At CCSU, we have a very specific set of goals and objectives contained in “A Plan for Central Connecticut State University.” These goals and objectives emanate from our Mission Statement, Vision Statement, and our “Elements of Distinctiveness.” Each objective is clearly stated. It has references to its origins. The Assessment tools used to measure progress are clearly stated. Baseline data, goal, and progress to goal are also clear with progress being monitored each year.

Many of these objectives fit well within the framework of “Transform 2020.” Each of the given broad categories in Transform 2020 are listed below with specific objectives from the Central Connecticut State University Strategic Plan listed under them.

**Attracting and Recruiting More Students**

2.12 Increase the ratio of full-time to part-time students.
2.13 Increase the average entry level SAT score and Class Percentile for first-time, full-time students.
5.3 Increase faculty and student participation in international teaching and research experiences.
7.3 Increase the number of students accommodated in residence halls and square footage of residence hall space.

**Student Retention**

2.1 Improve the retention rate for first-time, full-time students between their freshman, sophomore, and junior years.
2.4 Maintain an APR score for all intercollegiate athletic teams above the NCAA cut score.
2.5 Increase the effectiveness of academic advising.
2.6 Increase the participation of first-time, full-time students in the First Year Experience program.
5.4 Provide training for faculty and staff to aid in understanding cultural, social, personality, and learning differences.

**Enhance Academic Offerings**

1.1 Implement outcomes-based assessment for all academic programs and student support services to promote continuous improvement.
1.2 Improve student perception of instructional effectiveness and of their own learning in and out of the classroom.
1.4 Increase the number of students involved in undergraduate and graduate research and the level of funding for that research and creative activity.
1.5 Increase the number of faculty who participate annually in campus-based professional development activities focused on student learning outcomes.
1.6 Increase collaboration and partnerships between Academic Affairs and Student Affairs to promote student learning.
3.1 Increase the number of students who are involved in applied or experiential learning (e.g., service learning, projects for external audiences, co-ops, internships, etc.).
3.3 Identify and respond to state workforce and professional development needs through credit and non-credit course offerings and programs.

4.3 Increase internal resources to support faculty scholarship and creative activity.

4.4 Increase external funding received through grants and contracts.

7.1 Increase the square footage of academic space for classrooms, laboratories, faculty offices, library and research, and student support.

**Transfer and Articulation**

2.3 Improve the graduation rate for transfer students.

2.5 Increase the effectiveness of academic advising.

**Instructional Innovation**

1.3 Following a well thought-out strategy, increase the number of courses that incorporate educational technology to promote student engagement, learning, and academic success, including developing hybrid/blended-learning courses and online courses and programs.

1.7 Increase instructional design assistance for faculty to support teaching and learning.

3.6 Increase the acquisition, support, and upkeep for instrumentation, software, and technology needed for the professional development of students.

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

4.6 Maintain a life-cycle funding model to ensure adequate technology refresh to allow the University to meet its academic and administrative technology needs.

**Student Services**

2.5 Increase the effectiveness of academic advising.

2.7 Improve safety, health, and security on campus.

2.8 Reduce student legal offenses and non-academic misconduct cases.

2.9 Increase student participation in co-curricular activities.

**Revenue Management**

2.11 Increase the total amount of financial aid awarded.

3.4 Increase opportunity for on-campus work for students.

6.3 Increase the number and amount of annual gifts.

6.4 Increase the value of endowment.

There are also a number of objectives which we feel are of the highest priority, but do not necessarily fit under the seven categories. We continue to place strong emphasis on these. They include the following:

1.5 Increase the number of faculty who participate annually in campus-based professional development activities focused on student learning outcomes.

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

2.7 Improve safety, health and security on campus.
3.2 Promote and support increased community engagement by faculty, staff, and students.
4.2 Improve faculty and staff satisfaction.
5.1 Increase the diversity of students, faculty, and staff.
5.2 Increase the number of courses that integrate an international component.
6.2 Reduce the ratio of credit hours taught by part-time relative to full-time faculty.
7.2 Increase the square footage of space for student support services.

Finally, there are important elements, either appearing under the seven categories or not mentioned in them, for which we currently do not have objectives. While there are some elements under the categories in Transform 2020, which do not rise to the importance level for Central, that would require re-writing of objectives; the following is an example, and we will create a new goal:

- Increase full-time graduate and undergraduate enrollments to the ten-year high of 7,925 students, and 615 students, respectively.

Sincerely,

Jack Miller
President