

Summary of Changes to the Strategic Plan and Action Plan

Below is a summary of changes to the Strategic Plan and Action Plan, based on feedback from the campus-wide Open Forum (November 19, 2019) and the request for campus feedback via a Jot Form (feedback captured between November 19, 2019 through November 26, 2019). These changes were provided to the University Planning and Budget Committee (UPBC) on December 10, 2019; there were no further actionable comments or concerns raised at the UPBC meeting held on January 3, 2020.

Concern/Recommendation: Improve marketing of academic programs

Action: New strategy in Goal 5, Objective 2E - Develop an integrated marketing strategy and communication plan to promote the University and its programs

Concern/Recommendation: Develop more flexible academic programs that include 2+2 type options with international institutions

Action: Goal 2, Objective 1B (new activity) - Develop stronger partnerships with international institutions by creating innovative 2 + 2 undergraduate programs and graduate programs

Concern/Recommendation: Provide better support for international students (advising, check-in, answer questions, etc.)

Action: Goal 3, Objective 1 E (new activity) - Develop and host orientation sessions for international students

Concern/Recommendation: Incorporate environmental sustainability into the Strategic Plan

Action 1: Goal 5 Objective 2F (new) - 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.

New activities include:

- Develop opportunities for envelope retrofits for existing buildings to make them substantially more energy efficient
- Continue to expand high-efficiency building energy systems (i.e., lighting, HVAC, water heating)
- Implement energy efficient appliance standards
- Shift from high-carbon fuel oil to lower-carbon natural gas
- Incorporate renewable energy systems into campus energy portfolio (i.e., solar array)
- Promote the use of public transit service, electrification of transit buses, and the switch to zero-emissions vehicles
- Increase source reduction and recycling of solid waste

Action 2: Goal 1 Objective 1G (revised activity) - Expand state-of-the-art classrooms, facilities and laboratories using environmentally sustainable resources and meeting or exceeding sustainability standards wherever possible or necessary

Action 3: Goal 2 Objective 1A (revised activity) - 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

Action 4: Goal 4 Objective 1C (objective revised, new activity) - Develop new community engagement opportunities that benefit New Britain, the region and the state socially, culturally, environmentally, and economically. New activity - Increase number of sustainability-oriented community engaged teaching and learning programs and events

Concern/Recommendation: Lack of continuity between sections of the same course

Action: Goal 1, Obj 3C (new activity) - Ensure consistent delivery of multi-section courses (i.e., consistent content, learning outcomes, evaluations)

Concern/Recommendation: Improve opportunities for full- and part-time faculty to collaborate and place greater value on and recognize the contributions of part-time faculty

Action 1: Goal 3 Objective 5C (new) - Promote a culture of respect, collegiality and teamwork within the CCSU family.

New activities include:

- Identify and create professional development opportunities designed to assist department chairs with hiring and mentoring part-time faculty as well as providing performance feedback
- 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
- 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)

Action 2: Goal 3 Objective 5A revised and no longer infers full-time faculty only.

Concern/Recommendation: Recognize that "inclusivity" should also include age

Action: Goal 4 Objective 1D (revised) - 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

Concern/Recommendation: Civil Rights should be incorporated

Action1: Goal 3 Objective 1C (revised) - Create an Endowed Professorship for the study of social justice, Civil Rights, and equity

Action 2: Goal 3 Objective 2E (revised key activity)- Raise funds for an endowed professorship for the study of social justice, Civil Rights, and equity

Concern/Recommendation: Raising the student to faculty ratio from 15:1 to 20:1 is unrealistic

Action: Goal 5 Objective 2A (revised activity) - 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