student Success Action Team – Summary of Initiatives

Initiatives

Group 1a: Promote Student Connections, Community and Useful Attitudes on CampusPromote Student Connections and Community on Campus

1. Building new traditions
2. Enhancing collaboration for events planning
3. *Building connections through student work (subcategory)*
 - a. Increasing on-campus opportunities for student workers
 - b. Enhancing learning and meaningfulness in student employment
 - c. Clarifying the student employment process on campus
 - d. Enhancing off-campus opportunities for meaningful student work – Creating connections in the community and a “student work” website
4. Building pride on campus through photographic image displays
5. Building pride on campus by displaying achievements and awards

Promote Useful Attitudes on Campus

1. Encouraging respect and respectful treatment for all people – Getting the Word Out (Communication and PR aspects)
2. Encouraging respect and respectful treatment for all people – Incorporating Respectfulness into University Culture

Group 1b. Develop Stronger Recruitment and Conversion Programs

1. Enhancing the financial aid experience
2. Enhancing the conversion process

Group 2a: Enhance Academic Support in All Disciplines

1. Improving tutoring in all disciplines by assessing effectiveness of learning labs through student surveys
2. Improving academic support by hiring staff specialists in reading and developmental math
3. Improving tutoring in all disciplines by increasing staffing in learning labs by student tutors
4. Creating a “Student Success Center”
5. Improving Tutoring in all Disciplines by enhancing visibility of learning labs by erecting outdoor signage

Group 2b: Promote Academic Responsibility

1. Encouraging pedagogical practices that provide early and regular feedback to students - Offer CELT workshop for teaching faculty
2. Encouraging academic participation and preparedness for class work. -- Develop pamphlets for students on how to most effectively use the learning labs.

Group 3: Improving Advisement

1. Implementing a new training program for advisors.
2. Assigning advisors early to newly-admitted students
3. Enhancing and expanding existing centralized advisement services
4. Educating students about the use of advisement as a critical tool of success
5. Creating a comprehensive advisement manual and website
6. Designing and offering an advisement training module for new faculty and new students

Group 4: The First-Year Experience *

1. Implementing First-Year Initiatives 2007 (in collaboration with General Education)
2. Engaging students with a common reading (novel: *Never Let Me Go*) that is used in classes and connected to their curriculum and an annual year-long lecture series (this year, “The Human Genome and Cloning”)

Other possible initiatives which were mentioned at the Action Team Co-Chairs’ meeting for the following three areas:

Group 1:

Encouraging holistic view of all people on campus (wellness issues). This issue of taking a holistic view of students is part of the newly-reorganized “Tutoring Resource Center.”

Group 2:

Hiring a personal finance advisor for student needs.

Hiring a social worker for student needs.

Group 4:

Creating a sense that Freshmen Orientation is the first day of the First Year Experience.

*(*Block scheduling for freshmen is occurring for 2006-2007 freshman class – while not an initiative of this committee, it will be part of the first-year experience for this class and is a demonstrated student success/retention strategy.)*

Group 1
Encourage holistic view of student problems
Encourage treatment of respect for all
Encourage the setting of realistic expectations
Address archaic student employment policy
Make visible the sense of connection and community that is strong at WestConn
Strengthen targeted recruiting
Strengthen university's approach to addressing target students in "accepted group"
Find new ways to bring people together on campus in purposeful ways
Address technology and connectedness: find ways to connect with our students through appropriate technology, and help students feel more connected in interpersonal ways
Make financial aid a helpful, pleasant experience for parents and students
Incorporate students' job experiences into their educational experiences better
Build pride in students as part of THIS academic community

Group 2
Improve time management
Encourage teaching strategies that provide early and regular feedback
Strengthen tutoring in all disciplines
Encourage student attendance
Encourage academic participation
Encourage preparedness for class work
Help students learn independence and resourcefulness

Group 3
Improve Advisement
Help students recognize their part in the advisement relationship

Group 4
Help students learn the significance of contacting their professors
Help students realize the power and value of learning and "taking" and education
Help students learn and enhance critical/analytical thinking
Enlarge opportunities for students to take freshmen seminars (explore various proposals)
Find ways to encourage a cohesive first year experience
Freshmen scheduling should take transition into account
Fix textbook issues (re library and availability)
Build pride in students as part of THIS academic community
Encourage student attendance
Encourage academic participation
Encourage preparedness for class work
Help students learn independence and resourcefulness

Student Success Action Team Initiative: Group 1

Proposed initiatives requiring funding to implement should be presented in the following format.

1. Subgroup name: Promote Student Connections, Community and Useful Attitudes on Campus
2. Name of initiative: **Building New Traditions**
3. Subgroup priority : 1
4. Type of proposal: (circle all that are appropriate)
 Single Subgroup Collaborative (subgroups+others) **New** Existing
 *But it will need to be collaborative throughout the year in order to work.
5. Description of initiative:
 Work together with all constituent groups in the university (students, alumni, non-trad students, faculty, staff, community) to create new traditions that are fun, worthwhile, and community- building. Examples:
 - (1) Homecoming (fall 2006)
 - (2) Have special university/community days at the football and other athletic events (such as “Cub Scout Day” and give kids “give-aways” perhaps with corporate sponsors).
 - (3) Parade to Westside campus for Homecoming (?) – ideas such as these.
 - (4) Spring Weekend (the alumni have told us wonderful stories from the past – skits, floats, community was involved—lots of ideas – need to get alumni and community involved in discussing this).
 - (5) Various Academic Traditions (Pi Day for Math, for example)
 - (6) Class photo at Orientation (then again at reunions after graduation – same location, and hang the photos in prominent locations so all can see.
 - (7) Student “dorm things” swap meet (when students move out of dorms, there could be a day when they set up their things in the quad (midtown) or a specified place (Westside) so new students moving in could look it over and purchase it for less.
6. Impact initiative has/will have on performance/assessment measures:
 Initiative will increase retention and improve university climate for all, as it will build greater community (this will be assessed).
7. How initiative supports university priorities (see President’s Four Pillars):
Creativity: innovative, interdisciplinary initiative
8. Criteria for determining success in accomplishing initiative:
 - 2) number of people involved
 - 3) one indicator will be whether or not these things indeed become “traditions.”

- 4) Idea of really “building community” – work on measures of this (possibly, university climate survey that could be done annually and involve the community too).
9. Estimated cost of initiative and basis of estimate:
Cost depends upon the event. Our goal is to use already-allocated money for the upcoming year. Regarding the time to plan events, we would have to discuss how it would happen and who would take the lead.
10. When initiative will be implemented:
We hope to begin with Summer 2006 orientation. Other events we have discussed is
11. Anticipated funding source(s):
 - (1) some will be already allocated funding
 - (2) Other will be reallocations to these types of events
 - (3) Community donations
12. Anticipated space requirements, if any:
None, really. Some wall-space for framed class photos to be left up.
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff):
no
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff):
We probably would need photos taken and placed on the website under “New Traditions” or some other place/ idea!

Student Success Action Team Initiative: Group 1

Proposed initiatives requiring funding to implement should be presented in the following format.

1.Subgroup name: Promote Student Connections, Community and Useful Attitudes on Campus

2.Name of initiative: Enhancing Collaboration for Events Planning

3.Subgroup priority : 2

4.Type of proposal: (circle all that are appropriate)

Single Subgroup Collaborative (subgroups+others) New Existing

*But it will need to be collaborative throughout the year in order to work.

5.Description of initiative:

Purpose of this initiative is to encourage the reality of working together with all constituent groups in the university (students, alumni, non-trad students, faculty, staff, community) during the planning of university events.

(1) Rework Event Planning Form so that the initiative of “all working together” is made obvious as an intention. For example, have a check off for each group by the event planner to make sure he/she has thought about all groups and entertained how each might want to be involved.

(2) Use examples, initially, like the successful “Midnight Breakfast” that is held each year. Faculty, staff and students are involved already. Are there ways that we could do more for the students that night? Maybe get commuter students, non-traditional students, learning labs, tutors, others?

6.Impact initiative has/will have on performance/assessment measures:

Initiative will increase retention and improve university climate for all, as it will build greater community (this will be assessed). We hope to improve GPA, graduation rates, and university climate.

7.How initiative supports university priorities (see President’s Four Pillars):

Creativity: the thrill of creative effort, collegiality, innovative, interdisciplinary programs,

8.Criteria for determining success in accomplishing initiative:

5) number of people involved (by category – alumni, students, faculty, staff, clericals, community)

6) Idea of really “building community” – work on measures of this (possibly, university climate survey that could be done annually and involve the community too).

9. Estimated cost of initiative and basis of estimate:

Cost depends upon the event. Our goal is to use already-allocated money for the upcoming year. Regarding the time to plan events, we would have to discuss how it would happen and who would take the lead (we may need a small committee with individuals representing the different constituent groups in the beginning. Maybe the t-shirts that are given out at the president's opening fall meeting would be the one that is used by all "helpers" during the year for these events (?).

10. When initiative will be implemented:

We hope to begin with Summer 2006 orientation – make sure we have involved everyone in the planning of the event (students, faculty, staff, administration, alumni, community). Regarding staff, we need to get everyone in the university community to feel that they are a part of how this university "lives its mission," so the clericals, university police, part-time faculty, maintenance staff, etc. are invited to be involved in planning, thinking, and feeling good about student outcomes and how the mission is working.

11. Anticipated funding source(s):

- (1) some will be already allocated funding
- (2) Other will be reallocations to these types of events
- (3) Community donations

12. Anticipated space requirements, if any:

None, really. For example, for the Midnight Breakfast study halls, the learning labs are already there. Also, T-shirts are already given out at the Fall President's meeting.

13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff):

no

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff):

We probably would need photos taken and placed on the website for the various events.

Student Success Action Team Initiative: Group 1

1. Subgroup name: Promote Student Connections and Community on Campus
2. Name of initiative: **Increasing on-campus opportunities for student workers.**
Promote student connectedness through school, work, and living
3. Subgroup priority: 2
4. Type of proposal:
Single Subgroup _____ Collaborative X New _____ Existing _____
5. Description of initiative: Website to inform the university community about student work opportunities
 - (1) Provide more opportunities for on-campus employment,
 - (2) more funding to increase salary ceilings,
 - (3) expand options for number of hours worked
6. Impact initiative has/will have on performance/assessment measures:
 - (1) Number of hours student workers are employed on campus will increase;
 - (2) increased desirability of on-campus employment will be exhibited via greater competition for positions;
 - (3) increased GPAs and retention rates among student workers
7. How initiative supports university priorities (see President's Four Pillars):
Contributes to Mastery via increasing "skills, knowledge, and attitudes that our graduates present to the larger world." Also contributes to Opportunity in that many of our student workers would not be able to attend WCSU, or any university, without the financial support of on-campus employment.
8. Criteria for determining success in accomplishing initiative: Student workers will report greater satisfaction in on-campus employment, positions will be more competitive
9. Estimated cost of initiative and basis of estimate: Cost will be related to website development and maintenance, and possible reallocations of student workers funding.
10. When initiative will be implemented: Fall 2007
11. Anticipated funding source(s):
12. Anticipated space requirements, if any: None
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): None

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [Website development and maintenance](#)

Student Success Action Team Initiative: Group 1

1. Subgroup name: **Promoting Student Connectedness through School, Work and Living**
2. Name of initiative: **Enhancing Learning and Meaningfulness in student employment**
3. Subgroup priority: 3
4. Type of proposal:
Single Subgroup _____ Collaborative New _____ Existing _____
5. Description of initiative: **Helping students to understand the interaction of work, school, community, and future employment/career via faculty and staff mentoring; reinforce via occasions such as Student Worker Week, luncheons, Student Worker of the Month, etc.**
6. Impact initiative has/will have on performance/assessment measures: **Performance evaluations reflected in site evaluations by students and student evaluations by supervisors, greater job satisfaction, less student-worker turnover; increased GPAs and retention rates among student workers**
7. How initiative supports university priorities (see President's Four Pillars):
Mastery: "the skills, knowledge, and attitudes" possessed by our students and graduates
Opportunity: many of our student workers would not be able to attend WCSU, or any university, without the financial support of on-campus employment.
8. Criteria for determining success in accomplishing initiative: **Students will articulate (via survey?) understanding of employment as a component of education; performance evaluations**
9. Estimated cost of initiative and basis of estimate: **Already allocated funds, possible grants from foundations or granting agencies to improve students' experiences. We will need money for student luncheons, "Student worker week" banners, etc.**
10. When initiative will be implemented: **Fall 2006**
11. Anticipated funding source(s): **grants, already allocated funds**
12. Anticipated space requirements, if any: **Occasional need for meeting space for luncheons, award ceremonies**
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): **Food Services**

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [None](#)

Student Success Action Team Initiative: [Group 1](#)

1. Subgroup name: [Promote Student Connectedness through School, Work and Living](#)
2. Name of initiative: [Clarifying the student employment process on campus](#)
3. Subgroup priority: [1](#)
4. Type of proposal:
Single Subgroup _____ Collaborative New _____ Existing _____
5. Description of initiative: [Clarifying guidelines for students, faculty, & staff regarding position availability, pay rates, performance expectations, hours, and the position application process](#)
6. Impact initiative has/will have on performance/assessment measures: [Students connected to WCSU through work-study will express greater sense of belonging \(via climate survey?\) and have a higher retention rate than that of the overall student population. Faculty/staff will report greater satisfaction with student workers' performance. Increased GPAs over time among student workers](#)
7. How initiative supports university priorities (see President's Four Pillars):
[Mastery](#) ("skills, knowledge, and attitudes" of our students),
[Opportunity](#) (many of our student workers would not be able to attend WCSU, or any university, without the financial support of on-campus employment).
8. Criteria for determining success in accomplishing initiative: [Climate survey; could develop brief evaluation forms for both faculty/staff and students.](#)
9. Estimated cost of initiative and basis of estimate: [Survey: TBD; no additional costs](#)
10. When initiative will be implemented: [Summer/Fall 2006](#)
11. Anticipated funding source(s): [Survey: new provost](#)
12. Anticipated space requirements, if any: [None](#)
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): [None](#)
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [Increased information available on a Financial Aid or Human Resources/Employment website_](#)

Student Success Action Team Initiative: Group 1

1. Subgroup name: Promoting Student Connectedness through School, Work and Living
2. Name of initiative: Enhancing off-campus opportunities for meaningful student work – Creating Connections in the Community and a “Student Work” Website
3. Subgroup priority: 4
4. Type of proposal: (circle all that are appropriate)
 Single Subgroup Collaborative (subgroups+others) New Existing
 With Career Development and Alumni Relations
5. Description of initiative: Work with Career Development to understand student job opportunities offered by Alumni and Community and make information easily accessible to students via website
6. Impact initiative has/will have on performance/assessment measures: Will have a positive impact on retention and recruitment; increased GPAs
7. How initiative supports university priorities (see President’s Four Pillars):
Opportunity: innovative partnerships that benefit all students
8. Criteria for determining success in accomplishing initiative: Survey students to assess whether work is more meaningful and related to future careers
9. Estimated cost of initiative and basis of estimate: 1) Survey: minimal cost (TBD); 2) Time for website management (development and frequent updating); 3) Time with Career Development, including focus groups with alumni
10. When initiative will be implemented: Survey, website(s), and focus groups can all begin in Fall 2006
11. Anticipated funding source(s): Previously-allocated funding
12. Anticipated space requirements, if any: None
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): None

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [Web support for both initial development and ongoing updates](#)

Student Success Action Team Initiative – Group 1

1. Subgroup name: Promote Student Connections and Community on Campus
2. Name of initiative: **Building Pride on Campus through Photographic Image Displays**
3. Subgroup priority: 1
4. Type of proposal: (circle all that are appropriate)
Single Subgroup Collaborative (subgroups+others) New Existing
5. Description of initiative: Use photographs from symbolic events to evoke sense of pride in WCSU. Events would include: entering the gates at orientation, Homecoming celebrations, graduation, Midnight breakfast, alumni events, etc. Another suggestion would be to take a group photo of the freshman class each year at orientation which includes a banner with their class year. Photos can be taken again when the class gets together for reunions.

These photographs would be displayed in prominent places such as the Student Center, Cafeteria, classrooms and meeting rooms.
6. Impact initiative has/will have on performance/assessment measures: Increase pride in campus will improve retention rates and should have beneficial effect on student performance in all areas. This initiative should also boost campus involvement by students.
7. How initiative supports university priorities (see President's Four Pillars):
Mastery – building and nurturing a vibrant academic community.
Diversity – proudly displayed through the use of photography.
8. Criteria for determining success in accomplishing initiative: 1.) Using a climate survey to gauge pride in WCSU. 2.) Measuring membership in student organizations and attendance at university events.
9. Estimated cost of initiative and basis of estimate: primarily frames
10. When initiative will be implemented: Beginning in summer of 2006, photographs would be displayed in targeted areas so that incoming students will be exposed to them as soon as they arrive on campus.
11. Anticipated funding source(s): already allocated funds
12. Anticipated space requirements, if any: Existing wall space in targeted buildings/rooms.

13.If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): [their services may be needed to hang photos.](#)

14.If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [Photos will need to be printed using computer printers \(Peggy Stewart\)](#)

Student Success Action Team Initiative: Group 1

1. Subgroup name: Promote Student Connections and Community on Campus
2. Name of initiative: Building pride on campus by displaying achievements and awards
3. Subgroup priority: 2
4. Type of proposal: (circle all that are appropriate)
Single Subgroup Collaborative (subgroups+others) New Existing
5. Description of initiative: Install trophy cases in lobbies of O'Neill Center, Westside Athletic Complex, Music Department and other areas as determined. Student groups need a place to display awards and trophies that have been earned. Displaying them prominently will generate pride in WCSU.
6. Impact initiative has/will have on performance/assessment measures: Increase pride in campus will improve retention rates and should have beneficial effect on student performance in all areas. This initiative should also boost campus involvement by students.
7. How initiative supports university priorities (see President's Four Pillars):
Mastery – building and nurturing a vibrant academic community.
Diversity – proudly displayed through the use of photography.
8. Criteria for determining success in accomplishing initiative: 1.) Using a climate survey to gauge pride in WCSU. 2.) Measuring membership in student organizations and attendance at university events.
9. Estimated cost of initiative and basis of estimate: check with vendors
10. When initiative will be implemented: Summer of 2006, beginning
11. Anticipated funding source(s): Existing facilities funds in most cases. Equipment funding in other cases may have to be requested.
12. Anticipated space requirements, if any: Existing space in targeted buildings.
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): no
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): no

Student Success Action Team Initiative: Group 1

1. Subgroup name: Promote Useful Attitudes on Campus
2. Name of initiative: Encouraging respect and respectful treatment for all people – Getting the Word Out
(Communication and PR aspects of encouraging assumption that others are making a genuine effort (rather than accepting cynicism as the norm))
3. Subgroup priority: 1
4. Type of proposal:
Single Subgroup _____ Collaborative X New _____ Existing _____
With Public Relations and everyone in the university community
5. Description of initiative: Incorporate statement/logo of “ respect for all people” into publications, banners, and other publicly-displayed information
6. Impact initiative has/will have on performance/assessment measures: Increased student sense of self-worth, decreased crisis demands; climate survey; increased GPAs and retention rates
7. How initiative supports university priorities (see President’s Four Pillars): Supports Values of the University’s Mission as stated: “Respect for the dignity and rights of each member of our University community.”
Supports Pillars of Mastery (“Our hallmark has long been, and is today, the caring, personal relationships that students have with faculty.”) and Diversity (“the valuing of human diversity enhances learning.”).
8. Criteria for determining success in accomplishing initiative: Climate survey
9. Estimated cost of initiative and basis of estimate:
Publications: no additional cost; Banner: No additional cost; reprioritizing within planned banner allotments; Survey: TBD (anticipated to be minimal)
10. When initiative will be implemented: Spring/Summer 2006
11. Anticipated funding source(s): Survey: new provost
12. Anticipated space requirements, if any: None
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): None

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [Survey will require data entry and analysis](#)

Student Success Action Team Initiative: Group 1

1. Subgroup name: Promote Useful Attitudes on Campus
2. Name of initiative: **Encouraging respect and respectful treatment for all people – Incorporating Respectfulness into University Culture**
(encourage assumption that others are making a genuine effort (rather than accepting cynicism as the norm))
3. Subgroup priority: 2
4. Type of proposal: (circle all that are appropriate)
Single Subgroup Collaborative (subgroups+others) New Existing
5. Description of initiative: Incorporate “respect for all people” into orientation (ex: role plays, etc.) and the university culture
6. Impact initiative has/will have on performance/assessment measures: Fewer crisis demands by students, staff, and faculty; increased sense of self-worth as measured by climate survey or other assessment as appropriate; increased GPAs and retention rates
7. How initiative supports university priorities (see President’s Four Pillars):
Mastery (building a nurturing academic environment)
Diversity (building greater community/embracing the diversity in this community)
8. Criteria for determining success in accomplishing initiative: Climate survey results
9. Estimated cost of initiative and basis of estimate: No cost to add to orientation program; climate survey may incur minimal cost
10. When initiative will be implemented: Summer 2006
11. Anticipated funding source(s): Survey: new provost
12. Anticipated space requirements, if any: None
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): None
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): Climate survey: assistance with data (Jerry Wilcox)

Student Success Action Team Initiative: [Group 1](#)

Proposed initiatives requiring funding to implement should be presented in the following format.

1.Subgroup name: 1: Initiative: [Develop Stronger Recruitment and Conversion Programs](#)

2.Name of initiative: [Enhancing the Financial Aid Experience](#)

3.Subgroup priority: 1

4.Type of proposal: (circle all that are appropriate)

[Single Subgroup](#) Collaborative (subgroups+others) [New](#) Existing

5.Description of initiative: [Streamline the process for acquiring financial aid.](#) Currently, WCSU requires more financial information than other schools. For example, we expect to have the FAFSA (typically required), but we also require a signed copy of the previous year's 1040 (from parents and students). If parents file extensions or are non-filers, we lose the student. Also, April 15 is both the university deadline and the IRS deadline (so lots of schools have already given offers and we are still working on it. Our process tends to make it more difficult for students to get through all the "hoops." We propose that WCSU drop the requirement for the 1040s, and make offers and decisions using FAFSA (as other schools do).

6.Impact initiative has/will have on performance/assessment measures: [We expect this change to recruitment and retention.](#)

7.How initiative supports university priorities (see President's Four Pillars):
[Opportunity – affording access](#)

8.Criteria for determining success in accomplishing initiative:

1. [Number of applicants that are considered on-time.](#)
2. [Number of students whose financial aid is met \(based on EFC-estimated family income\).](#)

9.Estimated cost of initiative and basis of estimate:

[Cost is mostly in the form of planning meetings for the change. Second, there will be costs associated with making the changes. Time.](#)

10.When initiative will be implemented:

[Begin researching the process in the Fall 2006; new policy and process in Fall 2007.](#)

11.Anticipated funding source(s):

[No additional funding.](#)

12. Anticipated space requirements, if any:

[No additional space required.](#)

13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff):

[No space requirements.](#)

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff):

[Financial Aid website would need to be updated.](#)

Student Success Action Team Initiative: Group 1

Proposed initiatives requiring funding to implement should be presented in the following format.

1.Subgroup name: Develop Stronger Recruitment and Conversion Programs

2.Name of initiative: Enhancing the Conversion Process

3.Subgroup priority: 2

4.Type of proposal: (circle all that are appropriate)

Single Subgroup Collaborative (subgroups+others) New Existing

5.Description of initiative: Create a Collaborative Conversion Process that Involves Department Faculty, Academic Schools, Admissions, Financial Aid, Housing, Student Affairs. A process will be created for each department so that a more careful and personal job on both recruitment and conversion. Costs will have to be absorbed by regular allocations for the next few years.

6.Impact initiative has/will have on performance/assessment measures: We expect this to change the depth of talent in our recruitment activities, as we can recruit the students we believe will best fit our programs. In turn, this should impact retention.

7.How initiative supports university priorities (see President's Four Pillars):
Opportunity – affording access

8.Criteria for determining success in accomplishing initiative: Set realistic goals each year and measure success. Begin each year with goals and an improved process (assessment should suggest annual changes for improvement).

3. Number of applicants that are recruited to apply.

4. Number of students who are converted to become enrolled students.

5. A reduction in the number of students who require remediation.

9.Estimated cost of initiative and basis of estimate: Mostly time (calling students, mailing students, meeting with various groups listed above to create a good plan, and reassess as the process develops each year).

Cost is mostly in the form of planning meetings for the change.

Second, there will be costs associated with making the changes. Time.

10.When initiative will be implemented:

Summer/Fall 2006: Set goals, create process (assess throughout, re-evaluate each month)

Spring 2007: Begin conversion process.

11.Anticipated funding source(s):

No additional funding.

12. Anticipated space requirements, if any:

No additional space required.

13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff):

No space requirements.

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff):

Reports will need to be generated by Admissions and Institutional Research on a regular schedule during the spring semester during conversion processes. Regular meetings will need to be held by faculty (and with Admissions, Housing, Financial Aid, Student Affairs) to make sure the process is moving forward toward the goals.

Student Success Action Team Initiative: Group 2

1. Subgroup name: Academic Support and Academic Responsibility
2. Name of initiative: Improving Tutoring in all Disciplines -- Assessing effectiveness of learning labs through student surveys
3. Subgroup priority: 1
4. Type of proposal:
 Single subgroup Collaborative New Existing _____
5. Description of initiative: Survey students who use the Writing Lab, Math Clinic, and/or the Tutoring Resource Center
6. Impact initiative has/will have on performance/assessment measures:
Relevant assessment measures will depend on the initiatives that stem from survey results.
7. How initiative supports university priorities (see President's Four Pillars):
Mastery – Student feedback will help our learning labs maintain high standards of quality.
Creativity – A mechanism for ongoing collection of student feedback can provide/inspire creative ideas for improvement
Opportunity – Access to academic support is particularly crucial for non-traditional groups of students and first-generation students
8. Criteria for determining success in accomplishing initiative:
 (1) Number of completed surveys
 (2) other criteria to be determined by survey results
9. Estimated cost of initiative and basis of estimate: Nominal cost of supplies
10. When initiative will be implemented: Fall 2006
11. Anticipated funding source(s): departmental supply budgets
12. Anticipated space requirements, if any: None
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): None
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): None

Student Success Action Team Initiative: Group 2

1. Subgroup name: **Academic Support and Academic Responsibility**
2. Name of initiative: **Improving Academic Support by Hiring Staff Specialists in Reading and Developmental Math**
3. Subgroup priority: 1
4. Type of proposal:
 Single subgroup Collaborative New Existing
5. Description of initiative: **Open and fill staff positions for a reading specialist in the writing lab and a developmental math specialist in the math clinic**
6. Impact initiative has/will have on performance/assessment measures:
 - (1) **Passing rates in MAT 098 and ENG 098 courses**
 - (2) **GPA and retention rates**
7. How initiative supports university priorities (see President's Four Pillars):
Mastery – Academic support for underprepared students is crucial if they to develop the skills to become university graduates.
Opportunity – This initiative enhances access and opportunity for underprepared students.
8. Criteria for determining success in accomplishing initiative: **Successful hiring of specialists in reading and developmental math.**
9. Estimated cost of initiative and basis of estimate: **\$50,000 - \$60,000**
10. When initiative will be implemented: **Fall 2006**
11. Anticipated funding source(s): **General Fund**
12. Anticipated space requirements, if any: **None**
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): **None**
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): **Advertisement of position openings through university website**

Student Success Action Team Initiative: Group 2

1. Subgroup name: Subgroup 2: Academic Support and Academic Responsibility for degree- and non-degree-seeking students.
2. Name of initiative: Improving Tutoring in all Disciplines - Increase staffing in learning labs by student tutors
3. Subgroup priority: 1
4. Type of proposal:
 Single subgroup Collaborative (with subgroup 1) New Existing
5. Description of initiative: Hire more of our own students as tutors in learning labs.
6. Impact initiative has/will have on performance/assessment measures:
 - (3) More students with meaningful jobs on campus.
 - (4) More maintainable levels of staffing in learning labs. The demand for student tutoring jobs exceeds the supply (not the case for GAs), and the hiring process is simple (not the case for UAs).
 - (5) Higher student satisfaction with learning labs. (Our own students are often the best tutors.)
7. How initiative supports university priorities (see President's Four Pillars):

Mastery – Tutoring enhances learning for both tutor and tutee. Our students' functioning as both learners and teachers is part of our vibrant academic community.

Opportunity – Availability of more academically meaningful jobs for students on campus enhances opportunity.
8. Criteria for determining success in accomplishing initiative:
 - (6) number of students with meaningful jobs
 - (7) number of students with campus jobs
 - (8) number of students served by learning labs
 - (9) GPA and retention rates
9. Estimated cost of initiative and basis of estimate: Net payroll costs will possibly decrease, since University Assistants and Graduate Assistants are generally paid more than undergraduate student tutors.
10. When initiative will be implemented: starting Fall 2006
11. Anticipated funding source(s): Payroll budgets already allocated to learning labs will need to be reapportioned
12. Anticipated space requirements, if any: None

13.If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): [None](#)

14.If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [Advertisement of student job opportunities through student employment website](#)

Student Success Action Team: Group 2

1. Subgroup name: Academic Support and Academic Responsibility for degree and non-degree seeking students
2. Name of initiative: Creating a Student Success Center
3. Subgroup priority: 1
4. Type of proposal: Collaborative, New
5. Description of initiative: Centralize all existing student support services (Advisement Center, Learning Labs, Tutoring, etc.) by creating a “Student Success Center.”
6. Impact Initiative has/will have on Performance/Assessment Measures: By coordinating all student support services, and integrating the work of staff in these areas, student progress can be better monitored and feedback to students and their instructors can be made on a more consistent basis.
7. How Initiative Supports University Priorities: The University is proactively making efforts to increase retention and graduation rates. By providing high quality integrated support services students will be more actively engaged on campus. Their classroom performance will improve and their ability to take responsibility for their learning experience can be enhanced.
8. Criteria for Determining Success in Accomplishing Initiative: Retention rates, graduation rates and cumulative GPA’s will be assessed regularly. Initially, 60% of students receiving support service will have higher retention/graduation rates along with higher GPA’s as compared to other students.
9. Estimated Cost of Initiative and Basis of Estimate: Funds will be needed to create the new Center or renovate existing space, to provide proper technology and other critical resources.
10. When Initiative will be implemented: FY’07-‘08
11. Anticipated Funding Source(s): University Funds/Grant Funds
12. Anticipated Space Requirements: Yes...new or renovated space will be needed to centralize these services
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): Project manager and facilities planners will be needed to draft design of space

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? [A major student technology center should be located in the Student Success Center](#)

Student Success Action Team Initiative: Group 2

1. Subgroup name: *Academic Support and Academic Responsibility*
2. Name of initiative: *Improving Tutoring in all Disciplines: Enhancing visibility of learning labs by erecting outdoor signage*
3. Subgroup priority: *2*
4. Type of proposal:

<input checked="" type="checkbox"/> Single subgroup <i>X</i>	Collaborative	<input checked="" type="checkbox"/> New <i>X</i>	Existing _____
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5. Description of initiative: *Install sign outside Berkshire Hall identifying it as the location of the learning labs*
6. Impact initiative has/will have on performance/assessment measures:
(10) number of students served by learning labs
(11) GPA and retention rates
7. How initiative supports university priorities (see President's Four Pillars):
Mastery – The learning labs provide academic support to our students and help them reach learning goals. Increased advertisement and visibility will encourage more students to take advantage of the learning labs
Opportunity – Outdoor signage will make more students aware of the opportunities to receive free tutoring and other academic support on campus
8. Criteria for determining success in accomplishing initiative:
(12) Successful erection of signage
(13) “How did you hear of the (math clinic/writing lab/tutoring resource center)?” will be on the student surveys (see other initiative sheet), so we will know how many students the signs attract.
9. Estimated cost of initiative and basis of estimate:
10. When initiative will be implemented: *Fall 2006*
11. Anticipated funding source(s): *Utilizing funding set aside for the signage process in university.*
12. Anticipated space requirements, if any: *None*
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): *None*
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): *None*

Student Success Action Team Initiative: Group 2

1. Subgroup name: Academic Support and Academic Responsibility
2. Name of initiative: Encouraging pedagogical practices that provide early and regular feedback to students - Offer CELT workshop for teaching faculty
3. Subgroup priority: 2
4. Type of proposal:
 Single subgroup Collaborative (with CELT) Collaborative New Existing
5. Description of initiative: Offer CELT Workshop for faculty on encouraging teaching strategies that provide students with early and regular feedback. Goals of workshop will include
 - (14) assemble information on the issue
 - (15) offer strategies for giving early and regular feedback to students
6. Impact initiative has/will have on performance/assessment measures:
 - (16) Improve retention
 - (17) improve GPA and graduation rates.
 - (18) Better skill and knowledge acquired which will ultimately provide better preparation for post-college experiences.
7. How initiative supports university priorities (see President's Four Pillars):

Mastery – given response to item 6, this initiative should improve mastery of subject by motivating students to work at their capacity at an early date in the semester.

Diversity- We expect that academically at risk students will benefit from early and diagnostic feedback. Since traditionally minorities are often disproportionately at risk, this should improve their retention rate and enhance diversity, particularly at the upper academic levels.

Opportunity – Access without sufficient feedback is not genuine opportunity. Early feedback allowing students to receive help when needed will provide more genuine opportunity.
8. Criteria for determining success in accomplishing initiative: Survey faculty as to pre and post provision of early feedback, identifying those who have participated in the initiative. Survey faculty as to date and nature of earliest feedback: currently and after initiative. Survey students as to date of earliest feedback and effect on study habits. Early feedback should result in 1. fewer W (F, D) grades; 2. higher grades; and 3. effective learning.
9. Estimated cost of initiative and basis of estimate: The director of CELT estimates \$120-180 for each 15-20 person workshop with lunch
10. When initiative will be implemented: Fall 2006

11. Anticipated funding source(s): [University operating budget allocated to CELT](#)

12. Anticipated space requirements, if any: [No permanent space required](#)

13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): [None](#)

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [None](#)

Student Success Action Team Initiative: Group 2

1. Subgroup name: Academic Support and Academic Responsibility
2. Name of initiative: Encouraging academic participation and preparedness for class work. -- Develop pamphlets for students on how to most effectively use the learning labs.
3. Subgroup priority: 1
4. Type of proposal:
 Single subgroup Collaborative New Existing _____
5. Description of initiative: Prepare pamphlets for students describing how to get the most out of the learning labs on campus. The responsibility for learning lies ultimately with the student.
6. Impact initiative has/will have on performance/assessment measures:
(19) increased student usage of learning labs
(20) Increased GPA and retention rates
7. How initiative supports university priorities (see President's Four Pillars):
Mastery – The responsibility for learning lies ultimately with the student. Offering concrete guidance on this issue and how it relates to making the most of support resources will help shape the skills and attitudes that our graduates bring to the wider community.
Opportunity – The information in the pamphlets will be particularly helpful for first-generation and other students who don't have other sources of similar guidance.
8. Criteria for determining success in accomplishing initiative:
(21) Number of pamphlets distributed
9. Estimated cost of initiative and basis of estimate: Printing costs \$500-\$2000 (depending upon number printed)
10. When initiative will be implemented: Fall 2006
11. Anticipated funding source(s): will need to acquire funding
12. Anticipated space requirements, if any: None
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): None

14.If the initiative has technological dimensions, what Information Technology services and ongoing support will be required (must have review by Information Technology staff): [None](#)

Student Success Action Team Initiative: Group 3

1.Subgroup name: Improving Advisement

2.Name of initiative: **Implementing a new training program for advisors.**

This program will include assistance for faculty and staff, and it will be run by a core of highly motivated academic advisors keeping up with the latest changes in the university. Advisors will be trained on different types of advisement.

3.Subgroup priority: #1

4.Type of proposal: Single subgroup but would have to collaborate with others to determine best models, etc.

5.Description of initiative: The creation of an ongoing series of workshops designed to train groups of highly motivated advisors including faculty and staff. The creation of a “curriculum” that would be offered to advisors is part of the initiative.

6.Impact Initiative has/will have on Performance/Assessment Measures: Assessment could be based on retention rates, numbers of students being advised, number of faculty and staff trained to advise and student satisfaction surveys regarding advisement.

7.How Initiative Supports University Priorities: Advisement is perceived to be a major component in any program designed to enhance retention of students. Both retention and student success (persisting to graduation) are high University priorities.

8.Criteria for Determining Success in Accomplishing Initiative: Number of training sessions, number of participants taking the training, student satisfaction data

9.Estimated Cost of Initiative and Basis of Estimate: Costs include stipends and/or released time to create training modules as well as actually offering the training throughout the academic year, intersession and summer sessions. \$5,000-\$10,000.

10.When Initiative will be implemented: Beginning Fall ‘06

11.Anticipated Funding Source(s): Professional Development Dollars, special allocations

12.Anticipated Space Requirements: Classroom and/or Lounge areas

13.If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): N/A

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? Use of laptop computers, projection equipment for power point presentations.

1. Subgroup name: **Group 3: Improving Advisement**
2. Name of initiative: **Assigning Advisors to Newly Admitted Students by Third Week of Semester**
3. Subgroup priority: **#2**
4. Type of proposal: **Collaborative**
5. Description of initiative: **Currently newly admitted students are assigned an advisor two or three months into the semester, just before registration begins for the next semester. If the assignment was made as early as the third week, students would have an opportunity to meet with their advisors earlier and perhaps develop a student/mentor relationship.**
6. Impact Initiative has/will have on Performance/Assessment Measures: **Assessment could be based on retention rates.**
7. How Initiative Supports University Priorities: **Advisement is perceived to be a major component in any program designed to enhance retention of students.**
8. Criteria for Determining Success in Accomplishing Initiative: **Increased number of visits by students to advisors during a semester.**
9. Estimated Cost of Initiative and Basis of Estimate: **No costs anticipated.**
10. When Initiative will be implemented: **Fall 2006**
11. Anticipated Funding Source(s): **None**
12. Anticipated Space Requirements: **None**
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): **N/A**
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? **N/A**

1. Subgroup name: **Group 3: Improving Advisement**
2. Name of initiative: **Enhancing and expanding existing centralized advisement services**
3. Subgroup priority: **#3**
4. Type of proposal: **Collaborative**
5. Description of initiative: **Enhancing (hiring a Director of Advisement) and expanding (enlarging Advisement Center) centralized advisement services for students, particularly those that are undeclared. There is currently a search in process for a Director of the Advisement Center.**
6. Impact Initiative has/will have on Performance/Assessment Measures: **Assessment could be based on retention and graduation rates and the number of students being advised at the Advisement Center.**
7. How Initiative Supports University Priorities: **Advisement is perceived to be a major component in any program designed to enhance retention of students. Both retention and student success (persisting to graduation) are high University priorities. [needs 4 pillars added]**
8. Criteria for Determining Success in Accomplishing Initiative: **Increased number of students being advised at the Advisement Center.**
9. Estimated Cost of Initiative and Basis of Estimate: **Enhancing: Using the current collective bargaining agreement for SUOAF-AFSCME, salary for a Director of the Advisement Center will range from \$58,368 - \$64,235. Enlarging: Adding advisors and creating a more suitable space.**
10. When Initiative will be implemented: **Fall 2006**
11. Anticipated Funding Source(s): **General Fund**
12. Anticipated Space Requirements: **The office of Planning & Engineering would need to review whether space in current Advisement Center is adequate.**
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): **Can be determined after review by Planning & Engineering.**
14. If the initiative has technological dimensions, what information Technology services and ongoing support will be required? **Director would require a PC and telephone.**

1. Subgroup name: Group 3: Improve Academic Advisement
2. Name of initiative: Educating students about the use of advisement as a critical tool of success
3. Subgroup priority: #4
4. Type of proposal: Collaborative
5. Description of initiative: Students need to understand the nature of advisement, e.g. that advisement is not just the process of having their registration cards signed by faculty weeks prior to registering for courses. They need to become familiar with the different forms of advisement, who to see for this advisement and how to take action once they are given information. New Freshmen Orientation, freshmen classes, and other workshops might be used to discuss these issues with students.
6. Impact Initiative has/will have on Performance/Assessment Measures: Indicators for retention should be higher over time as a result of students seeking advisement on a more regular basis as reported by advisors.
7. How Initiative Supports University Priorities: University retention rates as well as graduation rates should improve
8. Criteria for Determining Success in Accomplishing Initiative: Increased number of visits by students to advisors beyond just the registration period
9. Estimated Cost of Initiative and Basis of Estimate: No additional cost anticipated
10. When Initiative will be implemented: Fall 2006
11. Anticipated Funding Source(s): None anticipated
12. Anticipated Space Requirements: None anticipated
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): N/A
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? Enhanced use of computers by both students and faculty (e.g. degree audit, etc.)

1. Subgroup name: Group 3: Improve Academic Advisement
2. Name of initiative: Creating a Comprehensive Advisement Manual and Website (for advisors use with students)
3. Subgroup priority: #5
4. Type of proposal: Collaborative
5. Description of initiative: The purpose of this initiative would be to create a comprehensive manual and website describing the many different elements of advisement for advisors who work directly with students. The manual would make reference to general education requirements, registration, meeting times with advisors, campus resources, etc...etc. The manual developed at Eastern Ct. State University could be a model. Such information could also appear on a dedicated website for advisors.
6. Impact Initiative has/will have on Performance/Assessment Measures: After initial training of advisors, the manual and website would provide ongoing assistance for advisors and enhance the overall level of information given to students. Student satisfaction surveys and focus groups with students could be used to determine such impact.
7. How Initiative Supports University Priorities: Advisement is clearly linked to the University goals of being student centered, higher retention and graduation rates
8. Criteria for Determining Success in Accomplishing Initiative: The number of visits to the web site and surveys asking faculty and staff how effective the manual is in working with students
9. Estimated Cost of Initiative and Basis of Estimate: Cost of printing manuals approximately \$5,000-\$10,000.
10. When Initiative will be implemented: Fall 2007 (sooner if manual is developed earlier)
11. Anticipated Funding Source(s): University general fund
12. Anticipated Space Requirements: None needed
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): N/A

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? [The development of an active advisement website will need to be developed involving staff time and expertise](#)

1. Subgroup name: Group 3: Improve Academic Advisement
2. Name of initiative: Creating a Comprehensive Advisement Manual and Website (for advisors use with students)
3. Subgroup priority: #5
4. Type of proposal: Collaborative
5. Description of initiative: The purpose of this initiative would be to create a comprehensive manual and website describing the many different elements of advisement for advisors who work directly with students. The manual would make reference to general education requirements, registration, meeting times with advisors, campus resources, etc...etc. The manual developed at Eastern Ct. State University could be a model. Such information could also appear on a dedicated website for advisors.
6. Impact Initiative has/will have on Performance/Assessment Measures: After initial training of advisors, the manual and website would provide ongoing assistance for advisors and enhance the overall level of information given to students. Student satisfaction surveys and focus groups with students could be used to determine such impact.
7. How Initiative Supports University Priorities: Advisement is clearly linked to the University goals of being student centered, higher retention and graduation rates
8. Criteria for Determining Success in Accomplishing Initiative: The number of visits to the web site and surveys asking faculty and staff how effective the manual is in working with students
9. Estimated Cost of Initiative and Basis of Estimate: Cost of printing manuals approximately \$5,000-\$10,000.
10. When Initiative will be implemented: Fall 2007 (sooner if manual is developed earlier)
11. Anticipated Funding Source(s): University general fund
12. Anticipated Space Requirements: None needed
13. If there are space requirements, what Facilities Management services will be required (must have review by Facilities Management staff): N/A

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? [The development of an active advisement website will need to be developed involving staff time and experti](#)

1. Subgroup name: [Improve Academic Advisement](#)
2. Name of initiative: [**Designing and offering an advisement training module for new faculty and new students**](#)
3. Subgroup priority: [#6](#)
4. Type of proposal: [Collaborative](#)
5. Description of initiative: [Include an advisement session at “Orientation for new faculty” and “Orientation for new students.” Have four veteran faculty members and savvy students design and offer faculty and student workshops which should stress the value of good advisement and include role playing and a question and answer period.](#)
6. Impact Initiative has/will have on Performance/Assessment Measures: [Working with new faculty and new students to help them learn about “the culture” of advisement at WCSU will enhance overall advisement experience for all.](#)
7. How Initiative Supports University Priorities: [The University seeks higher retention of students and higher graduation rates, both of which are impacted by advisement.](#)
8. Criteria for Determining Success in Accomplishing Initiative: [Survey faculty and students a semester or two later to determine if workshop helped them with advisement.](#)
9. Estimated Cost of Initiative and Basis of Estimate: [Should be part of budget appropriated for orientation of new faculty.](#)
10. When Initiative will be implemented: [Fall 2006](#)
11. Anticipated Funding Source(s): [General Fund](#)
12. Anticipated Space Requirements: [Classroom or lounge area.](#)
13. If there are space requirements, what Facilities Management services will be required: [N/A](#)
14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required: [Use of laptop computer and projection equipment for power point presentations and to demonstrate the use of automated degree audit system.](#)

Student Success Action Team Initiative: **Group 4**

1. Subgroup name: **Improving the First Year Experience**
2. Name of initiative: **Implementing First Year Initiatives**
3. Subgroup priority: **#1**
4. Type of proposal: **Collaborative**
5. Description of Initiative: **To provide multiple options toward achieving the outcomes stated in the University’s Mission Statement and the General Education Committee’s “Educated Person.”**
6. Impact Initiative has/will have on Performance/Assessment Measures: **Improve retention rates and improve students’ skills in communication, both writing and oral, as well as reading and critical thinking.**
7. How Initiative Supports University Priorities: **It implements both the University’s Mission Statement and General Education Committee’s “Educated Person.”**

Mastery—Develop critical thinking skills.

Diversity—Understand a topic from a multidisciplinary perspective.

Creativity—Engage student in “outside-the-box” thinking.

Opportunity—Provide students with access to leading thinkers and practitioners in their respective fields of inquiry.

8. Criteria for Determining Success in Accomplishing Initiative: **Increased retention rate and overall success of first-year students.**
9. Estimated Cost of Initiative and Basis of Estimate: **Working in collaboration with the General Education Committee the following staffing needs over a 4 year period is being submitted to the UPBC as a Phase 1 Planning Proposal:**

Staffing needs over a 4-year period

We anticipate ongoing staffing needs and sustained funding for the first year experience program. While we strongly recommend that additional full-time faculty be hired in key departments to ensure the quality of the program, our calculations below are based on adjunct faculty salaries necessary to offer an adequate number of sections. Should full-time faculty be hired, however, the costs could ultimately be reduced.

Year 1: 2007-2008

Instruction costs ¹	\$110,000
Faculty incentives ²	\$79,000

¹ Need approx. 30 additional sections per academic year; 30 sections x 3 credits per section = 90 credits; 90 credits X \$1203 per credit = approx. **\$120,000** (based on mid-level adjunct salary as stated in the AAUP contract)

² Faculty who choose to teach sections should be compensated at the rate of .5 credit per section; 117 sections per year X average of \$675 per section = approx. **\$79,000**; faculty must attend mandatory training sessions and submit assessment materials to receive compensation.

Training & assessment ³	\$20,000
TOTAL	\$209,000

Year 2: 2008-2009

Instruction costs	\$110,000
Faculty incentives	\$79,000
Training & assessment	\$20,000
TOTAL	\$209,000

Year 3: 2009-2010

Instruction costs	\$110,000
Faculty incentives	\$79,000
Training & assessment ⁴	\$ 5,000
TOTAL	\$194,000

Year 4: 2010-2011

Instruction costs	\$110,000
Faculty incentives	\$79,000
Training & assessment	\$ 5,000
TOTAL	\$194,000

¹ Need approx. 30 additional sections per academic year; 30 sections x 3 credits per section = 90 credits; 90 credits X \$1203 per credit = approx. **\$120,000** (based on mid-level adjunct salary as stated in the AAUP contract)

² Faculty who choose to teach sections should be compensated at the rate of .5 credit per section; 117 sections per year X average of \$675 per section = approx. **\$79,000**; faculty must attend mandatory training sessions and submit assessment materials to receive compensation.

³ Anticipated cost to host workshops, guest speakers, create training and assessment materials.

⁴ The committee anticipates that by year 3, training and assessment materials will be routinized and, therefore, this cost would be reduced.

10. When Initiative will be implemented: **Fall 2007 will be the first term it is implemented.**

11. Anticipated Funding Source(s): **Outside funding (Grant proposals).**

12. Anticipated Space Requirements: **None. We have classroom space available.**

13. If there are space requirements, what Facilities Management services will be required: **N/A**

14. If the initiative has technological dimensions, what Information Technology services and ongoing support will be required? **N/A**

Student Success Action Team Initiative: Group 4

³ Anticipated cost to host workshops, guest speakers, create training and assessment materials.

⁴ The committee anticipates that by year 3, training and assessment materials will be routinized and, therefore, this cost could be eliminated.

1. Subgroup name: **Improving the First-Year Experience**
2. Name of initiative: **First Year Experience 2006-2007 Academic Year: Engaging students with an integrated common reading across sections**
3. Subgroup priority: 2
4. Type of proposal:

<u>Single Subgroup</u>	Collaborative	New	Existing
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5. Description of Initiative:

Enlist a minimum of 10 professors from at least 5 disciplines to integrate a common reading (e.g., *Never Let Me Go*) into their 100 level courses. The reading will be linked to the Dean of Arts and Sciences' Lecture Series for the academic year (The Human Genome). An interactive lecture, at least once a month, will allow the students and relevant faculty to interact on a topic from a multidisciplinary perspective. [*Students' classes may be linked through block scheduling from the Registrar's Office.*]
6. Impact initiative has/will have on performance/assessment measures:
 - A. Improve retention rates
 - B. Improve GPA
7. How initiative supports university priorities:

Mastery—Develop critical thinking skills.
Diversity—Understand a topic from a multidisciplinary perspective.
Creativity—Engage student in “outside-the-box” thinking.
Opportunity—Provide students with access to leading thinkers and practioners in their respective fields of inquiry.
8. Criteria for determining success in accomplishing initiative:

Compare and contrast the retention rates and GPAs of students in the First Year Experience group with those that are not.
9. Estimated cost of initiative and basis of estimate: **None, as students will purchase the books as part of their regular semester texts.**
10. When initiative will be implemented: **Fall 2006 and Spring 2007**
11. Anticipated funding sources: **N/A**
12. Anticipated space requirements. **N/A**
13. If there are space requirements, what Facilities Management services will be required: **None**

14. If the initiative has technological dimensions, what Information Technology Services and ongoing support will be required: [None](#).