









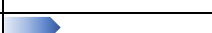




Strategic Plan 2030: Action Plan - List of Key Activities for Year 1

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





Executive Committee Member charged with overseeing progress: Provost & Vice President for Academic Affairs

Goal	Objective	Strategy	Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties	Progress/ Status
1	1		1. Offer degrees, certificates, and experiences designed for today and tomorrow			
1	1	A	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.			
1	1	A	1 Identify and define active learning and co-curricular practices that are considered high-impact		HIPOfficer, VPSA	
1	1	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			
1	1	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	
1	1	B	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	
1	1	C	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			
1	1	C	3 Collaborate with employers and industry partners to expand internship opportunities in diverse settings		DirCareer	
1	1	C	5 Develop study away courses and programs that expose students to diversity within the U.S.		Deans, Faculty, DirCIE	
1	1	D	D. Consult with alumni and employers to ensure all programs are contemporary and relevant			
1	1	D	1 Engage alumni to provide feedback on academic programs and their career trajectories		DirAlumni	
1	1	D	3 Invite alumni to participate in career symposia and job fairs		DirAlumni, DirCareer	
1	1	E	E. Increase academic program offerings that accommodate working students, adult learners, and graduate student populations through delivery of online, evening and weekend courses			
1	1	E	1 Identify and market degree programs and certificates that can be completed during the evening and on weekends		Deans, Faculty, AVPEM, MarCom	
1	1	E	3 Foster online course and program development		AVPGRF, Deans, Chairs, FacSenate	
1	1	F	F. Encourage interdisciplinary collaborations through innovative courses and degree options			
1	1	F	2 Emphasize interdisciplinary ideas and approaches in the curriculum and academic programs		Deans, Faculty	
1	1	F	5 Establish policies and procedures to facilitate interdisciplinary collaborations		Provost, Deans	
1	1	G	G. Enhance infrastructure support for academic programs, including state-of-the-art classrooms, laboratories, technology, library facilities, galleries, and performance spaces			
1	1	G	4 Identify and ensure that all part-time faculty have dedicated space to meet with students		Deans, Provost, COO, AVPPR	
1	1	G	5 Identify opportunities to leverage technological and computational resource needs across disciplines		Provost, CIO, Deans	

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				2020 → 2030		
1	2	2	2. Develop educational foundations that strengthen student learning			
1	2	B.	B. Guide undeclared students toward academic pathways that match their aspirations and abilities			
1	2	B	2 Develop clear paths that assist students in selecting a major		DirAdvising	
1	2	C.	C. Ensure a liberal arts education strong in critical thinking, written communication, and scientific and quantitative reasoning			
1	2	C	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	
1	2	C	3 Assess the General Education Learning Objectives		AVPPIE, Faculty	
1	2	D.	D. Collaborate with community college partners to improve transfer students' consistency of skills and learning outcomes			
1	2	D	1 Collaborate with community colleges to ensure transfer students are prepared to excel in future endeavors		Provost, Deans, DirTransfer, DirAdvising, Chairs, AVPEM	
1	3	3	3. Promote a student-centered environment to ensure success			
1	3	A.	A. Improve advising such that all undergraduate students are regularly and consistently advised according to their academic and their career aspirations			
1	3	A	1 Increase the number of professional advisors		Deans, AVPSAS, DirAdvising	
1	3	A	2 Strengthen the relationships between faculty and professional advisors to provide students with the best possible advice and guidance		DirAdvising	
1	3	A	3 Provide faculty workshops through the Center for Teaching and Faculty Development to enhance advising		AVPGRF	
1	4	4	4. Recognize faculty as pillars of knowledge			
1	4	A.	A. Encourage faculty to adopt innovative pedagogical approaches to teaching, research and service that contribute to the advancement and application of knowledge			
1	4	A	1 Provide challenge and matching grants that encourage innovation		Provost, VPIA	
1	4	A	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, Deans	
1	4	B.	B. Recruit and retain a diverse faculty who think boldly and innovatively to address the challenges of the 21st century			
1	4	B	1 Develop intentional strategies to increase the diversity of faculty applicant pools		VPEI, CHRO	
1	4	B	2 Recruit faculty who have demonstrated success working with or teaching diverse students		Provost, Deans, Faculty	
1	4	B	3 Provide professional development to prepare faculty to work with, teach and advise diverse students		AVPGRF, VPEI	
1	4	B	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	
1	4	B	6 Highlight faculty successes that demonstrate inclusivity, innovation, and creativity		Provost, Deans, MarCom	

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1	5	5	5. Drive academic transformation through innovation			
1	5	A	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	5	A	1 Clearly define centers of excellence, establishing criteria required for such recognition and documenting the mission and expertise for each center		Provost, Deans, VPEI	
1	5	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			
1	5	B	5 Encourage and share classroom innovation amongst faculty		AVPGRF	In Progress
1	5	C	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			
1	5	C	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		Deans, DirHon	
1	5	D	D. Embrace periodic, rigorous reviews that promote strategic investments in academic programs ensuring a continuous commitment to excellence			
1	5	D	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	

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



















Executive Committee Member charged with overseeing progress: Associate Vice President, Enrollment Management

2	1	1	1. Develop a culture of accessibility			
2	1	A	A. Make Central a “student-ready” institution to meet the needs of the incoming 21 st century students			
2	1	A	2 Evaluate and invest in student support and wellness services such as advising, tutoring, mentoring, and counseling		Provost, VPSA, AVPPIE, AVPSAS	
2	1	A	3 Identify and create opportunities to celebrate the diverse populations of students at Central		VPEI, DirCIE, VPSA	
2	1	A	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, AVPPR	
2	1	A	7 Streamline the student onboarding experience utilizing technology where possible		AVPEM, VPSA, CIO, DirAdvising, Deans	
2	1	A	8 Identify and implement a multi-functional smart-phone app to improve communication with students and enhance their Central experience		Provost, AVPEM, VPSA, CIO	
2	1	A	9 Simplify course offerings and General Education		Deans, Faculty, FacSenate	













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				2020 → 2030		
2	1	B	B. Develop innovative marketing strategies to attract new and diverse incoming student populations			
2	1	B	1 Implement international recruitment strategy		AVPEM, Provost, DirCIE, Deans	
2	1	B	2 Develop stronger partnerships with international institutions by creating innovative 2 + 2 undergraduate programs and graduate programs		AVPEM, Provost, DirCIE	
2	1	B	3 Expand NEHBE to include all programs		AVPEM, CFO	Done
2	1	B	4 Ensure website is easy to navigate with relevant information		VPIA, MarCom, Provost, VPSA, AVPEM	
2	1	B	5 Engage prospective students early in their education – Grades 5-9		AVPEM, AVPSAS, DirCommEng, Faculty, VPSA	
2	1	B	6 Use community engagement activities to not only support our community, but also educate the community about CCSU		CCommEng, MarCom, VPSA, DirCommAdv	
2	1	B	7 Identify prospective students by purchasing names, attending college fairs, providing Financial Literacy workshops at high schools		AVPEM, FinAid	
2	1	B	8 Develop strategies to increase community with prospective students via events and social media		CCommEng, AVPEM, MarCom, VPSA	
2	1	B	9 Increase campus events for prospective students		AVPEM, VPSA	
2	1	B	10 Increase communication with the parents of potential students		AVPEM, DirNewStud, VPSA	
2	1	B	11 Develop dual enrollment programs with high schools		AVPEM	
2	1	B	12 Develop marketing strategies specifically for working professionals		AVPEM, MarCom, DirCtEd	
2	1	B	Develop and expand targeted recruitment activities toward growing populations:			
2	1	B	13 Hispanic, African American, and other underrepresented populations		AVPEM, MarCom, VPEI	
2	1	B	14 First-generation		AVPEM, MarCom	
2	1	B	15 Transfer students		AVPEM, MarCom, DirTransfer	
2	1	B	16 Out-of-state and international students		AVPEM, MarCom, DirCIE	
2	1	B	17 Honors students		AVPEM, MarCom, DirHon	
2	1	B	18 Working professionals		AVPEM, MarCom	
2	1	B	19 Veterans		AVPEM, MarCom, VPSA	
2	1	B	20 Adult learners		AVPEM, MarCom, DirCtEd	
2	1	B	21 Implement methods to document, track and report on inquiry, yields and recruitment success		AVPEM, MarCom	
2	1	B	22 Annually examine marketing/advertising materials to showcase strengths		AVPEM, MarCom	
2	1	D	D. Foster a welcoming and safe learning environment for all			
2	1	D	1 Define the mission of CCSU's cultural centers as they relate to student success		Provost, VPEI	
2	1	D	2 Develop an annual symposium focusing on the status of equity and inclusion at CCSU		VPEI	
2	1	D	3 Ensure marketing and advertising materials are reflective of CCSU's commitment to equity and inclusion		MarCom, VPEI	

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				2020 → 2030		
2	2	2	2. Facilitate student success in the college environment			
2	2	A	A. Prepare our students for a successful career			
2	2	A	1 Develop a comprehensive and required, university-wide First Year Experience Program		FacSenate, Provost, VPSA	
2	2	A	2 Enhance Summer Orientation to include activities that start in the summer and continue throughout the first-year and beyond		VPSA, DirAdvising, AVPEM, DirNewStud	
2	2	A	6 Grow the EOP		AVPSAS, DirEOP	
2	2	B	B. Engage students in the campus community and encourage participation in clubs, sports, and campus events			
2	2	B	3 Track and increase number of leadership opportunities for students		VPSA, DirSA/LD	
2	2	B	4 Broaden residence hall programming		DirResLife	
2	2	C	C. Provide students with supplemental academic support in and out of the classroom			
2	2	C	1 Fully embrace Early Alert		Deans, Chairs, VPSA, DirTLC, DirAdvising	
2	2	C	2 Improve coordination between Academic Affairs and Student Affairs to ensure students receive needed assistance		Provost, VPSA	
2	2	C	10 Embrace technological solutions to track student progress and utilize advising notes		DirAdvising, CIO, Deans, Chairs, Faculty	
2	2	C	13 Increase support for Black/African American and Hispanic/Latino curricula, lecture series, and academic conferences that focus upon the achievement and contributions of these groups to American life and culture		Faculty, Chairs, Deans, VPEI	
2	2	D	D. Foster student wellness and expand counseling services			
2	2	D	3 Promote and expand access to campus recreational activities		DirSA/LD, VPSA	
2	2	E	E. Educate students and families regarding financial resources and support			
2	2	E	1 Host several workshops throughout the year on Financial Literacy and Financial Aid topics		AVPEM, FinAid	
2	2	E	2 Provide financial literacy training to students and families as they navigate the admission process, as well as progression to degree		AVPEM, FinAid	
2	2	E	5 Ensure financial aid awards are available for multiple years, instead of just year one		AVPEM, FinAid	
2	2	F	F. Ensure the opportunity for timely degree completion			
2	2	F	2 Review course timing and availability and ensure that necessary and/or highly desired or popular classes are broadly available		Deans, Chairs, Registrar, AVPPR	
2	2	F	3 Ensure communication to students about advising availability is clear and consistent		DirAdvising, Deans, Chairs, Faculty	
2	2	F	4 Explore options for students and adult learners to earn a flexible interdisciplinary degree, capitalizing on prior success in courses		Provost, Deans, FacSenate, DirAdvising, Chairs, Faculty	
2	2	H	H. Incorporate high impact practices and foundational skills into every major			
2	2	H	1 Encourage students to take full advantage of high-impact practices when possible		DirAdvising, Deans, Chairs, HIPOfficer	
2	3	3	3. Prepare students for career readiness and future success			
2	3	A	A. Expand student horizons and expose them to new challenges			
2	3	A	2 Develop and nurture new study away programs		DirCIE, Deans, Chairs	

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				2020 → 2030		
2	3	B.	Engage students in career discussions from day one			
2	3	B	2 Build upon existing career exploration activities by capitalizing on the expertise of faculty and future employers		DirCareer, Deans, Chairs	
2	3	C.	Strengthen relationships with local businesses and industry to provide internships and future job opportunities			
2	3	C	5 Increase and expand research related opportunities		AVPGRF, Deans, Chairs	
2	3	D.	Prepare students to enter the workforce			
2	3	D	2 Develop workshops to assist students in completing employment applications and writing letters of interest/cover letters		DirCareer	
2	3	E.	Increase alumni involvement in career preparation and student mentorship through the development of career events and workshops.			
2	3	E	1 Host a "meet and greet" event for minority alumni to connect with students, eventually this will evolve into a more comprehensive event		VPEI, DirAlum	
2	3	E	2 Invite alumni to participate in career path lecture series		DirAlum, DirCareer	In Progress
2	4	4	4. Provide accessible and relevant graduate education			
2	4	A.	Increase responsiveness to evolving trends in graduate studies leading to careers in the public and private sector			
2	4	A	1 Work with Department of Labor to determine graduate programs that are or will be in high demand regionally and nationally		AVPGRF	
2	4	A	2 Work with businesses and industry leaders to determine their future needs and develop academic offerings accordingly		Deans, VPIA	
2	4	A	3 Work with Alumni to identify upcoming challenges and opportunities		AVPGRF, VPIA, DirAlumni	
2	4	B.	Provide alternative delivery options for academic programs			
2	4	B	Develop programs with flexible course offerings to attract to working professionals, including:			
2	4	B	4 Online and hybrid options		Deans, Chairs, Faculty, FacSenate	In Progress
2	4	B	5 Develop accelerated Bachelor's/Master's completion programs (3+2 and 4+1)		Deans, Chairs, Faculty, Registrar	
2	4	C.	Partner with industry to increase program offerings			
2	4	C	2 Build relationships with industry and local businesses to identify opportunities for employer-based tuition reimbursement plans		VPIA, AVPGRF, AVPEM	

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















Executive Committee Member charged with overseeing progress: Vice President for Equity & Inclusion

3	1	1	1. Welcome and engage a diverse community of students, faculty and staff			
3	1	A.	Invest in and reframe the Office of Equity and Inclusion such that the office responsibilities are broadened beyond compliance			
3	1	A	1 Establish the infrastructure to coordinate efforts to achieve diversity goals		VPEI	
3	1	A	2 Ensure adequate staffing and resources		ExComm	
















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				2020 → 2030			
3	1	A	3 Provide leadership and resources to work in collaboration with departments to ensure a more welcoming and diverse campus		VPEI, CHRO, AVPGRF		
3	1	A	4 Identify venues for campus conversations and exchanging ideas		VPEI		
3	1	B	B. Develop a Commission on Diversity, Equity and Inclusion that will provide oversight and advise the President as needed				
3	1	B	1 Identify Diversity Liaisons		President, VPEI	Done	
3	1	B	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		VPEI		
3	1	B	3 Review University policies and practices as they relate to diversity, equity or inclusion		VPEI, ExComm	In Progress	
3	1	B	4 Foster the exchange of ideas and discussions about diversity, equity and inclusion with the goal of developing programmatic initiatives		VPEI, Deans		
3	1	B	5 Develop and review policies for displaying art and other images or signage in public spaces		VPEI, COO		
3	1	C	C. Create an Endowed Professorship for the study of social justice, Civil Rights, and equity				
3	1	C	1 Establish a committee to set the expectations of the Chair and how he/she will advance the ideals of equity and inclusion		Provost, VPEI		
3	1	C	2 Raise funds for an endowed professorship for the study of social justice, Civil Rights, and equity		Provost, VPIA, VPEI		
3	1	D	D. Strengthen and encourage CCSU's existing academic cultural centers and affinity groups				
3	1	D	1 Facilitate the revision of the mission and scope for each academic cultural center and affinity group		Provost, VPEI, VPSA		
3	1	D	2 Develop collaborative initiatives and coordinate activities between the cultural centers and affinity groups		Provost, VPEI, VPSA		
3	1	D	3 Create an advisory group to the cultural centers and affinity groups that enhances collaborations and coordination of activities		Provost, VPEI, VPSA		
3	1	E	E. Enhance the efforts of departments, schools and colleges, encouraging the development of specific actions to address their diversity priorities				
3	1	E	1 Develop school/college specific outreach and retention programs that focus on diverse faculty, staff and students		Provost, AVPEM, VPEI, CHRO, Deans		
3	1	E	2 Create professional development opportunities for faculty to incorporate diversity initiatives and concepts into pedagogy, research and curriculum development		Provost, VPEI, AVPGRF, Deans		
3	1	E	3 Recruit and retain diverse faculty, staff and students		Provost, VPEI, Deans, VPSA		

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				2020 → 2030		
3	2	2	2. Integrate diversity into the curriculum, pedagogical methods, professional development and co-curricular activities that contribute to cultural competency			
3	2	A	A. Develop innovative diversity models that inform the curriculum, pedagogy and advising			
3	2	A	1 Identify best practices associated with integrating diversity into the curriculum, advising and pedagogical approaches		Provost, VPEI, AVPGRF, Deans	
3	2	A	2 Increase professional development opportunities for faculty and staff that focuses on diversity and inclusion		Provost, VPEI, CHRO, AVPGRF, Deans	In Progress
3	2	B	B. Support innovative and inclusive teaching, scholarship, and creative activities			
3	2	B	1 Fund grants in support of developing and exploring inclusive teaching methods and creative activities		Provost, AVPGRF, VPEI	
3	2	C	C. Incorporate requirements identified in Title IX and the Americans with Disabilities Act (ADA) into professional development activities			
3	2	C	1 Review and inventory our accommodation efforts and needs		VPEI, COO, CHRO, DirSDS, VictAdv	In Progress
3	2	C	3 Implement a series of professional workshops and trainings that exceed federal and state mandates		VPEI, CHRO, AVPGRF, DirSDS, DirStuCon, VictAdv	
3	2	C	4 Develop training for faculty and staff that focuses on accommodating the needs of the campus community and visitors		VPEI, VPSA, CHRO, VictAdv	
3	2	D	D. Ensure community engagement activities are culturally responsive			
3	2	D	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>		VPEI, AVPPIE	In Progress
3	2	E	E. Expand funding beyond current levels to support projects and initiatives led by students, faculty and staff			
3	2	E	1 Encourage faculty, staff and students to apply for grants that support or promote student exposure to diverse cultures, ideas and perspectives		AVPGRF, VPEI, VPSA, Deans	
3	3	3	3. Use data to inform and develop accountability measures in support of a diverse 21st century university			
3	3	A	A. Identify and administer a series of campus climate surveys on a regular basis to inform tomorrow's academic directions			
3	3	A	1 Identify appropriate climate surveys for students, faculty and staff		VPEI, AVPPIE	Done
3	3	A	2 Regularly administer the climate surveys to students, faculty and staff		VPEI, AVPPIE	
3	3	A	3 Educate the University community on the benefits associated with their participation in the surveys		VPEI, AVPPIE	
3	3	B	B. Review and analyze the survey data to identify priorities and gaps in educational needs			
3	3	B	1 Communicate the results of the climate surveys to the campus community		VPEI, AVPPIE	
3	3	B	2 Use the results from the three campus climate surveys to identify elements that are positive and areas where improvement is needed		VPEI, AVPPIE	
3	3	B	3 Create and implement an action plan to address and improve the areas of concern identified by the climate surveys		VPEI, AVPPIE, ExComm	

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3	3	C.	Develop a portfolio of training and engaging activities for students, faculty and staff			
3	3	C	1 Inventory current trainings and professional development efforts geared toward recognizing all manners of bias		VPEI, CHRO	In Progress
3	3	D.	Implement tracking mechanisms to ensure compliance and guide future planning			
3	3	D	1 Identify all members of the campus community who are expected to or required to attend each type of training offered		VPEI	In Progress
3	3	D	2 Document and track the attendance of all training activities		VPEI, AVPPIE	In Progress
3	4	4	4. Identify best practices that align with federal and state policies to increase safety both on and around campus			
3	4	A.	Identify and assess all compliance requirements			
3	4	A	1 Inventory all state and federal compliance policies relating to Title IX, equal employment, ADA, equity and discrimination		VPEI	In Progress
3	4	A	2 Evaluate participation rates with compliance associated trainings		VPEI, AVPPIE	
3	4	A	3 Create a calendar of events and deadlines for federal and state compliance		VPEI	
3	4	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			
3	4	B	1 Perform annual Shelter-In-Place Drills, Emergency Notification Drills, and Fire Drills for the campus community		VPEI, COO, Police	
3	4	B	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		VPEI, COO	
3	4	B	3 Maintain an Emergency Management Response Program that complies with the National Incident Management System (NIMS)		VPEI, COO, Police	
3	4	B	4 Collaborate with Homeland Security, State and Local Authorities for deployment of mutual aid and resource		COO	
3	4	B	5 Develop and present trainings and seminars on how to manage cyber bullying and keeping personal information safe		VPEI, CIO, CHRO, VPSA	
3	4	B	6 Incorporate new defensive training programs for officers to improve their self-control, discipline, and mindfulness to safely resolve confrontational situations		Police	
3	4	B	7 Maintain CCSU Police Department accreditation with the Commission on Accreditation for Law Enforcement Agencies		Police	
3	4	B	8 Foster trust between CCSU Police officers and the campus community by strengthening community policing efforts		Police, VPSA, Provost, COO	
3	4	B	9 Professionalize the CCSU Police and incorporate training on diversity, cultural competency, mental health, and Title IX		Police, VPEI, VPSA	

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				2020 → 2030			
3	4	C.	Update digital signage to conform to emergency notification standards				
3	4	C	1 Identify all digital signage on campus, determine equipment ownership and provide any needed software and/or hardware updates		CIO		
3	4	C	2 Create policies for the development of content via digital signage		MarCom		
3	4	C	3 Transition existing digital signage, while ensuring new signage is compatible with emergency notification standards		CIO		
3	4	C	4 Manage and provide effective oversight of digital signage		MarCom, CIO		
3	5	5	5. Enhance recognition of faculty and staff for their value and service to the institution.				
3	5	A.	Expand how service is valued in the evaluation and promotion guidelines to incorporate activities such as community engagement, advising, and committee assignments				
3	5	A	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		

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

Executive Committee Member charged with overseeing progress: Provost and Vice President for Academic Affairs & Vice President for Institutional Advancement

4	1	1	1. Foster partnerships that contribute to societal improvements				
4	1	A.	Expand mutually beneficial partnerships with community organizations, local government, alumni, industry, and employers				
4	1	A	1 Identify community leaders and potential participants		ExComm, CCommEng, AthDir, DirCtED, DirCommAdv, Deans, Faculty		
4	1	A	2 Inventory and assess current community engagement activities to establish a baseline for planning		CCommEng, AVPPIE, DirCommAdv		
4	1	B.	Engage with community leaders and potential partners whose needs align with the expertise provided by CCSU.				
4	1	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, Deans, DirSA/LD		
4	1	B	2 Expand the scholarship of discovery and the scholarship of application in concert with community leaders		CCommEng, AVPGRF, Deans, Faculty		
4	1	B	3 Pursue professional development opportunities for all parties involved		CCommEng, AVPGRF, Deans		
4	1	C.	Develop new community engagement opportunities that benefit New Britain, the region and the state socially, culturally, environmentally, and economically				
4	1	C	1 Identify members of the CCSU community whose areas of expertise align with community needs		CCommEng, Deans, Chairs, ExComm		
4	1	C	2 Develop metrics to assess the success/impact of community engagement activities		CCommEng, DirCommAdv, AVPPIE, Faculty		

Strategic Plan 2030: Action Plan - List of Key Activities for Year 1

Goal	Objective	Strategy	Key Activity:	Ten-Year Timeframe	Responsible Parties	Progress/ Status	
				2020 → 2030			
4	1	D	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				
4	1	D	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, DirSA/LD		
4	1	D	2 Quantify the number of community participants as well as the number of CCSU faculty, staff and students participating in activities		CCommEng, DirCommAdv, DirSA/LD		
4	1	D	3 Develop action plans to accomplish stated goals		CCommEng, DirCommAdv, AVPPIE, DirSA/LD		
4	2	2	2. Institute a framework that promotes and strengthens community engagement and partnerships				
4	2	A	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				
4	2	A	1 Review the expectations, staffing levels and capacity of the Office of Community Engagement		Provost, CCommEng, CHRO		
4	2	A	2 Establish and implement documentation procedures consistent with the Carnegie application		CCommEng, DirCommAdv		
4	2	A	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	2	A	4 Coordinate and facilitate interactions between community partners and University resources		CCommEng, DirCommAdv, VPIA, DirCtEd, Deans, DirSA/LD		
4	2	B	B. Establish an advisory board to guide community engagement priorities				
4	2	B	1 Develop the structure and objectives of the advisory board		Provost, CCommEng, President, DirCommAdv		
4	2	B	2 Appoint members to the advisory board		President, Provost		
4	2	D	D. Assess the impact of community engagement initiatives to inform future activities				
4	2	D	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, DirSA/LD		
4	3	3	3. Develop seamless communication and exchange of knowledge and resources for the public good				
4	3	B	B. Establish community engagement efforts that reflect the diverse backgrounds, languages and cultures within the region and state and address pressing challenges				
4	3	B	1 Annually, document the diverse array of community engagement activities		CCommEng		

Strategic Plan 2030: Action Plan - List of Key Activities for Year 1

Goal	Objective	Strategy	Key Activity:	Ten-Year Timeframe 2020 → 2030	Responsible Parties	Progress/ Status	
4	3	D.	Dedicate University resources to adequately support economic development in the region and state				
4	3	D	1 Create a think-tank with members from CCSU and community and business community to identify areas of opportunity for engagement and investment by the University		ExComm, CCommEng		
4	4	4	4. Create innovative community connections to inspire the integration of teaching, learning, scholarship and service				
4	4	B.	Encourage the scholarship of engagement and the scholarship of application while building on the knowledge and experience of participants				
4	4	B	3 Continue to fund the Community Engagement Grant competition		President		
4	4	C.	Align community engagement activities with the curriculum while leveraging the resources available in Institutional Advancement				
4	4	C	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, DirSA/LD		
4	4	C	2 Leverage the resources available in Institutional Advancement to support community engagement activities		CCommEng, VPIA, AthDir, DirCtEd		

Goal 5: Assuring Sustainability for the Future






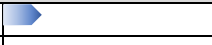











Executive Committee Member charged with overseeing progress: Vice President for Institutional Advancement, Chief Operating Officer, & Chief Financial Officer

5	1	1	1. Cultivate an entrepreneurial culture in support of academic excellence				
5	1	A.	Capitalize on existing policies and practices to expand high-demand educational courses and programs in alternative ways				
5	1	A	2 Expand the number of existing academic programs that can be offered either hybrid or online		Provost, Deans, Chairs, Faculty		
5	1	A	3 Increase enrollment in academic programs and courses offered in non-traditional modes of schedules of delivery		Provost, Deans, AVPEM, VPIA, MarCom		
5	1	A	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, Chairs, Faculty		
5	1	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				
5	1	B	1 Strengthen the relationship between CCSU and regional employers and industry		Provost, Deans, Faculty, VPIA, Chairs		
5	1	B	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		
5	1	B	3 Expand the number of educational offerings that support regional needs		Provost, Deans, Faculty, Chairs		
5	1	B	5 Incentivize faculty to develop and offer academic programs for adult learners		Provost, Deans, Faculty		
5	1	B	6 Explore the possibility of expanding CTtransit services to continuing education students (e.g., UPass)		CFO, COO		


















Strategic Plan 2030: Action Plan - List of Key Activities for Year 1

Goal	Objective	Strategy	Key Activity:	Ten-Year Timeframe	Responsible Parties	Progress/ Status	
				2020 → 2030			
5	1	C	C. Cultivate campus endeavors that increase revenue				
5	1	C	1 Leverage the University's physical resources to generate revenue and provide space to promote educational and community engagement opportunities		Provost, VPIA, VPSA, COO, Deans, Faculty		
5	1	C	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, Deans, Faculty, DirStuCent		
5	1	C	3 Increase the number of externally funded events and resulting revenue generated		VPIA, VPSA, COO, DirStuCent		
5	1	C	4 Identify and embrace new ways to engage and serve the region and the state		ExComm, Deans		
5	1	C	5 Broaden experiential learning opportunities by employing students to assist in University activities and events where major-related skills are valued		Provost, VPSA, COO, Deans, Chairs		
5	1	C	6 Quantify student success job data to assist with targeted partnerships		Provost, AVPEM, AVPPIE, Deans, Chairs, Faculty		
5	1	C	7 Expand the number of students who live on campus		VPSA, AVPEM, ResLife		
5	1	C	8 Increase enrollment in summer, winter and 8-week terms		AVPEM, Provost, Deans, Chairs, Faculty, VPSA		
5	1	D	D. Provide an ecosystem that fosters student faculty and staff innovation and creativity				
5	1	D	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, Deans, VPSA		
5	1	D	4 Connect alumni who are entrepreneurs with the institution		VPIA, Alumni, Deans, Faculty		
5	1	D	7 Recognize and celebrate the success of students, faculty, and staff involved in entrepreneurial and creative endeavors		ExComm, MarCom, Deans		
5	1	E	E. Encourage and support faculty and staff in pursuit of external funding				
5	1	E	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, VPSA		
5	1	E	2 Successfully pursue grants which align with our desire to increase diversity and create life changing opportunities		Provost, AVPGRF, VPEI, VPSA		
5	1	E	3 Increase the scope and value of external grants awarded to faculty and staff that promote the scholarship of application		AVPGRF, CCommEng		
5	1	E	4 Recognize faculty and staff whose grants have been funded and celebrate their accomplishments		ExComm, MarCom		
5	2	2	2. Exercise thoughtful stewardship of resources				
5	2	A	A. Strengthen the thoughtful and innovative management of resources to improve affordability and contain costs				
5	2	A	1 Reallocate resources to implement priorities identified in the strategic plan		ExComm		
5	2	A	2 Recognize and celebrate departments that operate efficiently and stay within their budget		ExComm		
5	2	A	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		
5	2	A	5 Streamline the paths to degree completion		Provost, Deans, Chairs, Faculty		

Strategic Plan 2030: Action Plan - List of Key Activities for Year 1

Goal	Objective	Strategy	Key Activity:	Ten-Year Timeframe	Responsible Parties	Progress/ Status	
				2020 → 2030			
5	2	B.	Optimize efficiencies and ensure appropriate execution of resources				
5	2	B	1 Implement technology to improve effectiveness of processes, track data/deliverables, and establish systems of accountability (i.e., Sibson recommendations)		ExComm	In Progress	
5	2	B	2 Implement performance-based incentives for maximizing technology and optimizing efficiencies		ExComm, AAUP, SUOAF		
5	2	B	3 Evaluate course offerings with a history of low enrollment		Provost, Deans, Chairs, Faculty		
5	2	B	4 Evaluate release time to ensure appropriateness of coding and maximum productivity		Provost, Deans, Chairs		
5	2	B	5 Implement the recommendations to reorganize the Office of Equity and Inclusion, Human Resources and Ombudsperson offices		President, VPEI, CHRO		
5	2	C.	Complete implementation of the Athletics Program Sustainability Plan				
5	2	C	1 Develop and implement a strategic plan for the department		VPIA, AthDir		
5	2	C	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		
5	2	C	3 Make the department a key partner in the efforts to enhance campus life and building a safer, welcoming and inclusive campus		VPIA, AthDir, VPSA		
5	2	D.	Customize services to meet the needs of CCSU's unique student population				
5	2	D	1 Expand programs and courses that can be delivered on-line or hybrid		Provost, Deans, Faculty, ExComm		
5	2	D	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, AVPEM		
5	2	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				
5	2	F	1 Develop opportunities for envelope retrofits for existing buildings to make them substantially more energy efficient		COO		
5	2	F	2 Continue to expand high-efficiency building energy systems (i.e., lighting, HVAC, water heating)		COO		
5	2	F	3 Implement energy efficient appliance standards		COO		
5	2	F	4 Shift from high-carbon fuel oil to lower-carbon natural gas		COO		
5	2	F	5 Incorporate renewable energy systems into campus energy portfolio (i.e., solar array)		COO		
5	2	F	6 Promote the use of public transit service, electrification of transit buses, and the switch to zero-emissions vehicles		COO		
5	2	F	7 Increase source reduction and recycling of solid waste		COO		

Strategic Plan 2030: Action Plan - List of Key Activities for Year 1

Goal	Objective	Strategy	Key Activity:	Ten-Year Timeframe	Responsible Parties	Progress/ Status
				2020 → 2030		
5	3	3	3. Grow the CCSU endowment to facilitate access to higher education, student success, and faculty achievement			
5	3	A	A. Complete the \$75M Capital Campaign			
5	3	A	1 Set annual Capital Campaign achievement goals		VPIA	
5	3	A	2 Exceed annual Capital Campaign goals to reach the end of the campaign one year early		VPIA	
5	3	A	3 Track the number, dollar amount, and type of grants awarded through the foundation		Provost, VPIA	
5	3	A	4 Increase all areas of giving and establish a method to evaluate the effectiveness of each area of the campaign		Provost, VPIA	
5	3	A	5 Increase the number of student and alumni donors from 3% to 10%		VPIA	
5	3	A	6 Annually increase the value of resources available to CCSU by \$250,000		VPIA	
5	3	A	7 Establish Endowed Chairs to attract new or retain talented faculty		President, Provost, VPIA	
5	3	A	8 Develop partnerships between departments to improve communication with alumni and potential donors in support of attracting gifts		President, Provost, VPIA, Deans	
5	3	B	B. Make giving count through thoughtful and responsible allocation of grants and donations			
5	3	B	1 Increase the number and amount of scholarships awarded to students		VPIA, AVPEM, Deans	
5	3	B	2 Finance a larger number of grants while increasing the total value of all grants awarded		Provost, AVPGRF, VPIA, Deans	
5	3	B	3 Identify and fund priority projects that align with Central's goals		ExComm, Deans	
5	3	B	4 Increase the amount spent on equipment		ExComm	
5	3	B	5 Establish Foundation-endowed accounts for unrestricted funds in all the academic units and athletics		Provost, VPIA	
5	3	B	6 Celebrate and broadcast the results of giving		VPIA, MarCom	
5	3	C	C. Develop and implement a plan to seek private funding for capital projects to support academic programs and student services			
5	3	C	1 Identify no more than three capital projects with strong potential to obtain private funding		President, VPIA	
5	3	C	2 Develop the case statements for the projects identified		Provost, VPIA, COO	
5	3	C	3 Present proposals to potential donors, individuals and corporations		President, VPIA	

Title	Acronym
Director, Alumni Affairs	Alumni
Director, Athletics	AthDir
Associate Vice President of Enrollment Management	AVPEM
Associate Vice President for Graduate Studies, Research, and Faculty Development	AVPGRF
Associate Vice President for Planning and Institutional Effectiveness	AVPIIE
Associate Vice President for Academic Affairs – Planning and Resources	AVPPR
Associate Vice President for Student Academic Services	AVPSAS
Coordinator of Community Engagement	CCommEng
Chief Financial Officer	CFO
Academic Department Chairs	Chairs
Chief Human Resources Officer	CHRO
Chief Information Officer	CIO
Chief Operating Officer	COO
Academic Deans	Deans
Director, Advising	DirAdvising
Director, Career Services	DirCareer
Director, Center for International Education	DirCIE
Director, Community Advancement	DirCommAdv
Director, Counseling & Student Development	DirCounsel&StudDev
Director, Continuing Education	DirCtED
Director, ConnCAP & EOP PreCollegiate & Access ServicesPreCollegiate & Access Services	DirEOP
Director, Honors Program	DirHon
Director, Library Service	DirLibrary
Director, New Student Programs	DirNewStud
Director of Residence Life	DirResLife
Director, Student Activities/Leadership Development	DirSA/LD
Director, Student Disability Services	DirSDS
Director, Student Center	DirStuCent
Director, Student Conduct	DirStuCond
Director, The Learning Center	DirTLC
Director, Victim Advocacy	DirVictAdv
Executive Committee:	ExComm
President	
Provost and Vice President for Academic Affairs	
Vice President for Equity & Inclusion	
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	
Faculty Senate	FacSenate
Full- and Part-time Faculty	Faculty
Director, Financial Aid	FinAid
High-impact Practices Officer	HIPOfficer
Director, Public Relations	MarCom
Director of Public Safety/Chief of Police	Police
President	President
Provost & Vice President for Academic Affairs	Provost
Registrar	Registrar
Director, Office of Transfer and Academic Articulations	Trans Art
AAUP and SUOAF	Unions
Vice President for Equity & Inclusion	VPEI
Vice President for Institutional Advancement	VPIA
Vice President for Student Affairs	VPSA