Promote Student Learning

Objective 1.1. Implement outcomes-based assessment for all courses, programs, and student support services.

Goal: 100% of outcomes-based assessments specified
Start: Outcomes specified for 34 (58%) UG; 22 (51%) GR
Current: 56 (100%); 40 (100%) performance lacking on assessment phase and for student services

Objective 1.2. Improve student perception of instructional effectiveness.

Goal: 5.21, NLSSI mean satisfaction level
Start: 5.03
Current: 5.17

Objective 1.3. Increase number of courses that incorporate educational technology.

Goal: 100 online courses, 3,500 credits, 1,500 enrollments
Start: 53 online courses, 2,393 credits, 817 enrollments
Current: 149 online courses; 6,937 credits; 2,381 enrollments

Objective 1.4. Increase number of students involved in undergraduate and graduate research and level of funding for that research.

Goal: 19% or higher UG; funding $10,000; Graduate funding $10,000
Start: 14% of UG students; funding $6,900; GR funding $3,191
Current: 17% UG; funding $6,987; GR funding $1,410

Objective 1.5. Increase number of faculty participating annually in campus-based professional development activities.

Goal: 300
Start: 175
Current: 239

Objective 1.6. Increase collaboration and partnerships between Academic Affairs and Student Affairs.

Goal: 70% on NLCESS
Start: 41% faculty/staff satisfied
Current: 54% faculty/staff satisfied

Objective 1.7. Increase instructional design assistance for faculty.

Goal: 120 appointments; 1,000 requests
Start: 90 appointments; 650 requests
Current: 300 appointments; 600 requests
Student Persistence, Satisfaction, & Success

**Objective 2.1.** Improve retention rate for first-time, full-time students between their freshman, sophomore, and junior years.

Goal: 85% retained to 2d year; 75% to 3d year; 65% to 4th year
Start: 80%; 66%; 60%
Current: 81%; 68%; 63%  
**B+**

**Objective 2.2.** Improve six-year graduation rate for first-time, full-time students.

Goal: 52%
Start: 40%
Current: 48%  
**A–**

**Objective 2.3.** Improve six-year graduation rate for transfer students.

Goal: 60%
Start: 53%
Current: 61%  
**A**

**Objective 2.4.** Maintain an APR score for all intercollegiate athletic teams above the NCAA cut score (925).

Goal: 18 (100%) teams met 925
Start: 11 (61%) teams met 925
Current: 17 (94%) teams met 925  
**A–**

**Objective 2.5.** Increase effectiveness of academic advising.

Goal: exceed national Carnegie-class averages for first-years and seniors
Start: First-years: 70%; Senior: 60%
Current: First-years: 86% (Carnegie: 80%); Seniors: 63% (Carnegie: 72%)  
**A–**

**Objective 2.6.** Increase effectiveness of First Year Experience program.

Goal: exceed NSSE percentages reported for CSU on items for learning academic strategies for success
Start: CCSU first-years: 74%; CSU: 71%; CCSU seniors: 53%; CSU 39%
Current: CCSU first-years: 82%; CSU: 79%; CCSU seniors: 65%; CSU 66%  
**B+**

**Objective 2.7.** Improve safety, health and security on campus.

Goal: exceed national average of 4.46 mean NLSSI
Start: 4.81
Current: 4.91  
**A**
Objective 2.8. Reduce student legal offenses and non-academic misconduct cases.
Goal: Reduce referrals 10%
Start: 1,850 Residence hall violations; 158 Non-residence hall violations; 1,322 Total violations (2007-08)
Current: 983 Residence hall violations; 212 Non-residence hall violations; 1,195 Total violations (2009-10)

Objective 2.9. Increase student participation in co-curricular activities.
Goal: SSI Item 50: Satisfaction level of 4.82
Start: 4.80
Current: 5.52

Objective 2.10. Ensure course scheduling facilitates students’ academic progress.
Goal: 4.73 student satisfaction NLSSI
Start: 4.49
Current: 4.67

Objective 2.11. Increase total amount of financial aid awarded.
Goal: $65,000,000
Start: $52,700,000
Current: $88,000,000

Objective 2.12. Increase ratio of full-time to part-time students.
Goal: Undergraduates 85% FT; Graduates 25% FT
Start: Undergraduates 75%; Graduates 20%
Current: Undergraduates 79%; Graduates 26%

Objective 2.13. Increase the average entry level SAT score and class percentile for first-time, full-time students.
Goal: SAT 1075; 66th percentile
Start: SAT 1032; 60th percentile
Current: SAT 1023; 64th percentile

Students as Professionals & Citizens

Objective 3.1. Increase the number of students involved in applied or experiential learning.
Goal: Exceed 2006-07 national average for seniors of 53%
Start: 49%
Current: 47%
**Objective 3.2.** Promote and support increased community engagement by faculty, staff, and students.

**Goal:** Exceed Carnegie average on percentage of FY and Seniors indicating participation in community-based project as part of coursework

**Start:** CCSU FY: 25%; Carnegie: 35%; CCSU Seniors: 30%; Carnegie: 47%

**Current:** CCSU FY: 37%; Carnegie: 38%; CCSU Seniors: 41%; Carnegie: 49%

Grade: B–

**Objective 3.3.** Respond to state workforce and professional development needs through credit and non-credit courses and programs.

**Goal:** 1,000 students in non-credit courses; 50 non-credit courses and conferences; 3 Engineering programs; 2 Nursing programs, including a BSN

**Start:** 418 students in non-credit courses; 25 non-credit courses and conferences; 0 Engineering programs; 1 Nursing program degree completion

**Current:** 1,293 students (non-credit); 30 non-credit and conferences; 3 Engineering programs; 2 Nursing programs, including a BSN

Grade: A

**Objective 3.4.** Increase opportunity for on-campus work for students.

**Goal:** 1,000 jobs

**Start:** 887

**Current:** 1,017

Grade: A

**Objective 3.5.** Establish magnet high school with mission of 100% post-secondary participation for graduates.

**Goal:** completion and opening

**Start:** Initiative led to discussion and development of plan and proposal for implementation

**Current:** Progress halted and focus changed

Grade: D

**Objective 3.6.** Increase students’ perception of adequacy of technology resources for their professional development.

**Goal:** raise satisfaction to 3.44, perception of institutional emphasis on technology; and 3.19, student perception of impact, NLSSI

**Start:** 3.34 and 3.13

**Current:** 3.37 and 3.21

Grade: C+

**Objective 3.7.** Ensure students have appropriate proficiencies for IT-based tasks.

**Goal:** 80% national average of students who agree

**Start:** 78%

**Current:** 81%

Grade: B+
Faculty & Staff Satisfaction & Success

Objective 4.1. Initiate a dialogue to redefine and redistribute faculty work to include reassigned time for research-active faculty.
Start: General discussions only
Current: Data provided for workload study by NERCHE (2009-10); no other progress

Objective 4.2. Improve faculty/staff satisfaction with employment at CCSU.
Goal: 100% NLCESS
Start: 59% faculty/staff satisfied
Current: 70%

Objective 4.3. Increase internal resources to support faculty scholarship and creative activity.
Goal: $2,000,000
Start: $905,648
Current: $1,641,045

Objective 4.4. Increase external funding received through grants and contracts.
Goal: $5,000,000
Start: $2,343,090
Current: $4,086,529

Objective 4.5. Provide faculty/staff with the technology, support, policies, and professional development funding necessary to work efficiently.
Goal: 70% satisfied w/support; 70% satisfied w/policies; $620,000 funding
Start: 33%; 63%; $310,404
Current: 52%; 74%; $1,209,663

Objective 4.6. Ensure adequate technology refresh to meet institutional needs.
Goal: 100% computers refreshed within one calendar year beyond third anniversary of purchase
Start: 90% refreshed
Current: 85% refreshed

Global Awareness & Diversity

Objective 5.1. Increase the diversity of students, faculty, and staff.
Goal: Continuous progress
Start: Faculty: 17.8%; staff: 20.4%; students: 17.4%
Current: 20.5%; 22.8%; 22.4%
Objective 5.2. Increase number of students enrolled in courses that integrate international component.
Goal: 7,000 students
Start: 6,038
Current: 6,154  C+

Objective 5.3. Increase student participation in international experiences.
Goal: 1,000 total students
Start: 172 enrolled in courses abroad; 48 in study abroad; 220 total
Current: 412; 79; 491  B

Objective 5.4. Provide training for faculty/staff to aid understanding cultural, social, personality and learning differences.
Goal: 50% participation of faculty and staff each year.
Start: 29%
Current: 30%  C–

Financial Support

Objective 6.1. Increase the number of full-time faculty.
Goal: continuous improvement
Start: 409
Current: 440  A–

Objective 6.2. Reduce ratio of credit hours taught by part-time relative to full-time faculty.
Goal: 75% taught by FT
Start: 67%
Current: 64.9%  D

Objective 6.3. Increase number and amount of annual gifts.
Goal: 5,000 gifts; $2,000,000
Start: 4,257; $1,373,155
Current: 3,830; $3,598,736  A–

Objective 6.4. Increase the value of the endowment.
Goal: $40,000,000
Start: $18,415,314
Current: $33,400,000 (June 30, 2011)  A
Environmentally Sound Facilities

Objective 7.1. Increase space for classrooms, laboratories, faculty offices, library and research, and student support.
Goal: 1,160,225 GSF
Start: 913,160 GSF
Current: 918,855 GSF, new construction underway

Objective 7.2. Increase space for student support services.
Goal: 1,816,786 GSF
Start: 1,786,706 GSF
Current: 1,785,676 GSF

Objective 7.3. Increase the number of students accommodated in residence halls and residence hall space.
Goal: 3,144 beds (2014)
Start: 2,144 beds
Current: 2,195, in design for additional 1,000-bed residence hall and additional dining

Objective 7.4. Create campus transportation and parking system which interfaces with public transportation.
Goal: Incorporate proposed New Britain–Hartford busway
Start: bus line that stops on campus, Westfarms Mall, and Hartford
Current: Public hearings on busway continue

Objective 7.5. Improve outdoor and indoor space for co-curricular activities.
Goal: Increase outdoor recreational space including artificial turf and track and expand indoor space
Start: Existing (2005) facilities
Current: New recreation field: 2.468 acres; Beecher fitness facility: 2,141 asf; Sam May fitness facility: 1,568 (2009-10). Soccer bleachers, baseball bleachers and track

Objective 7.6. Reduce energy use, increase recycling and green space preservation.
Goal: Continuous improvement.

<table>
<thead>
<tr>
<th></th>
<th>Start</th>
<th>Current</th>
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<tbody>
<tr>
<td>Percentage of trash recycled</td>
<td>28%</td>
<td>37%</td>
</tr>
<tr>
<td>Natural gas used (millions of cubic feet)</td>
<td>171.5</td>
<td>206.4</td>
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<tr>
<td>Electricity used (gigawatts)</td>
<td>29.13</td>
<td>27</td>
</tr>
<tr>
<td>Water used (millions of gallons)</td>
<td>53.15</td>
<td>46.7</td>
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<tr>
<td>Oil used (gallons)</td>
<td>25,000</td>
<td>824.6</td>
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<tr>
<td>Green space (acres)</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>