

## **Introduction:**

Central Connecticut State University (CCSU) plays an integral role in offering quality, affordable education and socioeconomic development in New Britain, the region and the state. The value of a CCSU education begins with a deep liberal arts foundation combined with high impact practices, community engagement and innovative ideas to prepare our graduates for success in the workforce of today and tomorrow. Our goal is to develop lifelong learners who become industry leaders and pillars of their community. *Strategic Plan 2030: Changing Lives, Building Communities; Central to Connecticut* builds upon these fundamental principles to provide an enriching student experience to the increasingly diverse 21<sup>st</sup> century population of Connecticut and beyond.

The plan focuses on **five bold goals** inspired by CCSU's historic mission and new vision:

1. Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy
2. Increasing Access to Higher Education and Ensuring Student Success
3. Fostering an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas
4. Strengthening Stewardship – Advancing Scholarship, Service Learning, and Community Development for the Public Good
5. Assuring Sustainability for the Future

Goal One is the foundation from which CCSU achieves its mission. The subsequent three goals are essential to supporting academic excellence and distinguishing the unique value of a CCSU education. The last goal will make the first four goals possible.

As a supplement, CCSU has developed this action plan which identifies key activities essential to the accomplishment of each goal and objective. Together, the strategic plan and action plan will build upon the University's strengths as a "student success-centered" institution that creates lifelong learners and provides the best opportunities to the next generation of hardworking Connecticut families.

The action plan consists of key activities to be completed over a ten-year period. Key activities will then be updated on a three-year rolling planning horizon, as they transition from development, to implementation, and finally, to maintenance. The first action plan update will occur in 2021 and will include revisions of the key activities over the next three years (2022-2024).

The University will measure its progress against the milestones and metrics, as outlined in the strategic plan, in order to set annual priorities and align resources accordingly. The President and division leadership will oversee implementation of the plan to achieve success or make modifications as unforeseen conditions arise or new opportunities emerge. In consultation with the University's planning and budget committees, the [University Planning and Budget Committee](#) (UPBC, comprised of elected faculty and administrative faculty members) and the [Integrated Planning Council](#) (comprised of select members from the Executive Committee and representatives from UPBC, Faculty Senate and the president of the Student Government Association), the divisions and schools/colleges, will develop strategic and resource allocation plans that align with the overall strategic plan.

### ***1. Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy***

Academic Excellence is the cornerstone of CCSU's mission. We graduate students who think creatively and critically, communicate effectively, and engage with their surrounding communities in a meaningful way. The objectives in Goal One will allow CCSU to provide a solid and enriching educational foundation from which the subsequent strategic planning goals can build upon. The goal focuses on enhancing the academic experience, providing adequate support to full- and part-time faculty, and advancing the academic program to meet 21st century industry needs. Key activities are driven by student success and prioritize high impact practices and innovative pedagogical approaches to prepare students to pursue the careers of today and tomorrow.

### ***2. Increasing Access to Higher Education and Ensuring Student Success***

CCSU provides an affordable gateway to success and lifelong learning, and we are committed to creating an inclusive and "student-ready" institution that meets our 21<sup>st</sup> century students where they are and eliminates obstacles and achievement barriers. Goal Two emphasizes the expansion of CCSU's reach to a wider range of historically underrepresented and marginalized socio-economic groups, K-12 students and adult learners, as well as creating multiple pathways to a transformative educational experience for all students. Key activities are designed to enhance innovative practices that will increase access, improve retention, engage students in campus life, and promote educational achievement and career readiness.

### ***3. Fostering an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas***

CCSU addresses 21<sup>st</sup> century challenges and opportunities to develop an equitable, inclusive, safe, responsible, and accountable campus environment. We believe all students can achieve their full potential as active citizens and lifelong learners. Goal Three objectives will transform CCSU into a stronger, student-centered university that prepares graduates to work and lead in a global world. The Key Activities provide a progressive approach to ensuring that every member of our community feels safe and secure and the University is a diverse, equitable, and inclusive environment where we are all accountable.

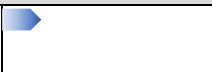
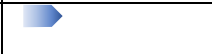
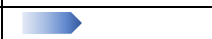











### ***4. Strengthening the Stewardship of Collaborations for Central Connecticut – Advancing Teaching, Learning, and Community Development for the Public Good***

Central Connecticut State University is a model for community engagement in New Britain, the region and the state. The University builds strong partnerships that meet the educational, social-cultural, and economic needs of our institution and community. Goal Four emphasizes meaningful engagement of our students, full-and part-time faculty, and staff, as well as engaging with communities and using CCSU resources to become more responsive to community needs. Key Activities in this goal will enhance service learning, scholarship of engagement, research, and other educational opportunities to embrace CCSU's civic responsibilities and contribute to the public good.















## ***5. Assuring Sustainability for the Future***

To achieve its mission, CCSU will develop creative and cost-effective ways to remain financially stable and continue to meet the needs of our 21<sup>st</sup> century students. Goal Five presents a model to achieve financial stability in support of the preceding goals, which when accomplished will provide an enriching and affordable education and drive social and economic development in the state. Key Activities include thoughtful and sustainable management of CCSU's resources, as well as implementation of entrepreneurial and philanthropic efforts, innovative partnerships and enhanced funded research activities.
















## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
<b>1. Offer degrees, certificates, and experiences designed for today and tomorrow</b> <span style="float: right;"><b>Provost &amp; Vice President for Academic Affairs</b></span>		
<b>A. Expose students to multiple high-impact educational practices such as community engagement, writing in the disciplines, research and creative activity, study abroad/away, internships, leadership and capstone experiences.</b>		
1 Identify and define active learning and co-curricular practices that are considered high-impact		HIPOfficer
2 Establish criteria for courses to be designated as the designation of high-impact courses		Provost, Faculty Senate
3 Expand course offerings that include high-impact practices		Deans, FacSenate
4 Assess the impact of high-impact experiences on retention and graduation rates		AVPPIE
5 Work with employers to identify high-impact practices that will be most beneficial for future employees		DirCareer
6 Create and implement a secondary transcript highlighting student experiences and achievements that go beyond course grades		AVPSAS, Registrar
7 Hire employee dedicated to help implement, track and assess high-impact practices		Provost
<b>B. Develop flexible academic programs that ensure accessibility, inspire lifelong learning, and prepare graduates to meet the demands of the 21st century and the future needs of industry</b>		
1 Inventory the courses and programs that are offered in alternative delivery formats, locations and/or times (online, evening, weekend, 8-week term)		Registrar, Deans
2 Develop new, forward-looking academic programs and courses with an eye toward the needs of industry and the community that focus on community and industry needs		Deans, Faculty
3 Evaluate the effectiveness of program offerings through enrollment, completions, employer feedback, etc.		AVPPIE, CareerDir
<b>C. Prepare students to succeed in the 21st century by exposing them to differences in culture and ways of thinking, equity issues, and the advantages of an inclusive society</b>		
1 Refine the criteria required for the designation of diverse or global/international courses		FacSenate
2 Ensure General Education incorporates issues of diversity and globalization		FacSenate
3 Collaborate with employers and industry partners to expand internship opportunities in diverse settings		DirCareer
4 Increase participation in study and course abroad programs		DirCIE, Deans













## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
5 Develop study away courses and programs that expose students to diversity within the U.S.		Deans, Faculty
D. Consult with alumni and employers to ensure all programs are contemporary and relevant		
1 Engage alumni to provide feedback on academic programs and their career trajectory		DirAlumni
2 Ask employers about their needs and expectations for recent graduates		DirCareer
3 Invite alumni to participate in career symposia and job fairs		DirAlumni, DirCareer
E. Increase academic program offerings that accommodate working students, adult learners, and graduate student populations through delivery of online, evening and weekend courses		
1 Identify and market degree programs and certificates that can be completed during the evening and on weekends		Deans, Faculty, AVPEM, MarCom
2 Develop campus resources to support evening and weekend students		Provost, VPSA
3 Foster online course and program development		AVPGRF
4 Work with local corporations and organizations to develop academic and continuing education programs that meet the needs of employers		DirCtEd, Deans, Faculty
F. Encourage interdisciplinary collaborations through innovative courses and degree options		
1 Enhance the profile of interdisciplinary programs in campus marketing as well as student and faculty recruitment		Provost, AVPEM
2 Emphasize interdisciplinary ideas and approaches in the curriculum and academic programs		Deans, Faculty
3 Identify and track the number of courses that are team taught, cross-listed between departments or schools/colleges		Registrar
4 Regularly review interdisciplinary programs to determine how they support institutional goals		AVPPR
5 Establish policies and procedures to facilitate interdisciplinary collaborations		Provost, Deans
G. Enhance infrastructure support for academic programs, including state-of-the-art classrooms, laboratories, technology, library facilities, galleries, and performance spaces		
1 Complete an analysis of existing academic space to identify enhancements needed to meet existing and future needs.		COO












## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
2 Expand state-of-the-art classrooms, facilities and laboratories using environmentally sustainable resources and meeting or exceeding sustainability standards wherever possible or necessary		Deans, Provost, COO
3 Renovate aging galleries and performance spaces		Deans, Provost, COO
4 Identify and ensure that all part-time faculty have dedicated space to meet with students		Deans, Provost, COO
5 Identify opportunities to leverage technological and computational resource needs across disciplines		Provost, CIO
<b>2. Develop educational foundations that strengthen student learning</b>		<b>Provost &amp; Vice President for Academic Affairs</b>
A. Provide a comprehensive, multi-faceted first-year program to all incoming undergraduates that prepares them to thrive in a complex and challenging 21st century environment.		
1 Develop and implement a comprehensive, multi-faceted First Year Experience program		Provost, Faculty Senate, VPSA
2 Assess the effectiveness of first-year programming components incorporated into summer orientation, curriculum, etc.		VPSA, AVPSAS, DirNewStud
3 Evaluate the effectiveness of first-year programming on retention		AVPPIE
B. Guide undeclared students toward academic pathways that match their aspirations and abilities		
1 Implement meta-majors for CCSU students who are unsure about which major is best for them		DirAdvising
2 Develop clear paths that assist students in selecting a major		DirAdvising
3 Successfully guide undeclared students toward meta-majors by the end of their first year and selection of a major by the time 60 credits have been reached		AVPEM, DirAdvising
4 Enhance career symposia and job fairs to expose students to degree options		DirAdvising, DirCareer
C. Ensure a liberal arts education strong in critical thinking, written communication, and scientific and quantitative reasoning		
1 Prepare students for future careers by continually evaluating curriculum and ensuring the general education foundation is strong in the liberal arts and sciences		Chairs, Faculty, FacSenate
2 Provide greater support in foundational areas including tutoring, supplemental instruction and provide appropriate staffing levels in centers providing support		AVPSAS
3 Assess the General Education Learning Objectives		AVPPIE, Faculty
4 Explore the implementation of a program that emphasizes writing across the disciplines		Provost, Deans, Faculty

## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy
















Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
D. Collaborate with community college partners to improve transfer students' consistency of skills and learning outcomes		
1 Collaborate with community colleges to ensure transfer students are prepared to excel in future endeavors		Provost, Deans, DirTransfer, DirAdvising, Chairs, AVPEM
2 Strengthen articulation agreements with community colleges to establish greater transparency of courses that will transfer to CCSU, fulfilling a requirement.		Provost, Deans, Chairs
<b>3. Promote a student-centered environment to ensure success</b> <span style="float: right;"><b>Provost &amp; Vice President for Academic Affairs</b></span>		
A. Improve advising such that all undergraduate students are regularly and consistently advised according to their academic and their career aspirations		
1 Increase the number of professional advisors		Deans, AVPSAS
2 Strengthen the relationships between faculty and professional advisors to provide students with the best possible advice and guidance		DirAdvising
3 Provide faculty workshops through the Center for Teaching and Faculty Development to enhance advising		AVPGRF
4 Recruit alums, industry experts, and the community to share their professional experiences with students		DirAlumni, Deans, Chairs
B. Increase student success rates through predictive analytics, improved utilization of Degree Works, and software that facilitates information sharing		
1 Expand the utilization of existing databases to help identify strategies to improve student success		Provost, AVPPIE
2 Fully implement Degree Works		Deans, CIO, DirAdvising
3 Improve and enhance tracking of student activities to augment student success strategies (e.g., BlueSwipe, BlueTrack, etc.)		DirAdvising, DirTLC, VPSA, CIO
C. Engage faculty in using all available tools and resources to support and ensure student success		
1 Encourage faculty to be more actively engaged in updating transfer articulation agreements		Provost, Deans, DirTransfer
2 Recruit faculty to help support, evaluate and improve Summer Bridges and Educational Opportunity Program (EOP)		AVPSAS, Deans
3 Ensure consistent delivery of multi-section courses (i.e., consistent content, learning outcomes, evaluations)		AVPSAS, Deans

## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy














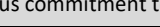


Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
4 Expand and coordinate career development activities that prepare students for careers by building upon community relations and faculty expertise		Deans, DirCareer
D. Improve student access and performance by expanding open educational resources, focusing on information literacy and promoting sound digital practices		
1 Support faculty development of open educational resources in courses with high enrollments		AVPGRF
2 Collaborate with library faculty and staff to promote information fluency in the undergraduate curriculum		Provost, Deans, DirLibrary
<b>4. Recognize faculty as pillars of knowledge</b>		<b>Provost &amp; Vice President for Academic Affairs</b>
A. Encourage faculty to adopt innovative pedagogical approaches to teaching, research and service that contribute to the advancement and application of knowledge		
1 Provide challenge and matching grants that encourage innovation		Provost, VPIA
2 Expand and increase professional development opportunities where faculty can improve strategies for teaching and mentoring students, enhance creative activity, and develop innovative approaches to learning		AVPGRF
3 Establish criteria to recognize and reward faculty for activities that are innovative, support student success, demonstrate excellence in advising, teaching, and research as well as increase access to higher education and connect with the broader community		FacSenate
4 Establish industry and community partnerships to support faculty research and creative activity		AVPGRF
B. Recruit and retain a diverse faculty who think boldly and innovatively to address the challenges of the 21st century		
1 Develop intentional strategies to increase the diversity of faculty applicant pools		VPDIE, CHRO
2 Recruit faculty who have demonstrated success working with or teaching diverse students		Provost, Deans, Faculty
3 Provide professional development to prepare faculty to work with, teach and advise diverse students		AVPGRF, VPDIE
4 Improve faculty hiring strategies, starting searches at the beginning of the hiring cycle and completing the search in a timely manner		Provost, Deans, Chairs, CHRO



















## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
5 Celebrate faculty-driven initiatives that integrate the needs of industry while preparing students to succeed in the 21 <sup>st</sup> century		Provost, Deans, Faculty, MarCom
6 Highlight faculty successes that demonstrate inclusivity, innovation, and creativity		Provost, Deans, MarCom
7 Foster regular campus conversations on issues of equity, diversity and inclusion		Provost, VPDIE, VPSA
8 Integrate diversity, equity and inclusion into the curriculum		Provost, Deans, Faculty, VPDIE
C. Encourage and support faculty in obtaining external funding		
1 Increase external grant submissions and awards		Deans, Faculty, AVPGRF
2 Develop incentives to support faculty teams pursuing sizeable external grants		Deans, Provost
D. Recognize innovative faculty activities that increase access to higher education, support student success, and enhance advising and community engagement		
Establish criteria to recognize faculty who adopt innovative practices that:		
1 Increase access to higher education		AVPSAS
2 Support student success		AVPPIE, Deans
3 Enhance advising		DirAdvising, Deans
4 Promote and engage in community engagement		Provost, CCommEng
5 Explore innovative ways to support, recognize and compensate part-time faculty for their contributions to the advancement of the University		Deans, Provost
E. Incorporate professional development opportunities for faculty that highlight effective strategies they can use to prepare students to succeed in a diverse and changing world		
Enhance professional development activities through the Center for Teaching and Faculty Development that focus on:		
1 Improving student success		AVPGRF, AVPPIE
2 Enhancing student opportunities to learn about working in a diverse world		AVPGRF, VPDIE
3 Preparing students to succeed in a changing world		AVPGRF
<b>5. Drive academic transformation through innovation</b>		<b>Provost &amp; Vice President for Academic Affairs</b>
A. Increase support for interdisciplinary centers of excellence, such as the Center of Excellence in Social & Emotional Learning, by building on the expertise of faculty across the disciplines to improve scholarship, create learning opportunities and address community needs		
1 Clearly define centers of excellence, establishing criteria required for such recognition and documenting the mission and expertise for each center		Provost, Deans, VPDIE























## Goal 1: Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy

Key Activity:	Ten-Year Timeframe	Responsible Parties
	2020 → 2030	
2 Recognize faculty affiliated with centers of excellence		Provost, Deans
3 Seek external funding support for centers of excellence		Provost, Deans, VPJA
<b>B. Expand the offerings of the Center for Teaching and Faculty Development, fostering innovative pedagogical approaches that support the success of the diverse students of Connecticut</b>		
1 Develop a new faculty institute to enhance faculty on-boarding experience		AVPGRF
2 Leverage existing technological enhancements to support a diverse student population		Provost, CIO
3 Develop and enhance professional development opportunities for mid-career and senior faculty		AVPGRF
4 Expand and develop offerings for school-specific faculty development activities		Deans, AVPGRF
5 Encourage and share classroom innovation amongst faculty		AVPGRF
6 Prepare faculty to deliver high-quality courses across multiple modalities		AVPGRF
<b>C. Broaden the Honors Program to include outreach and retention strategies to serve a more diverse audience, encouraging future civic and business leaders that transform the state and country</b>		
1 Grow and diversify the Honors Program to mirror the diversity of the undergraduate student population		Provost, CLASSDean, DirHonors, AVPEM
2 Develop and incorporate community engagement activities specific to the Honors Program		ClassDean, DirHonors, CCommEng
3 Revise, restructure, and improve the flexibility of the Honors Program to better serve high-performing students from all undergraduate majors including those in “lock-step” or research-based programs		ClassDean, DirHonors
4 Create a flexible track in the Honors Program to accommodate transfer students		ClassDean, DirHonors
<b>D. Embrace periodic, rigorous reviews that promote strategic investments in academic programs ensuring a continuous commitment to excellence</b>		
1 Improve the existing Program Review process by making it more transparent, improving feedback from the external reviewer, and developing a plan of action resulting from the review		Provost, AVPPR, Deans
2 Utilize the Program Review process to facilitate the strategic decision-making process		Provost, Deans
3 Develop the staffing and infrastructure to expedite new program development from concept to implementation		Provost, AVPPR
4 Embed a strategic investment grant program within the annual budgeting process		Provost




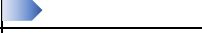



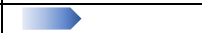
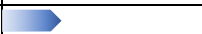


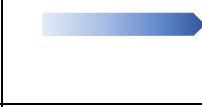

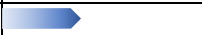
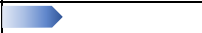




## Goal 2: Increasing Access to Higher Education and Ensuring Student Success

Key Activity:		Ten-Year Timeframe 2020 ➡ 2030	Responsible Parties
1. Develop a culture of accessibility			Associate Vice President, Enrollment Management
A. Make Central a “student-ready” institution to meet the needs of the incoming 21 <sup>st</sup> century students			
1	Develop and host a series of workshops to help faculty evaluate and update pedagogical approaches to student learning in the 21st century		AVPGRF
2	Evaluate and invest in student support and wellness services such as advising, tutoring, mentoring, and counseling		Provost, VPSA, AVPPIE
3	Identify and create opportunities to celebrate the diverse populations of students at Central		VPDIE, DirCIE
4	Improve campus facilities to better meet the expectations of today’s students while remaining cognizant of differing needs of students while continuing to support and comply with best practices of environmental sustainability		COO, VPDIE
5	Build upon existing campus recruitment events, engaging all divisions within the campus community		AVPEM
6	Utilize market data to ensure that there is a strong or developing market to support year-over-year growth for new programs		Provost, AVPEM
7	Streamline the student onboarding experience utilizing technology where possible		AVPEM, VPSA, CIO, DirAdvising
8	Identify and implement a multi-functional smart-phone app to improve communication with students and enhance their Central experience		Provost, AVPEM, VPSA, CIO
9	Simplify course offerings and General Education		Deans, Faculty, FacSenate
B. Develop innovative marketing strategies to attract new and diverse incoming student populations			
1	Implement international recruitment strategy		AVPEM, Provost, DirCIE
2	Develop stronger partnerships with international institutions by creating innovative 2 + 2 undergraduate programs and graduate programs		AVPEM, Provost, DirCIE
3	Expand NEHBE to include all programs		AVPEM, CFO
4	Ensure website is easy to navigate with relevant information		VPIA, MarCom, Provost, VPSA, AVPEM
5	Engage prospective students early in their education – Grades 5-9		AVPEM, AVPSAS
6	Use community engagement activities to not only support our community, but also educate the community about CCSU		CCommEng, MarCom, VPSA, DirCommAdv
7	Identify prospective students by purchasing names, attending college fairs, providing Financial Literacy workshops at high schools		AVPEM, DirFinAid























## Goal 2: Increasing Access to Higher Education and Ensuring Student Success

Key Activity:	Ten-Year Timeframe	Responsible Parties
	2020 → 2030	
8 Develop strategies to increase community with prospective students via events and social media		CCommEng, AVPEM, MarCom
9 Increase campus events for prospective students		AVPEM, VPSA
10 Increase communication with the parents of potential students		AVPEM
11 Develop dual enrollment programs with high schools		AVPEM
12 Develop marketing strategies specifically for working professionals		AVPEM, MarCom, DirCtEd
Develop and expand targeted recruitment activities toward growing populations:		
13 Hispanic, African American, and other underrepresented populations		AVEPM, MarCom, VPDIE
14 First-generation		AVEPM, MarCom
15 Transfer students		AVEPM, MarCom, DirTransfer
16 Out-of-state and international students		AVEPM, MarCom, DirCIE
17 Honors students		AVEPM, MarCom, DirHonors
18 Working professionals		AVEPM, MarCom
19 Veterans		AVEPM, MarCom, VPSA
20 Adult learners		AVEPM, MarCom, DirCtEd
21 Implement methods to document, track and report on inquiry, yields and recruitment success		AVPEM, MarCom
22 Annually examine marketing/advertising materials to showcase strengths		AVPEM, MarCom
C. Expand offerings that appeal to transfer students and working professionals, such as flexible class schedules and in-demand professional programs		
1 Continue to provide affordable education		ExComm
2 Improve partnerships with Connecticut's Community Colleges to develop strong feeder programs		Provost, Deans, Chairs, DirTransfer, AVPEM
3 Improve the flexibility of CCSU's academic offerings by making courses and programs available in the evenings, weekends and/or online		Provost, Deans, Chairs
4 Identify opportunities to implement 8-week semester offerings for working professionals		Provost, Deans, Chairs
5 Develop a collaboration among AAUP, Faculty Senate, SUOAF, and administration to develop policies around service and other areas affected by offering courses and programs in alternative times and formats including 8-week terms		Provost, Deans, Chairs, Registrar, AVPPIE, FacSenate, Unions, CHRO
6 Expand credit-bearing offerings during winter and summer sessions		Provost, Deans, Chairs
7 Explore opportunities to develop academic programs and educational content to meet the needs of working professionals and industry		Provost, Deans, Chairs



















## Goal 2: Increasing Access to Higher Education and Ensuring Student Success

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
D. Foster a welcoming and safe learning environment for all		
1 Define the mission of CCSU's cultural centers as they relate to student success		Provost, VPDIE
2 Develop an annual symposium focusing on the status of equity and inclusion at CCSU		VPDIE
3 Ensure marketing and advertising materials are reflective of CCSU's commitment to equity and inclusion		MarCom, VPDIE
<b>2. Facilitate student success in the college environment</b>		<b>Associate Vice President, Enrollment Management</b>
A. Prepare our students for a successful career		
1 Develop a comprehensive and required, university-wide First Year Experience Program		FacSenate, Provost, VPSA
2 Enhance Summer Orientation to include activities that start in the summer and continue throughout the first-year and beyond		VPSA, DirAdvising, AVPEM, DirNewStud
3 Assess and expand peer mentoring programs		DirAdvising, AVPSAS, Deans, Chairs, AVPPIE
4 Strengthen and enhance student relationships with faculty and advisors		AVPGRF, DirAdvising
5 Expand the Summer Bridges Program		AVPSAS
6 Grow the EOP		AVPSAS
7 Broaden existing and develop new programs to help Veterans and adult learners' transition into college		VPSA
8 Expand and develop programs to help transfer students transition to CCSU		VPSA, DirTransfer, DirAdvising
B. Engage students in the campus community and encourage participation in clubs, sports, and campus events		
1 Annually quantify, assess and enhance the number and variety of student activities by evaluating program effectiveness, type, and quality while capturing the interest in the program and the participation rate		VPSA, AVPPIE
2 Expand student engagement activities and encourage more students to participate in clubs and activities around campus		VPSA, DirSA/LD
3 Track and increase number of leadership opportunities for students		VPSA, DirSA/LD
4 Broaden residence hall programming		DirResLife
5 Expand on-campus activities during the evening and on weekends		DirSA/LD, DirResLife
6 Expand activities for community engagement and civic responsibility		CCommEng, DirSA/LD, DirCommAdv
7 Expand on-campus work opportunities		Provost, VPSA
C. Provide students with supplemental academic support in and out of the classroom		
1 Fully embrace Early Alert		Deans, Chairs, VPSA, DirTLC, DirAdvising















## Goal 2: Increasing Access to Higher Education and Ensuring Student Success

Key Activity:	Ten-Year Timeframe	Responsible Parties
	2020 → 2030	
2 Improve coordination between Academic Affairs and Student Affairs to ensure students receive needed assistance		Provost, VPSA
3 Significantly increase the number of faculty utilizing Early Alert		Provost, Deans, AVPSAS
4 Provide professional development to faculty and staff on how and when to use Early Alert		AVPSAS, AVPGRF
5 Enhance Early Alert by improving communication and feedback		AVPSAS, DirTLC, DirWell, DirAdvising
6 Review and broaden programs for students on academic probation		AVPSAS
7 Incentivize faculty to take attendance and provide mid-term grades		Provost, Deans, FacSenate
8 Enhance and expand supplemental instruction		Provost, Deans, AVPSAS
9 Make greater use of the DFW reports to identify course sequencing patterns to assist in the development of support strategies		Provost, Deans, AVPPR, AVPIIE
10 Embrace technological solutions to track student progress and utilize advising notes		DirAdvising
11 Mine existing data for trends to help identify and promote student success		AVPIIE
12 Enhance OIRA resources to support university-wide data driven decision making		ExComm
<b>D. Foster student wellness and expand counseling services</b>		
1 Reduce the wait time for students who need to see a wellness counselor		DirWell
2 Increase the availability of student wellness counselors		DirWell
3 Promote and expand access to campus recreational activities		DirSA/LD
4 Implement fully the electronic medical record system		DirWell, CIO
5 Develop metrics to monitor time students wait for appointments		DirWell
<b>E. Educate students and families regarding financial resources and support</b>		
1 Host several workshops throughout the year on Financial Literacy and Financial Aid topics		AVPEM, DirFinAid
2 Provide financial literacy training to students and families as they navigate the admission process, as well as progression to degree		AVPEM, DirFinAid
3 Expand opportunities for students to appeal financial aid needs in the event of changing circumstances		AVPEM, DirFinAid
4 Revise financial aid strategies to ensure distributed aid maximizes CCSU's ability to meet student needs while reaching as many students as possible		AVPEM, DirFinAid
5 Ensure financial aid awards are available for multiple years, instead of just year one		AVPEM, DirFinAid
6 Hire Financial Aid Data Analysis Position to facilitate new award strategies		AVPEM
<b>F. Ensure the opportunity for timely degree completion</b>		

## Goal 2: Increasing Access to Higher Education and Ensuring Student Success













Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
1 Better utilize Friday scheduling to facilitate timely progress through degrees		Provost, Deans, COO
2 Review course timing and availability and ensure that necessary and/or highly desired or popular classes are broadly available		Deans, Chairs, Registrar
3 Ensure communication to students about advising availability is clear and consistent		DirAdvising
4 Explore options for students and adult learners to earn a flexible interdisciplinary degree, capitalizing on prior success in courses		Provost, Deans, FacSenate, DirAdvising
5 Embrace tools that help students identify pathways to complete their major in four years such as Academic Maps and Degree Works		DirAdvising, MarCom
6 Ensure an Academic Map exists for every baccalaureate degree; update and ensure the accuracy of Academic Maps and Curriculum Sheets each spring semester		DirAdvising, MarCom
7 Explore opportunities to award credit for prior learning for adult learners		AVPEM, Registrar, FacSenate
<b>G. Expand and enhance advising and mentorship</b>		
1 Strengthen and expand advising to undecided students, ensuring they have explored their options and selected their major by the end of their sophomore year		DirAdvising
2 Enhance advising for course and major selection		DirAdvising, Deans, Chairs
3 Improve career advising by tapping into faculty experience and expertise		DirAdvising, Deans, Chairs, DirCareer
<b>H. Incorporate high impact practices and foundational skills into every major</b>		
1 Encourage students to take full advantage of high-impact practices when possible		DirAdvising, Deans, Chairs
2 Help students understand the importance of foundational skills, such as written communication and critical thinking, when they enter the workforce		DirAdvising, DirCareer
<b>3. Prepare students for career readiness and future success</b>		<b>Associate Vice President, Enrollment Management</b>
<b>A. Expand student horizons and expose them to new challenges</b>		
1 Increase study abroad opportunities and the number of participants		DirCIE
2 Develop and nurture new study away programs		DirCIE, Deans, Chairs
3 Expand and enhance career mentoring programs and, where possible, expand alumni involvement		AVPSAS, DirCareer, DirAlumni
<b>B. Engage students in career discussions from day one</b>		
1 Develop robust lecture series that bring in leading experts in their fields		VPIA
2 Build upon existing career exploration activities by capitalizing on the expertise of faculty and future employers		DirCareers
3 Invite alums back to share their career paths		DirCareers, VPIA, DirAlumni

## Goal 2: Increasing Access to Higher Education and Ensuring Student Success








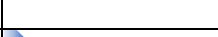






Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
4 Create undergraduate and graduate fellowship programs that focus on problem solving while building leadership skills		DirSA/LD
C. Strengthen relationships with local businesses and industry to provide internships and future job opportunities		
1 Partner with community engagement activities to expose students to real-world issues, problem solving, and application of knowledge		CCommEng, DirCareer, DirCommAdv
2 Create a new position focused on developing internships and career opportunities for students		DirCareer
3 Work with the State and employers to identify educational opportunities that are or will be in high demand regionally and nationally		DirCareer, DirAdv
4 Increase and expand the number of internships opportunities by partnering with employers		DirCareer
5 Increase and expand research related opportunities		AVPGRF, Deans
D. Prepare students to enter the workforce		
1 Expand the number of workshops to help current and former students develop a resume or curriculum vitae tailored to their discipline		DirCareer
2 Develop workshops to assist students in completing employment applications and writing letters of interest/cover letters		DirCareer
3 Host mock interviews for each school/college		DirCareer, DirAdv
4 Develop and expand resources to assist students in finding internships/employment opportunities		DirCareer
5 Establish strategic partnerships with corporations, employers and alumni to help students identify promising career opportunities		DirCareer, VPJA, DirAlumni
E. Increase alumni involvement in career preparation and student mentorship through the development of career events and workshops.		
1 Host a “meet and greet” event for minority alumni to connect with students		VPDIE, DirAlum
2 Invite alumni to participate in career path lecture series		DirAlum, DirCareer
<b>4. Provide accessible and relevant graduate education</b>		
		<b>Associate Vice President, Enrollment Management</b>
A. Increase responsiveness to evolving trends in graduate studies leading to careers in the public and private sector		
1 Work with Department of Labor to determine graduate programs that are or will be in high demand regionally and nationally		AVPGRF






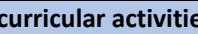









## Goal 2: Increasing Access to Higher Education and Ensuring Student Success

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
2 Work with businesses and industry leaders to determine their future needs and develop academic offerings accordingly		Deans, VPIA
3 Work with Alumni to identify upcoming challenges and opportunities		AVPGRF, VPIA, DirAlumni
B. Provide alternative delivery options for academic programs		
Develop programs with flexible course offerings to attract to working professionals, including:		
1 Evening scheduling		Deans, Chairs, Faculty
2 Weekend scheduling		Deans, Chairs, Faculty
3 8-week semester courses		Deans, Chairs, Faculty
4 Online and hybrid options		Deans, Chairs, Faculty, FacSenate
5 Develop accelerated Bachelor's/Master's completion programs (3+2 and 4+1)		Deans, Chairs, Faculty, Registrar
C. Partner with industry to increase program offerings		
1 Offer on-site educational opportunities to working professionals		Deans, Chairs, Faculty, DirCtEd, AVPPIE
2 Build relationships with industry and local businesses to identify opportunities for employer-based tuition reimbursement plans		VPIA , AVPGRF, AVPEM
D. Develop marketing campaigns to target working professionals and prospective students		
1 Develop new or modify existing academic programs to graduate students who are career ready		Deans, Chairs, Faculty
2 Actively promote academic programs specifically geared for working professionals		AVPEM, MarCom













### Goal 3: Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
<b>1. Welcome and engage a diverse community of students, faculty and staff</b>		<b>Vice President, Diversity, Inclusion &amp; Equity</b>
<b>A. Invest in and reframe the Office of Equity and Inclusion such that the office responsibilities are broadened beyond compliance</b>		
1 Establish the infrastructure to coordinate efforts to achieve diversity goals		VPDIE
2 Ensure adequate staffing and resources		ExComm
3 Provide leadership and resources to work in collaboration with departments to ensure a more welcoming and diverse campus		VPDIE
4 Identify venues for campus conversations and exchanging ideas		VPDIE
<b>B. Develop a Commission on Diversity, Equity and Inclusion that will provide oversight and advise the President as needed</b>		
1 Identify Diversity Liaisons		President, VPDIE
2 Create professional development opportunities inclusive of inter-group dialogue models that contribute to the greater understanding of social inequality and intergroup relations to build a more welcoming campus climate		VPDIE
3 Review University policies and practices as they relate to diversity, equity or inclusion		VPDIE
4 Foster the exchange of ideas and discussions about diversity, equity and inclusion with the goal of developing programmatic initiatives		VPDIE
5 Develop and review policies for displaying art and other images or signage in public spaces		VPDIE
<b>C. Create an Endowed Professorship for the study of social justice, Civil Rights, and equity</b>		
1 Establish a committee to set the expectations of the Chair and how he/she will advance the ideals of equity and diversity		Provost, VPDIE
2 Raise funds to support the endowment		VPDIE, VPIA
<b>D. Strengthen and encourage CCSU's existing academic cultural centers and affinity groups</b>		
1 Facilitate the revision of the mission and scope for each academic cultural center and affinity group		Provost, VPDIE
2 Develop collaborative initiatives and coordinate activities between the cultural centers and affinity groups		Provost, VPDIE, VPSA
3 Create an advisory group to the cultural centers and affinity groups that enhances collaborations and coordination of activities		Provost, VPDIE, VPSA














### Goal 3: Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas

Key Activity:		Ten-Year Timeframe 2020 ➡ 2030	Responsible Parties
E. Enhance the efforts of departments, schools and colleges, encouraging the development of specific actions to address their diversity priorities			
1	Develop school/college specific outreach and retention programs that focus on diverse faculty, staff and students		Provost, AVPEM, VPDIE, CHRO
2	Create professional development opportunities for faculty to incorporate diversity initiatives and concepts into pedagogy, research and curriculum development		Provost, VPDIE
3	Recruit and retain diverse faculty, staff and students		Provost, VPDIE
4	Develop and host orientation sessions for international students		CIE, AVPEM, DirNewStud
<b>2. Integrate diversity into the curriculum, pedagogical methods, professional development and co-curricular activities that contribute to cultural competency</b>			<b>Vice President, Diversity, Inclusion &amp; Equity</b>
A. Develop innovative diversity models that inform the curriculum, pedagogy and advising			
1	Identify best practices associated with integrating diversity into the curriculum, advising and pedagogical approaches		Provost, VPDIE
2	Increase professional development opportunities for faculty and staff that focuses on diversity and inclusion		Provost, VPDIE, CHRO
B. Support innovative and inclusive teaching, scholarship, and creative activities			
1	Fund grants in support of developing and exploring inclusive teaching methods and creative activities		Provost, AVPGRF, VPDIE
2	Develop data-driven accountability measures that will be used to assess and inform future strategies to ensure all students are prepared to work in a diverse world		AVPEM, AVPPIE, AVPPR
3	Create a lecture and workshop series dedicated to the exchange of ideas around innovative and inclusive scholarship		AVPGRF, VPDIE
C. Incorporate requirements identified in Title IX and the Americans with Disabilities Act (ADA) into professional development activities			
1	Review and inventory our accommodation efforts and needs		VPDIE, COO, CHRO
2	Identify opportunities to incorporate Title IX and the ADA		VPDIE, CHRO
3	Implement a series of professional workshops and trainings that exceed federal and state mandates		VPDIE, CHRO
4	Develop training for faculty and staff that focuses on accommodating the needs of the campus community and visitors		VPDIE, VPSA, CHRO
D. Ensure community engagement activities are culturally responsive			














### Goal 3: Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
1 Develop a “ <i>Culturally Responsive Checklist</i> ” complete with supporting guidelines that faculty, staff and students can use to ensure their community engagement activity is culturally responsive		Provost, VPDIE, VPSA
2 Charge the Commission on Diversity, Equity and Inclusion with ensuring that University sponsored/affiliated activities follow institutional policies, best practices, and have satisfied the criteria outlined in the <i>Culturally Responsive Checklist</i>		VPDIE, AVPPIE
E. Expand funding beyond current levels to support projects and initiatives led by students, faculty and staff		
1 Encourage faculty, staff and students to apply for grants that support or promote student exposure to diverse cultures, ideas and perspectives		AVPGRF, VPDIE, VPSA
2 Raise funds for an endowed professorship for the study of social justice, Civil Rights, and equity		Provost, VPJA, VPDIE
3 Create an “Equity and Inclusion” scholarship dinner to support diverse students		VPDIE
<b>3. Use data to inform and develop accountability measures in support of a diverse 21st century university</b>		<b>Vice President, Diversity, Inclusion &amp; Equity</b>
A. Identify and administer a series of campus climate surveys on a regular basis to inform tomorrow’s academic directions		
1 Identify appropriate climate surveys for students, faculty and staff		VPDIE, AVPPIE
2 Regularly administer the climate surveys to students, faculty and staff		VPDIE, AVPPIE
3 Educate the University community on the benefits associated with their participation in the surveys		VPDIE, AVPPIE
B. Review and analyze the survey data to identify priorities and gaps in educational needs		
1 Communicate the results of the climate surveys to the campus community		VPDIE, AVPPIE
2 Use the results from the three campus climate surveys to identify elements that are positive and areas where improvement is needed		VPDIE, AVPPIE
3 Create and implement an action plan to address and improve the areas of concern identified by the climate surveys		VPDIE, AVPPIE
C. Develop a portfolio of training and engaging activities for students, faculty and staff		
1 Inventory current trainings and professional development efforts geared toward recognizing all manners of bias		VPDIE




### Goal 3: Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas

Key Activity:	Ten-Year Timeframe 2020 ➡ 2030	Responsible Parties
2 Create strategies and develop innovative programs to assist students, faculty and staff in recognizing and responding to inappropriate behavior		VPDIE
<b>D. Implement tracking mechanisms to ensure compliance and guide future planning</b>		
1 Identify all members of the campus community who are expected to or required to attend each type of training offered		VPDIE
2 Document and track the attendance of all training activities		VPDIE, AVPPIE
3 Develop compliance reports for each type of training and distribute to appropriate supervisors		VPDIE
<b>4. Identify best practices that align with federal and state policies to increase safety both on and around campus</b>		<b>Vice President, Diversity, Inclusion &amp; Equity</b>
<b>A. Identify and assess all compliance requirements</b>		
1 Inventory all state and federal compliance policies relating to Title IX, equal employment, ADA, equity and discrimination		VPDIE
2 Evaluate participation rates with compliance associated trainings		VPDIE, AVPPIE
3 Create a calendar of events and deadlines for federal and state compliance		VPDIE
4 Develop accountable and effective evaluation strategies for processes and trainings that meet or exceed federal and state requirements		VPDIE, AVPPIE
<b>B. Continue to work with local and state authorities to ensure compliance with the most up-to-date campus safety measures and procedures, including completion of required safety training and emergency drills</b>		
1 Perform annual Shelter-In-Place Drills, Emergency Notification Drills, and Fire Drills for the campus community		VPDIE, COO, Police
2 Annually evaluate and renovate buildings for compliance with Office of State Building Inspectors (OSBI), Office of State Fire Marshals (OSFM), and Compliance with American Disabilities Act		VPDIE, COO
3 Maintain an Emergency Management Response Program that complies with the National Incident Management System (NIMS)		VPDIE, COO, Police
4 Collaborate with Homeland Security, State and Local Authorities for deployment of mutual aid and resource		COO
5 Develop and present trainings and seminars on how to manage cyber bullying and keeping personal information safe		VPDIE, CIO, CHRO












### Goal 3: Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas

Key Activity:	Ten-Year Timeframe 2020 ➡ 2030	Responsible Parties
6 Incorporate new defensive training programs for officers to improve their self-control, discipline, and mindfulness to safely resolve confrontational situations		Police
7 Maintain CCSU Police Department accreditation with the Commission on Accreditation for Law Enforcement Agencies		Police
8 Foster trust between CCSU Police officers and the campus community by strengthening community policing efforts		Police, VPSA, Provost, COO
9 Professionalize the CCSU Police and incorporate training on diversity, cultural competency, mental health, and Title IX		Police, VPDIE
<b>C. Update digital signage to conform to emergency notification standards</b>		
1 Identify all digital signage on campus, determine equipment ownership and provide any needed software and/or hardware updates		CIO
2 Create policies for the development of content via digital signage		MarCom
3 Transition existing digital signage, while ensuring new signage is compatible with emergency notification standards		CIO
4 Manage and provide effective oversight of digital signage		MarCom, CIO
<b>5. Enhance recognition of faculty and staff for their value and service to the institution.</b>		<b>Vice President, Diversity, Inclusion &amp; Equity</b>
<b>A. Expand how service is valued in the evaluation and promotion guidelines to incorporate activities such as community engagement, advising, and committee assignments</b>		
1 Develop a collaboration among AAUP, Faculty Senate, SUOAF, and administration to develop guidelines on valuing the service component of employee performance review and/or promotion		FacSenate, Unions, ExComm
<b>B. Establish an annual recognition ceremony for innovative scholarship, service and teaching on behalf of equity and inclusion.</b>		
Develop criteria and minimum standards to be recognized for:		
1 Innovative scholarship promoting equity and inclusion		Police, VPDIE
2 Service exemplifying equity and inclusion		Police, VPDIE
3 Teaching that incorporates equity and inclusion		AVPGRF, VPDIE, Faculty
4 Annually recognize faculty and staff for their contributions to promoting equity and inclusion		President, Provost, VPDIE
<b>C. Promote a culture of respect, collegiality and teamwork within the CCSU family</b>		

### Goal 3: Foster an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas




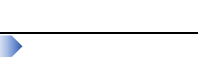

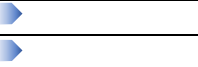
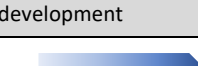





Key Activity:	Ten-Year Timeframe 2020 ➡ 2030	Responsible Parties
1 Identify and create professional development opportunities designed to assist department chairs with hiring and mentoring part-time faculty as well as providing performance feedback		Provost, AVPGRF
2 Develop opportunities for part-time faculty to improve their success at applying for available AAUP funds and/or establish a funding model to support professional development for part-time faculty		Provost, AVPGRF
3 Identify strategies to promote and enhance an environment where teamwork is valued and respected across all divisions and entities (i.e., Student Affairs and Academic Affairs; full- and part-time faculty; faculty and administration)		VPDIE, Provost, VPSA

## Goal 4: Strengthening Stewardship– Advancing Scholarship, Service Learning, and Community Development for the Public Good















Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
<b>1. Foster partnerships that contribute to societal improvements</b>		<b>Provost/VP for Academic Affairs &amp; VP for Institutional Advancement</b>
<b>A. Expand mutually beneficial partnerships with community organizations, local government, alumni, industry, and employers</b>		
1 Identify community leaders and potential participants		ExComm, CCommEng, AthDir, DirCtED, DirCommAdv
2 Inventory and assess current community engagement activities to establish a baseline for planning		CCommEng, AVPPIE, DirCommAdv
<b>B. Engage with community leaders and potential partners whose needs align with the expertise provided by CCSU.</b>		
1 Engage with community leaders to identify and develop opportunities that provide beneficial outcomes to our community partners while helping students develop social responsibility		CCommEng, Faculty, VPIA, DirCommAdv
2 Expand the scholarship of discovery and the scholarship of application in concert with community leaders		CCommEng, AVPGRF, Deans
3 Pursue professional development opportunities for all parties involved		CCommEng, AVPGRF, Deans
<b>C. Develop new community engagement opportunities that benefit New Britain, the region and the state socially, culturally, environmentally, and economically</b>		
1 Identify members of the CCSU community whose areas of expertise align with community needs		CCommEng, Deans, Chairs, ExComm
2 Develop metrics to assess the success/impact of community engagement activities		CCommEng, DirCommAdv, AVPPIE
3 Increase number of sustainability-oriented community engaged teaching and learning programs and events		CCommEng, DirCommAdv
<b>D. Encourage students, faculty, staff and administrators to strengthen relationships with the broader community and create a more welcoming and inclusive atmosphere for community members of all ages</b>		
1 Market upcoming events to and invite community leaders to participate or attend activities such as lecture series, day of service, and the like		CCommEng, DirCommAdv, MarCom, VPIA
2 Quantify the number of community participants as well as the number of CCSU faculty, staff and students participating in activities		CCommEng, DirCommAdv
3 Develop action plans to accomplish stated goals		CCommEng, DirCommAdv, AVPPIE










## Goal 4: Strengthening Stewardship– Advancing Scholarship, Service Learning, and Community Development for the Public Good

Key Activity:		Ten-Year Timeframe 2020 → 2030	Responsible Parties
<b>2. Institute a framework that promotes and strengthens community engagement and partnerships</b>			<b>Provost/VP for Academic Affairs &amp; VP for Institutional Advancement</b>
A. Reengineer the Office of Community Engagement and develop a more comprehensive mission and organizational framework, building on the work of the Faculty Senate Community Engagement Committee			
1	Review the expectations, staffing levels and capacity of the Office of Community Engagement		Provost, CCommEng, CHRO
2	Establish and implement documentation procedures consistent with the Carnegie application		CCommEng, DirCommAdv
3	Develop a stronger, more collaborative partnership between the Office of Community Engagement and the Faculty Senate Community Engagement Committee to create and advance community engagement opportunities		CCommEng, Faculty, FacSenate
4	Coordinate and facilitate interactions between community partners and University resources		CCommEng, DirCommAdv, VPIA, DirCtEd
5	Co-sponsor grant development between community partners and the University		CCommEng, DirCommAdv
B. Establish an advisory board to guide community engagement priorities			
1	Develop the structure and objectives of the advisory board		Provost, CCommEng, President
2	Appoint members to the advisory board		President, Provost
C. Identify internal and external opportunities to fund community engagement activities and promote economic development			
1	Explore opportunities to fund and leverage internal and external resources to engage the broader community		CCommEng, DirCommAdv, ExComm, AthDir, Deans, DirCtEd
2	Seek grant opportunities in concert with community partners		CCommEng, DirCommAdv, VPIA, AVPPGRF
D. Assess the impact of community engagement initiatives to inform future activities			
1	Develop an annual campus-wide process to systematically collect community engagement activities and efforts of faculty, community members and students		CCommEng, DirCommAdv, AVPPIE, CIO, Deans
2	Implement standard operating procedures to annually track the number of community engagement activities held and the level of engagement, by participant type (faculty, staff, students and community members)		CCommEng, DirCommAdv, AVPPIE
3	Develop and regularly administer a community engagement survey to campus participants (annually to until a baseline is developed)		CCommEng, DirCommAdv, AVPPIE















## Goal 4: Strengthening Stewardship– Advancing Scholarship, Service Learning, and Community Development for the Public Good

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
4 Create and routinely administer a community engagement survey to community participants (annually until a baseline is developed)		CCommEng, DirCommAdv, AVPPIE
5 Annually, summarize the results from each survey and report on how the data are being used to make improvements		CCommEng, DirCommAdv
<b>3. Develop seamless communication and exchange of knowledge and resources for the public good</b>		<b>Provost/VP for Academic Affairs &amp; VP for Institutional Advancement</b>
<b>A. Identify how community engagement will prepare students to be better leaders and citizens in their communities</b>		
1 Develop and administer a survey to assess the impact of community engagement on students, faculty, staff, and community partners		CCommEng, DirCommAdv, AVPPIE
2 Utilize survey results to improve the effectiveness and satisfaction of participants		CCommEng, AVPPIE
<b>B. Establish community engagement efforts that reflect the diverse backgrounds, languages and cultures within the region and state and address pressing challenges</b>		
1 Annually, document the diverse array of community engagement activities		CCommEng
2 Educate the campus community on language and cultural aspects of the state and central Connecticut region		CCommEng, VPDEI
3 Develop and implement new culturally relevant events and programs		CCommEng, VPDIE
<b>C. Promote global awareness and respect for diversity and inclusion in the CCSU community and beyond</b>		
1 Co-sponsor the development of events and lecture series		CCommEng, VPDIE, AVPGRF
2 Enhance study abroad and study away programs		Deans, DirCIE, Faculty
3 Establish partnerships with Historically Black Colleges and Universities, Tribal Colleges and Hispanic Serving Institutions		VPDIE
<b>D. Dedicate University resources to adequately support economic development in the region and state</b>		
1 Create a think-tank with members from CCSU and community and business leaders to identify areas of opportunity for engagement and investment by the University		ExComm, CCommEng
2 Institutionalize a professional development program to expose our faculty to industry needs in applied research and technical support		CCommEng, AVPGRF, Deans
3 Monitor how research impacts the region and state		CCommEng, AVPGRF, Deans, AVPPIE
4 Increase partnerships and collaborations with local government, state agencies and industry		CCommEng, Deans, DirCtEd, VPSA, VPIA


















## Goal 4: Strengthening Stewardship– Advancing Scholarship, Service Learning, and Community Development for the Public Good

Key Activity:	Ten-Year Timeframe 2020 ➡ 2030	Responsible Parties
<b>4. Create innovative community connections to inspire the integration of teaching, learning, scholarship and service</b> <b>Provost/VP for Academic Affairs &amp; VP for Institutional Advancement</b>		
A. Increase and strengthen K-12 partnerships		
1 Identify opportunities for joint collaborations between faculty and K-12		CCommEng, Deans, VPSA, Faculty
2 Enhance opportunities for K-12 students preparing them to pursue additional education and become future leaders		CCommEng, Deans, VPSA, Faculty
B. Encourage the scholarship of engagement and the scholarship of application while building on the knowledge and experience of participants		
1 Annually document and quantify scholarship and creative activities		CCommEng, Deans, Chairs
2 Sponsor an annual event where the most pressing challenges of the communities we serve are discussed		President, Provost, CCommEng
3 Continue to fund the Community Engagement Grant competition		President
C. Align community engagement activities with the curriculum while leveraging the resources available in Institutional Advancement		
1 Identify existing and develop new relationships between the community and the University that culminate in opportunities for students to engage in leadership and explore future careers		CCommEng, VPIA, Deans, Faculty, VPSA
2 Leverage the resources available in Institutional Advancement to support community engagement activities		CCommEng, VPIA, AthDir, DirCtEd



















## Goal 5: Assuring Sustainability for the Future

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
<b>1. Cultivate an entrepreneurial culture in support of academic excellence</b>		<b>VP for Institutional Advancement, Chief Operating Officer, &amp; Chief Financial Officer</b>
<b>A. Capitalize on existing policies and practices to expand high-demand educational courses and programs in alternative ways</b>		
1 Identify opportunities to convert academic offerings into programs specifically suited for 8-week semesters, weekends and evenings		Provost, Deans, Faculty, AVPGRF, AVPPR
2 Expand the number of existing academic programs that can be offered either hybrid or online		Provost, Deans, Chairs, Faculty
3 Increase enrollment in academic programs and courses offered in non-traditional modes of schedules of delivery		Provost, Deans, AVPEM, VPIA, MarCom
4 Engage with talented alumni to facilitate the exchange of knowledge, generate enthusiasm, attract additional students and provide internships and learning opportunities		Provost, Deans, VPIA
<b>B. Leverage Continuing Education resources and expertise to increase credentialed programs offered by faculty as well as non-credit offerings in support of lifelong learning</b>		
1 Strengthen the relationship between CCSU and regional employers and industry		Provost, Deans, Faculty, VPIA
2 Build stronger relationship between faculty and Continuing Education staff to develop off-campus credit-bearing and non-credit educational programs		Provost, Deans, Faculty, VPIA, DirCtEd
3 Expand the number of educational offerings that support regional needs		Provost, Deans, Faculty
4 Increase engagement of adult learners in off-campus educational programs		Provost, Deans, Faculty
5 Incentivize faculty to develop and offer academic programs for adult learners		Provost, Deans, Faculty
6 Explore the possibility of expanding CTtransit services to continuing education students (e.g., UPass)		CFO, COO
<b>C. Cultivate campus endeavors that increase revenue</b>		
1 Leverage the University's physical resources to generate revenue and provide space to promote educational and community engagement opportunities		Provost, VPIA, VPSA, COO
2 Improve the sustainability and vibrancy of our campus by increasing the number of conferences, events and sponsorships that promote educational and community engagement opportunities		Provost, VPIA, VPSA, COO
3 Increase the number of externally funded events and resulting revenue generated		VPIA, VPSA, COO
4 Identify and embrace new ways to engage and serve the region and the state		ExComm






















## Goal 5: Assuring Sustainability for the Future

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
5 Broaden experiential learning opportunities by employing students to assist in University activities and events where major-related skills are valued		Provost, VPSA, COO
6 Quantify student success job data to assist with targeted partnerships		Provost, AVPEM, AVPPIE
7 Expand the number of students who live on campus		VPSA, AVPEM
8 Increase enrollment in summer, winter and 8-week terms		AVPEM, Provost, Deans, Chairs, Faculty
<b>D. Provide an ecosystem that fosters student faculty and staff innovation and creativity</b>		
1 Develop a speaker series in the area of entrepreneurship and innovation to share best practices and success stories with the CCSU Family		Provost, VPIA, COO
2 Create an Innovation Lab		Provost, VPIA, COO
3 Identify a space where regional companies can meet with campus experts to pursue joint projects		Provost, COO
4 Connect alumni who are entrepreneurs with the institution		VPIA, Alumni
5 Establish partnerships with corporations and organizations who are active in the area of innovation		VPIA
6 Implement a process to identify, develop and seek financial support for student, faculty and staff ideas		Provost, Deans, VPIA
7 Recognize and celebrate the success of students, faculty, and staff involved in entrepreneurial and creative endeavors		ExComm
<b>E. Encourage and support faculty and staff in pursuit of external funding</b>		
1 Pursue opportunities to promote the scholarship of discovery by increasing the scope and value of external grants awarded to faculty and staff		Provost, Deans, AVPGRF
2 Successfully pursue grants which align with our desire to increase diversity and create life changing opportunities		Provost, AVPGRF, VPDIE, VPSA
3 Increase the scope and value of external grants awarded to faculty and staff that promote the scholarship of application		AVPGRF, CCommEng
4 Recognize faculty and staff whose grants have been funded and celebrate their accomplishments		ExCom, MarCom
<b>2. Exercise thoughtful stewardship of resources</b>		
<b>VP for Institutional Advancement, Chief Operating Officer, &amp; Chief Financial Officer</b>		
<b>A. Strengthen the thoughtful and innovative management of resources to improve affordability and contain costs</b>		
1 Reallocate resources to implement priorities identified in the strategic plan		ExComm
2 Recognize and celebrate departments that operate efficiently and stay within their budget		ExComm




## Goal 5: Assuring Sustainability for the Future

Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties
3 Optimize the efficiency of our use of faculty resources where possible to serve the needs of our students, without compromising academic excellence and educational quality		Provost, Deans
4 Improve course availability while reducing the number of under-enrolled sections		Provost, Deans
5 Streamline the paths to degree completion		Provost, Deans
<b>B. Optimize efficiencies and ensure appropriate execution of resources</b>		
1 Implement technology to improve effectiveness of processes, track data/deliverables, and establish systems of accountability (i.e., Sibson recommendations)		ExComm
2 Implement performance-based incentives for maximizing technology and optimizing efficiencies		ExComm
3 Evaluate course offerings with a history of low enrollment		Provost, Deans
4 Evaluate release time to ensure appropriateness of coding and maximum productivity		Provost, Deans
5 Implement the recommendations to reorganize the Office of Equity and Inclusion, Human Resources and Ombudsperson offices		President, VPDIE, CHRO
<b>C. Complete implementation of the Athletics Program Sustainability Plan</b>		
1 Develop and implement a strategic plan for the department		VPIA, AthDir
2 Assess the progress on the financial sustainability of the department considering the most recent changes in the landscape for CCSU and take appropriate actions		VPIA, AthDir
3 Make the department a key partner in the efforts to enhance campus life and building a safer, welcoming and inclusive campus		VPIA, AthDir
<b>D. Customize services to meet the needs of CCSU's unique student population</b>		
1 Expand programs and courses that can be delivered on-line or hybrid		Provost, Deans, Faculty
2 Offer courses at times and days that accommodate traditional students as well as working professionals (e.g., evenings, weekends and 8-week terms)		Provost, Deans, COO
<b>E. Develop an integrated marketing strategy and communication plan to promote the University and its programs</b>		
1 Establish and publicize policies related to electronic communication (i.e., email, website, social media)		MarCom
2 Develop a robust marketing strategy to promote the University		MarCom
3 Coordinate the marketing and communication needs of Academic Affairs, Enrollment Management and Institutional Advancement		MarCom
4 Hire a dedicated staff member to coordinate and support departments and offices with their social media usage and communication		MarCom
5 Explore enhancing the CCSU website that allows for a visually appealing, user-friendly, accurate, and consistent experience across desktop and mobile versions that also is ADA compliant		MarCom

## Goal 5: Assuring Sustainability for the Future

Key Activity:		Ten-Year Timeframe 2020 → 2030	Responsible Parties
F. Continue to implement mitigation strategies to reduce greenhouse gas emissions as outlined in the Climate Action Plan and in the objectives of the Governor's Council on Climate Change			
1	Develop opportunities for envelope retrofits for existing buildings to make them substantially more energy efficient		COO
2	Continue to expand high-efficiency building energy systems (i.e., lighting, HVAC, water heating)		COO
3	Implement energy efficient appliance standards		COO
4	Shift from high-carbon fuel oil to lower-carbon natural gas		COO
5	Incorporate renewable energy systems into campus energy portfolio (i.e., solar array)		COO
6	Promote the use of public transit service, electrification of transit buses, and the switch to zero-emissions vehicles		COO
7	Increase source reduction and recycling of solid waste		COO
<b>3. Grow the CCSU endowment to facilitate access to higher education, student success, and faculty achievement</b>			<b>VP for Institutional Advancement, Chief Operating Officer, &amp; Chief Financial Officer</b>
A. Complete the \$75M Capital Campaign			
1	Set annual Capital Campaign achievement goals		VPIA
2	Exceed annual Capital Campaign goals to reach the end of the campaign one year early		VPIA
3	Track the number, dollar amount, and type of grants awarded through the foundation		Provost, VPIA
4	Increase all areas of giving and establish a method to evaluate the effectiveness of each area of the campaign		Provost, VPIA
5	Increase the number of student and alumni donors from 3% to 10%		VPIA
6	Annually increase the value of resources available to CCSU by \$250,000		VPIA
7	Establish Endowed Chairs to attract new or retain talented faculty		President, Provost, VPIA
8	Develop partnerships between departments to improve communication with alumni and potential donors in support of attracting gifts		President, Provost, VPIA, Deans
B. Make giving count through thoughtful and responsible allocation of grants and donations			
1	Increase the number and amount of scholarships awarded to students		VPIA, AVPEM
2	Finance a larger number of grants while increasing the total value of all grants awarded		Provost, AVPGRF, VPIA
3	Identify and fund priority projects that align with Central's goals		ExComm
4	Increase the amount spent on equipment		ExComm
5	Establish Foundation-endowed accounts for unrestricted funds in all the academic units and athletics		Provost, VPIA
6	Celebrate and broadcast the results of giving		VPIA, MarCom

## Goal 5: Assuring Sustainability for the Future

Key Activity:		Ten-Year Timeframe 2020 → 2030	Responsible Parties
C. Develop and implement a plan to seek private funding for capital projects to support academic programs and student services			
1	Identify no more than three capital projects with strong potential to obtain private funding		President, VPIA
2	Develop the case statements for the projects identified		Provost, VPIA, COO
3	Present proposals to potential donors, individuals and corporations		President, VPIA



## Appendix – Responsible Parties

Abbreviation	Position Title
AD	Director, Athletics
Alumni	Director, Alumni Affairs
AVPEM	Associate Vice President of Enrollment Management
AVPGRF	Associate Vice President for Graduate Studies, Research, and Faculty Development
AVPPIE	Associate Vice President for Planning and Institutional Effectiveness
AVPPR	Associate Vice President for Academic Affairs – Planning and Resources
AVPSAS	Associate Vice President for Student Academic Services
Career Dev	Director, Career Services
CCommEng	Coordinator of Community Engagement
CFO	Chief Financial Officer
Chairs	Academic Department Chairs
CHRO	Chief Human Resources Officer
CIE	Director, Center for International Education
CIO	Chief Information Officer
COO	Chief Operating Officer
CtED	Director, Continuing Education
Deans	Academic Deans
DirAdvising	Director, Advising
DirCommAdv	Director, Community Advancement
DirNewStud	Director, New Student Programs
DirResLife	Director of Residence Life
DirSA/LD	Director, Student Activities/Leadership Development
DirWell	Director, Counseling & Student Development
ExComm	Executive Committee: President Provost and Vice President for Academic Affairs Vice President for Diversity, Inclusion & Equity Vice President for Institutional Advancement Vice President for Student Affairs Chief Human Resources Officer Chief Financial Officer Chief Information Officer Chief Operating Officer Associate Vice President of Enrollment Management University Counsel
Fac Senate	Faculty Senate
Faculty	Full- and Part-time Faculty

Abbreviation	Position Title
Fin Aid	Director, Financial Aid
HIP Officer	High-impact Practices Officer
HonDir	Director, Honors Program
Library	Director, Library Service
MarCom	Director, Public Relations
Police	Director of Public Safety/Chief of Police
President	President
Provost	Provost & Vice President for Academic Affairs
Registrar	Registrar
Trans Art	Director, Office of Transfer and Academic Articulations
Unions	AAUP and SUOAF
VPDIE	Vice President for Diversity, Inclusion, & Equity
VPIA	Vice President for Institutional Advancement
VPSA	Vice President for Student Affairs