

Comprehensive Goals

Goal 1: Create, strengthen, and enhance programs and curricula that are responsive to the needs of a diverse community of learners.

Rationale: As a public university committed to access, it is important to respond to the varied backgrounds and needs of our students. One size does not fit all, and our offerings should recognize that. The steps outlined below are meant to improve retention and graduation rates, and increase enrollment in degree completion and graduate degree programs.

- 1.1. Strategy 1: Develop support services that address both cognitive and non-cognitive areas for all students, including first-generation and/or under-prepared students.
 - 1.1.1. Create First Year Program (FYPlus) to support Educational Achievement and Access Programs (EAP) and other at-risk first year students.
 - Responsible parties: FY Coordinator/EAP Director
 - Deadlines: Partial program (EAP) Fall 2018, Fall 2019 EAP + other at-risk students
 - Success measures: Increased retention and graduation rates for EAP and at-risk students; decreased instances of probation; increase in satisfactory academic progress
 - 1.1.2. Establish a university-wide peer mentoring program to support all students, including first-generation/under-prepared.
 - Responsible parties: FY Coordinator/Department Chairs
 - Deadlines: Fall 2018
 - Success measures: Increased overall retention rates, increased student engagement, decreased DWF rates in critical gateway courses
- 1.2. Strategy 2: Develop academic programs and supports for adult learners to expand our recruiting options and better serve the regional needs for continuing and advanced education.
 - 1.2.1. Establish a University College* (programs for graduate and continuing studies), with a separate admissions process for both graduate and bachelor's degree-seeking adults that recognizes acculturation barriers, work/family constraints, and expectations, and values prior learning where appropriate.
 - Responsible parties: Planning committee appointed by Provost to include admissions, academic advisement center, and faculty from selected disciplines based on the enrollment management report produced (see 1.2.2.)

- Deadlines: Admissions processes should be developed and implemented by Fall 2019
 - Success measures: Student satisfaction surveys and increased enrollments
**University College refers to a college experience designed for adult learners, often with specially designed degree structures and offerings.*
- 1.2.2. Offer degrees that meet the current demands, interests, and opportunities for returning adults and graduate education.
- Responsible parties: Enrollment Management to produce a report on trends and preferred modalities for these populations (Spring 2018 and biannually thereafter)
 - Deadlines: Academic Affairs and faculty to develop curriculum
 - Success measures: Increased enrollments in graduate programs, increased enrollment, retention, and satisfaction for returning adults
- 1.2.3. Design specialized schedules for continuing education and graduate students that include evenings, weekends, online, hybrid, and accelerated formats including fifth-year and full-time graduate programs.
- Responsible parties: Academic Affairs/Faculty/Instructional Designer/Registrar
 - Deadlines: Start selected programs for Fall 2018. Add additional programs 2019, 2020
 - Success measures: Increased enrollment, increased degree completion, decreased stop outs, increased satisfaction, increase enrollments of students from other countries
- 1.3. Strategy 3: Develop student-centered scheduling practices to insure timely degree completion and an efficient use of resources.
- 1.3.1. Publish and follow course rotations for all undergraduate and graduate degrees in the catalog, on department websites, and in a print format available to students. Be sure that there is a two-year schedule of planned course rotations available at all times. As part of this effort, a new centralized electronic platform should be adopted so that edits occur in one place and are deployed to all relevant electronic locations.
- Responsible parties: Department Chairs/Registrar
 - Deadlines: Fall 2018
 - Success measures: Improved graduation rates and decreased credit overloads (more than 120)
- 1.3.2. Determine the feasibility of offering key major requirements both fall and spring. Implement wherever financially possible.
- Responsible parties: Department Chairs/Fiscal Affairs/Registrar

- Deadlines: Fall 2018
 - Success measures: Improved graduation rates
- 1.3.3. Adopt a data-driven scheduling model to maximize degree completion opportunities and eliminate scheduling conflicts for essential major requirements. Include a plan for degrees to be completed during the day and at night, where possible.
- Responsible parties: Department Chairs/Registrar/Academic Affairs
 - Deadlines: Fall 2018
 - Success measures: Improved graduation rates, student satisfaction in course selection processes
- 1.3.4. Develop 3-, 4-, and 5-year plans with summer courses and intersession courses included to support different paces for different types of students. Discount tuition in summer and reconfigure financial aid packages where possible.
- Responsible parties: Department Chairs/Registrar/Fiscal Affairs/Financial Aid
 - Deadlines: Fall 2018
 - Success measures: Improved graduation rates, lower instances of stopping out, lower instances of probation, robust summer enrollments
- 1.4. Strategy 4: Increase participation in international exchange programs to support both WCSU's commitment to intercultural competence and a widely recognized high-impact practice.
- 1.4.1. Identify and promote best abroad locations for each major and create a list of approved major courses at those locations, wherever possible.
- Responsible parties: ISEP Coordinator/International Services Coordinator/Department Chairs
 - Deadlines: Fall 2018 for baseline, updates supplied annually
 - Success measures: Increased participation and better alignment of courses taken abroad with the student's academic program (not reg100, but course to course transfers)
- 1.4.2. Include best semesters for travel on program sheets.
- Responsible parties: Department Chairs
 - Deadlines: Fall 2018
 - Success measures: Completion of the project is the short term success. Long-term is increased participation in abroad programs
- 1.4.3. Double the number of faculty-led study-abroad experiences over the next three years, with a published rotation to insure a wide variety of opportunities. Currently we offer Italy (intersession), Spain/Morocco (summer), Barbados (summer), Costa Rica (spring break alternate years), Paris (starting spring 2018).

- Responsible parties: Deans/Faculty/ISEP Coordinator/International Services Coordinator
 - Deadlines: Fall 2019
 - Success measures: Establishment of these opportunities, spread across all four schools, and regular participation in them
- 1.4.4. Require all students who study abroad to present information about their experiences at a welcome-back event each fall and spring.
- Responsible parties: International Services Coordinator/Western International Center
 - Deadlines: Immediately
 - Success measures: Participation at the events and increases in the number of students who enroll in an ISEP program thereafter
- 1.4.5. Determine the current level of scholarship funding available for students with high financial need who wish to study abroad, promote the availability of those funds, and work to grow the dollars available annually.
- Responsible parties: Western International Center/Institutional Advancement/ISEP Coordinator/International Services Coordinator
 - Deadlines: Establish initial dollar amounts in Spring 2018, set annual donor goals, measure growth. In addition, measure use of the funds to ensure that students access them
 - Success measures: Increased funding and increased distribution of funding
- 1.5. Strategy 5: Support applied learning opportunities including research, innovation, performance, and service to support connections between curriculum, community, and careers.
- 1.5.1. Dedicate funds to support student participation in professional conferences and performances and simplify the process for acquiring those funds.
- Responsible parties: Academic Affairs/Student Affairs/Institutional Advancement/Fiscal Affairs
 - Deadlines: Fall 2018
 - Success measures: Clear instructions for application for funds that do not vary by year (semester), published dollar amount available each year, increased student travel to attend or present at conferences
- 1.5.2. Establish a WCSU organization/infrastructure that allows students and faculty to collaborate with local organizations to invent, innovate, problem-solve, and accept fees for services where appropriate.
- Responsible parties: President/Provost
 - Deadlines: Summer 2018
 - Success measures: Approval of the organization and ease of processes

1.5.3. Expand community partnerships to support service learning and applied research and innovation projects.

- Responsible parties: Service Learning Coordinator/Community Relations Officer/Faculty
- Deadlines: Ongoing
- Success measures: Increased participation in service learning projects

1.5.4. Acknowledge students, faculty, and staff who support these opportunities through awards, ceremonies, and an up-to-date list maintained on the WCSU website, and on the academic transcript.

- Responsible parties: Academic Affairs/Student Affairs/Community Relations/Registrar
- Deadlines: Fall 2018
- Success measures: Improved morale of faculty involved, greater awareness of these experiences among students and faculty, university reputation begins to be associated with applied learning

Goal 2: Develop and implement processes, facilities, and support services to meet the needs of a diverse campus community.

Rationale: WCSU serves students from a wide variety of backgrounds, preparation, and responsibilities. Students are full-time, part-time, commuter and residential, traditional undergraduates, returning adults, veterans, and graduate students managing school and careers in progress. In addition, all of society has shifted to on-demand, on-line processes, access to learning materials from a keypad, and instant responses. As such it is imperative that we work to meet the expectations of access and responsiveness that go beyond an 8:00-4:30 time frame. In addition, WCSU should provide faculty with adequate resources and support so that they can engage in the research necessary to be productive scholars, remain current in their disciplines, continually update their courses, and attain tenure and rank.

2.1. Strategy 1: Develop administrative and support processes that are effective and efficient and available at times and in places that students are likely to access them.

2.1.1. Continue efforts to convert all admissions, financial aid, bursar, and registrar processes to fully online formats, to support ease of access for students. This will include review of academic policies that impact signature approval paths, and a cost/benefit analysis of not accepting VISA. This will not include the elimination of face-to-face services when they are most appropriate.

- Responsible parties: Enrollment Management Services/IT&I/Academic Affairs/Registrar
- Deadlines: Initial completion, AY-2018-2019, ongoing thereafter

- Success measures: Measure 1: Completion of the transition to online service process. Measure 2: Student satisfaction measures initial survey spring 2018, follow up annually
- 2.1.2. Review schedules of tutoring, library hours, media services, IT&I help desk, and other academic support functions to meet the needs of day and evening students. Expand where possible. Revisions will include new scheduling models and the potential for online/interactive support systems.
- Responsible parties: Tutoring Center Directors/Library Director/Media Services/IT&I/Academic Advisement Center/HR
 - Deadlines: Implement Fall 2018
 - Success measures: Measure 1: Usage logs, Measure 2: Student satisfaction measures
- 2.1.3. Develop and implement a plan to ensure classroom and faculty technology replacement and expansion to support a 21st century institution.
- Responsible parties: Facilities Management/IT&I/Media Services
 - Deadlines: Continuously
 - Success measures: Faculty and student surveys
- 2.1.4. Ensure all faculty and staff serving student support functions have adequate training to provide accurate and helpful information.
- Responsible parties: Academic Affairs-CELT/HR/Student Affairs
 - Deadlines: Annual training sessions starting Spring 2018
 - Success measures: Increased retention, improved graduation rates, student satisfaction surveys; faculty and staff feedback on training should be ongoing
- 2.1.5. Develop a means of gathering real-time and annual feedback on processes and operations, and integrate feedback into operational plans.
- Responsible parties: VPs of all areas/IT&I
 - Deadlines: Fall 2018
 - Success measures: Improved student feedback
- 2.2. Strategy 2: Advance advising practices that are student-centered and specific to the needs of a diverse student population.
- 2.2.1. Provide training for faculty and staff in the different needs and expectations of traditional undergraduates, under-prepared students, first-generation students, adult degree-completers, veterans, and graduate students.
- Responsible parties: Academic Affairs/CELT
 - Deadlines: Implement first steps during AY 2018-2019; follow up with approximately 4 training or discussion sessions annually.

- Success measures: Faculty and staff knowledge of distinct group needs, student satisfaction surveys, retention
- 2.2.2. Develop online advising strategies/protocols that meet the needs of the busy schedules of all student types.
- Responsible parties: Academic Affairs/Department Chairs/AAUP/HR/IT&I
 - Deadlines: Fall 2018
 - Success measures: Student satisfaction measures; earlier registration, improved retention and graduation rates
- 2.2.3. Adopt a co-advising strategy that partners faculty advisors* and the academic advisement center to ensure accuracy of information and maximum availability of support.
- Responsible parties: Academic Affairs/Department Chairs/Academic Advisement Center/Faculty Advising Liaison*
 - Deadlines: Fall 2018
 - Success measures: Improved student feedback, timely registration, accuracy in advice given
- *This is the re-establishment of a faculty advising representative. It will involve some reassigned time.*
- 2.2.4. Include advising tutorials about process, accessing information, and deadlines in the First Year courses.
- Responsible parties: First Year Coordinator/Instructional Designer/Registrar
 - Deadlines: Fall 2018
 - Success measures: Increased retention; improved SAP, earlier registration
- 2.2.5. Monitor the tools available to advisors to ensure they are effective, accurate, and up to date.
- Responsible parties: Registrar/IT&I
 - Deadlines: Summer 2018 Phase 1, Continuously thereafter
 - Success measures: Increased retention; improved SAP; improved student feedback
- 2.3. Strategy 3: Support career development from admission to post-graduate placements.
- 2.3.1. Develop and require an employment practicum course (career explorations, resume writing, cover letters) as part of a second year program.
- Responsible parties: Writing Department/Career Services
 - Deadlines: Fall 2018
 - Success measures: Numbers of students placed and number of students seeking internships/student awareness of career support at WCSU

- 2.3.2. Add internships to four-year plans to highlight their importance and drive students to advisors and/or career services.
 - Responsible parties: Department Chairs
 - Deadlines: Fall 2018
 - Success measures: Numbers of students placed
- 2.3.3. Work with each major to identify and promote internal (WCSU) and external internship placements for their students.
 - Responsible parties: Department Chairs/Career Services
 - Deadlines: Fall 2019
 - Success measures: Numbers of students placed; list of internships grows
- 2.3.4. Host career panels featuring alumni in every department at least once a year.
 - Responsible parties: Department Chairs/Alumni Relations/Career Services
 - Deadlines: Spring 2018
 - Success measures: Event participation, graduating student feedback
- 2.3.5. Expand and incentivize participation in leadership opportunities (HSLP, LCCC) and student organizations.
 - Responsible parties: Center for Student Involvement/Academic Affairs/Multicultural Affairs
 - Deadlines: Spring 2018
 - Success measures: Numbers of students enrolled and those completing each program
- 2.4. Strategy 4: Develop a student-centered plan for facilities and food service that meets the needs of a diverse community of learners.
 - 2.4.1. Create informal spaces in all buildings that support student collaboration and meet the needs of a commuter environment.
 - Responsible parties: Facilities Management/Student Affairs
 - Deadlines: Spring 2018
 - Success measures: Usage logs to document the activities in the spaces
 - 2.4.2. Develop formal learning spaces that support diverse pedagogies.
 - Responsible parties: Facilities Management/Academic Affairs/IT&I/Faculty
 - Deadlines: Spring 2018
 - Success measures: Faculty and student feedback on how well classrooms meet their needs and expectations
 - 2.4.3. Ensure easy to follow signage everywhere (doors, digital, apps) to assist with campus navigation.
 - Responsible parties: Media Services/IT&I/Publication and Design

- Deadlines: Goal of 2018, but budget constraints may mean a phased approach
 - Success measures: Student feedback on the information available and their ability to navigate campus
- 2.4.4. Develop a plan for recreational spaces, including clubs, athletics, and other co-curricular activities based on student input and expectations.
- Responsible Parties: Student Affairs/Facilities Management
 - Deadlines: Continuously
 - Success measures: Usage, participation, attendance at events
- 2.4.5. Align food services with student time constraints and dietary preferences.
- Responsible parties: Student Affairs/Sodexo
 - Deadlines: Fall 2018
 - Success measures: Increased satisfaction with food services, increased use of Sodexo by commuters, faculty, as well as residential students
- 2.5. Strategy 5: Support faculty scholarly activity by strengthening and streamlining access to university-based resources and providing administrative assistance to apply for and manage external grants.
- Responsible parties: Academic Affairs
 - Deadlines: Fall 2018
 - Success measures: Survey faculty

Goal 3: Create a sense of campus community and pride.

Through a greater focus on communication and collaboration, and engagement among students, faculty, and staff, foster a sense of community both on campus and in the greater Danbury region.

- 3.1. Strategy 1: Strengthen online and on ground student engagement.
- 3.1.1. Measure current student engagement in campus and community activities and with faculty/staff to establish a baseline and assess annually thereafter.
- Responsible parties: Student Affairs/Academic Affairs
 - Deadlines: Initial survey completed by Spring 2018; every year thereafter
 - Success measures: Create or obtain and implement survey tool
- 3.1.2. Utilizing the above data, develop and implement plan for community-building that begins with enrollment and endures past graduation to alumni status.
- Responsible parties: Admissions/Student Affairs/Academic Affairs/Alumni Relations

- Deadlines: Plan completed by January 2019, begin implementation Spring 2019 and complete by Spring 2020
 - Success measures: Participation at activities/annual giving/alumni association membership
- 3.1.3. Continue to assess summer orientation to ensure we use best practices so that it helps students feel connected and builds meaningful connections among students/faculty within major and school.
- Responsible parties: Admissions/Student Affairs/Orientation Committee/Academic Affairs
 - Deadlines: Data tracking begins spring 2018 and annually
 - Success measures: Formal report; student satisfaction surveys; tracking student retention
- 3.1.4. Evaluate freshmen welcome week and establish strategies for integrating academics and social activities for students with or without declared majors.
- Responsible parties: Admissions/Student Affairs/Orientation Committee/Academic Affairs
 - Deadlines: Evaluate freshmen welcome week September 2018; implement plan by summer 2019
 - Success measures: Student satisfaction surveys and participation; production of report
- 3.1.5. Initiate welcome back week for entire community.
- Responsible parties: Student Affairs/Academic Affairs
 - Deadlines: Fall 2018 and annually
 - Success measures: Satisfaction surveys and participation
- 3.1.6. Develop plan for increasing attendance at university and community events (including expanding opportunities for using WestConnect cards in the community).
- Responsible parties: Student Affairs/Academic Affairs
 - Deadlines: Fall 2018 and annually
 - Success measures: Is plan done/implemented?
- 3.2. Strategy 2: Create a vibrant co-curricular environment with events and activities that are attractive to the varied disciplines and goals of our student population and surrounding community.
- 3.2.1. Develop a master calendar that is easily accessed by the WCSU community (including Ives Concert Park) and an event planning process so that events are spread out in time and location.
- Responsible parties: Events/Student Affairs/Academic Affairs/IT&I

- Deadlines: Fall 2018
 - Success measures: Calendar publication and push notifications
- 3.2.2. Increase the number of co-curricular events on weekends for residential students and commuters.
- Responsible parties: Student Affairs/Academic Affairs
 - Deadlines: Spring 2018
 - Success measures: Develop counting mechanism
- 3.2.3. Create events that acknowledge the presence of and/or are specifically geared toward adult learners and graduate students at WCSU.
- Responsible parties: University College Director/Departments/Career Services
 - Deadlines: Fall 2018 and annually
 - Success measures: Develop counting mechanism
- 3.2.4. Improve communication with internal and external audiences in support of programming of events and activities.
- Responsible parties: University and Community Relations
 - Deadlines: December 2018 and annually
 - Success measures: See 3.4.1.
- 3.2.5. Cultivate relationships with area providers of daycare for children and animals to be able to provide existing options for students, faculty, and staff.
- Responsible parties: University and Community Relations
 - Deadlines: Fall 2018
 - Success measures: Did it occur?
- 3.3. Strategy 3: Improve opportunities for engagement among faculty and staff.
- 3.3.1. Measure and improve current faculty/staff engagement and sense of community by assessing annually.
- Responsible parties: Academic Affairs
 - Deadlines: Initial survey completed by Fall 2018; every Spring thereafter
 - Success measures: Create or obtain and implement survey tool
- 3.3.2. Schedule more frequent all-faculty and faculty/staff meetings (e.g., once per semester) to facilitate communication and engagement.
- Responsible parties: Academic Affairs
 - Deadlines: Fall 2018 and annually
 - Success measures: Did they occur?

- 3.3.3. Establish all-faculty development days once per semester.
 - Responsible parties: Academic Affairs/Schools
 - Deadlines: Fall 2018 and annually
 - Success measures: Did they occur?
- 3.3.4. Establish faculty/staff social gatherings (at least once per semester).
 - Responsible parties: Academic Affairs/Schools
 - Deadlines: Fall 2018 and annually
 - Success measures: Did they occur?
- 3.3.5. Provide a physical space for faculty interaction (e.g., a lounge or coffee bar for faculty).
 - Responsible parties: Academic Affairs/Facilities
 - Deadlines: Spring 2019
 - Success measures: Is plan developed by Spring 2018? Are subsequent deadlines met for plan milestones? Once space is created/identified, develop utilization measurement
- 3.3.6. Institute community/common experience like “One Book, One Community.”
 - Responsible parties: Academic Affairs/Student Affairs
 - Deadlines: Fall 2019
 - Success measures: Did it occur? What is the participation rate?
- 3.4. Strategy 4: Strengthen sense of community via multi-platform communications.
 - 3.4.1. Obtain/improve WCSU’s app/platforms for communication to students/faculty/staff that will: allow for message targeting to specific groups; allow recipients to select what messages to receive; be easy to use; constantly updatable.
 - Responsible parties: IT&I; Computer Science Department
 - Deadlines: January 2018
 - Success measures: Does it exist? Does it perform expected functions?
 - 3.4.2. Create or purchase scheduling software for faculty for scheduling student appointments and offer training.
 - Responsible parties: IT&I/Academic Affairs
 - Deadlines: December 2018
 - Success measures: Does it exist? Does it perform expected functions?
 - 3.4.3. Create overall online strategy (such as replacing traditional department web pages with Facebook pages, integrating Twitter/Instagram, etc.).
 - Responsible parties: Academic Affairs/IT&I/Outside Company
 - Deadlines: Summer 2018

- Success measures: Company white paper/evaluation tool
- 3.4.4. Evaluate purpose and effectiveness of WestConduit and revamp/replace.
- Responsible parties: IT&I/Academic Affairs/Student Affairs
 - Deadlines: Complete changes by May 2018
 - Success measures: Evaluation completed
- 3.5. Strategy 5: Increase/strengthen pride.
- 3.5.1. Establish a “What is a Colonial? A Colonial is someone who...” campaign. Define Colonial in a way that exemplifies what is unique about WCSU. Connect with new first year initiative #ichosewcsu. Include participation in campus traditions as a way to be defined as a Colonial. Supplement with posters, banners, etc. around campus.
- Responsible parties: Student Affairs/Academic Affairs
 - Deadlines: Fall 2018 for website
 - Success measures: Does it exist? Is it recognized?
- 3.5.2. Add a feed to the WCSU home page that regularly rotates stories that highlight the accomplishments and activities of our students, faculty, staff, and alumni.
- Responsible parties: Student Affairs/Academic Affairs/IT&I
 - Deadlines: Spring 2018
 - Success measures: Initiate/create student position to manage/produce. Is it online and continually updated?
- 3.5.3. Establish one or more unifying themes/shared purpose and instantiate in a new motto.
- Responsible parties: Academic Affairs/Student Affairs/President
 - Deadlines: Fall 2018 and annually
 - Success measures: Does it occur?
- 3.5.4. Promote the school colors and mascot with highly visible flags and signage on campus.
- Responsible parties: Academic Affairs/Student Affairs/President
 - Deadlines: Fall 2018 and annually
 - Success measures: Does it occur?

Goal 4: Create a distinct identity.

Through our branding, program offerings, and focus on student success, WCSU will differentiate itself from regional universities and colleges.

- 4.1. Strategy 1: Celebrate and promote the importance of faculty scholarly activities as part of the WCSU brand.
- 4.2. Strategy 2: Examine the viability and purpose of designating individual programs as Signature Programs.
 - 4.2.1. In conjunction with the University Senate, create an ad hoc committee to review the concept of “Signature Status” and report recommendations to the University regarding whether this designation should be retained.
 - Responsible parties: Academic Affairs
 - Deadlines: Spring 2018
 - Success measures: Submission of the report
 - 4.2.2. If WCSU decides to retain the “Signature Program” designation, define criteria for gaining signature status, clarify what it means to be a signature program, and post to the website.
 - Responsible parties: Academic Affairs
 - Deadlines: Spring 2018
 - Success measures: Enrollment #s/ programs not shared with other CSUs
 - 4.2.3. If WCSU decides to retain the “Signature Program” designation, for each existing Signature Program identify what sets it apart from competitor programs in Connecticut and regionally, and post to the website.
 - Responsible parties: Individual school deans and departments
 - Deadlines: Fall 2018 and at designation of new programs
 - Success measures: Is it done?
 - 4.2.4. If WCSU decides to retain the “Signature Program” designation, incorporate signature status into department brochures, marketing and admissions materials.
 - Responsible parties: Admissions
 - Deadlines: Spring 2019 and subsequent to designation of new programs
 - Success measures: Is it done?
- 4.3. Strategy 3: Develop the WCSU brand and publicize through sustained marketing efforts.
 - 4.3.1. Decide on “WestConn vs. Western” as branded name and reflect this in all WCSU materials, web pages, departments, athletic teams, etc.
 - Responsible parties: University President (as decision maker)
 - Deadlines: Fall 2018
 - Success measures: Is it done?

- 4.3.2. Promote updated Colonial image and include in new “WestConn/Western” brand name.
 - Responsible parties: Admissions
 - Deadlines: Fall 2018
 - Success measures: Is it done?
- 4.3.3. Create a new slogan for the university as a whole and tie new logo into “WestConn/Western” name adoption.
 - Responsible parties: Admissions
 - Deadlines: Fall 2018
 - Success measures: Is it done?
- 4.3.4. Leverage WCSU as the “best of both worlds” (rural/urban; New England/NYC, etc.).
 - Responsible parties: Admissions
 - Deadlines: Fall 2018
 - Success measures: Is it done?
- 4.3.5. Incorporate “success for a diverse community of learners” into our identity and marketing.
 - Responsible parties: Admissions
 - Deadlines: Fall 2018
 - Success measures: Succinctly define what this means and provide and publicize “how” we do it on website, in marketing materials, etc.
- 4.3.6. Evaluate whether WCSU has “kept the promises” marketed to incoming students.
 - Responsible parties: Admissions/Student Affairs/Academic Affairs
 - Deadlines: Spring 2020
 - Success measures: Survey a group of students upon entry. Follow up with these students at the end of their first year

Goal 5: Create a self-sustaining financial model.

The goal is informed by planning, budgeting, and accountability, and will include a monitoring role for an ongoing Strategic Plan Committee to play, particularly with regard to viability and evaluation of programs. A paper about the process to achieve this goal is included.

- 5.1. Strategy 1: Create a plan to evaluate academic, support, outreach, and administrative programs.
 - 5.1.1. Establish an Evaluation of Programs Committee constituted by the University Senate and the Office of Academic Affairs to develop a systematic process,

informed by the *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance* by Robert C. Dickeson, published by Jossey-Bass, 2010.

- 5.1.2. Each of the goals related to determining priorities of programs or viability would be informed by the following steps:
 - Preparation: Define programs
 - Information-Gathering: Institutional Research, Environmental Scan Report, Accreditation Reports
 - First Stage Analysis—Deans and Directors
 - Second Stage Analysis—Provost and Vice Presidents
 - Final Stage Analysis—President and Strategic Plan Implementation Committee
 - Integration and Synthesis—Campus Community
 - Final Decision Stage—President
 - Implementation
 - Renewal Stage—Evaluation of Programs Committee and Strategic Plan Implementation Committee
- 5.2. Strategy 2: Create greater efficiencies and affinities in Institutional Advancement.
 - 5.2.1. Increase the percentage of valid email addresses for alumni and other constituents to promote student success stories and build affinity.
 - Responsible parties: Institutional Advancement/Alumni Relations
 - Deadlines: Fall 2018
 - Success measures: 25% increase of total
 - 5.2.2. Increase total number of donors.
 - Responsible parties: Institutional Advancement/Alumni Relations/Alumni Association
 - Deadlines: Fall 2019
 - Success measures: 10% increase
 - 5.2.3. Develop a strategy to increase participation of community members and partners in the life of the campus.
 - Responsible parties: Institutional Advancement
 - Deadlines: Fall 2019
 - Success measures: Development of the strategy
 - 5.2.4. Systematize community member contact and critical background information in the fund raising database.
 - Responsible parties: Institutional Advancement
 - Deadlines: Fall 2019

- Success measures: Increase by 15%
- 5.3. Strategy 3: Redesign the functions of Alumni Relations to have alumni interacting with current students and working to enhance the mission of the university.
- 5.3.1. Partner with Career Services.
- Responsible parties: Alumni Relations and Career Services
 - Deadlines: Fall 2018
 - Success measures: Number of students who are able to make contacts with employers of alumni or companies owned by alumni
- 5.3.2. Focus contributions to be on the success of the university rather than on being a member of an alumni association.
- Responsible parties: Alumni relations
 - Deadlines: Fall 2018
 - Success measures: Set goal for amount of contributions from alumni
- 5.4. Strategy 4: Align the efforts of the University Planning and Budget Committee (UPBC) with the plan to evaluate programs.
- 5.4.1. New programs, after a designated amount of time, will be required to present at UPBC their achievements in terms of hitting projected enrollment numbers.
- Responsible parties: UPBC membership, University Senate President, Provost to enact changes to required paperwork and then UPBC membership
 - Deadlines: Fall 2018
 - Success measures: Enact prioritization goals set by the campus. Assess 3 years from start of new program and then every 2 years