

## Section 4

# Eastern Connecticut State University

A Unit of the Connecticut State University System

## Faculty Handbook

### Strategic Plan 2001-2006

	Page #	Current as of
Section Contents	4.1	8/1/01
Preface	4.2	8/1/01
<i>ECSU PRIORITY #1: <u>Promoting Academic Excellence</u></i>	4.3	8/1/01
<i>ECSU PRIORITY #2: <u>Financial Stability</u></i>	4.4	8/1/01
<i>ECSU PRIORITY #3: <u>Faculty, Staff, and Student Diversity</u></i>	4.5	8/1/01
<i>ECSU PRIORITY #4: <u>Continuous Quality Improvement</u></i>	4.6	8/1/01
<i>ECSU PRIORITY #5: <u>Integration of Technology</u></i>	4.7	8/1/01
<i>ECSU PRIORITY #6: <u>Banner Installation</u></i>	4.8	8/1/01
<i>ECSU PRIORITY #7: <u>Showcase and Market Eastern's Academic Excellence</u></i>	4.10	8/1/01
<i>ECSU PRIORITY #8: <u>Facilities Program</u></i>	4.11	8/1/01

EASTERN CONNECTICUT STATE UNIVERSITY  
 STRATEGIC PLAN  
 2001-2006

	Page #	Current as of
Section Contents	4.1	8/1/01
Preface	4.2	8/1/01
<b><i>ECSU PRIORITY #1: <u>Promoting Academic Excellence</u></i></b>	4.3	8/1/01
<b><i>ECSU PRIORITY #2: <u>Financial Stability</u></i></b>	4.4	8/1/01
<b><i>ECSU PRIORITY #3: <u>Faculty, Staff, and Student Diversity</u></i></b>	4.5	8/1/01
<b><i>ECSU PRIORITY #4: <u>Continuous Quality Improvement</u></i></b>	4.6	8/1/01
<b><i>ECSU PRIORITY #5: <u>Integration of Technology</u></i></b>	4.7	8/1/01
<b><i>ECSU PRIORITY #6: <u>Banner Installation</u></i></b>	4.8	8/1/01
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**EASTERN CONNECTICUT STATE UNIVERSITY**  
*STRATEGIC PLAN*  
**2001-2006**

**Preface**

In the past ten years, there has been a great deal of purposeful and detailed planning activity at Eastern Connecticut State University. Eastern reached a point of maturity in its development due to increased planning efforts that resulted in the 1990 Academic Master Plan, the 1997 revision of Campus Master Plan, and the 1999 revision of the Role and Scope statement operationalizing Eastern's mission. The new mission statement, developed in 1998, identified Eastern as Connecticut's public liberal arts university, offering exemplary academic programs, a student-centered learning environment, and an enriching campus life. The mission represents not only a new direction, but also a validation of Eastern's culture and purpose. Building on this mission, Eastern is poised to become a distinctive public university in Connecticut.

Responsibility for coordinating University Planning rests with the Planning and Priorities Council (PPC). The PPC is charged with reviewing and assessing the University's mission, identifying University priorities, implementing facets of the strategic plan, and assessing the extent to which spending commitments are in line with major goals and priorities.

The Strategic Plan 2001-2006 represents the integration of priorities in a number of planning documents and external mandates including: (1) the President's Letter of Priority; (2) State Performance Measures; (3) NEASC Report; (4) approved University priorities (Vital Few Goals); (5) mission statement; (6) role and scope statement; (7) campus master plan; and (8) CSU System mandates.

The process for developing and approving the Strategic Plan is as follows: (1) PPC submits a draft to the President; (2) President returns draft with comments for revision by PPC; (3) PPC seeks additional input from the University community; (4) final draft is considered by the University Senate; and (5) President receives document from University Senate.

The strategic plan includes eight major goals and several objectives under each goal, ranked in priority order. Each objective has one or more measures, completion date, and responsible individuals for attaining that objective.

Planning is an ongoing campus process that serves to direct financial resources to key campus priorities as outlined, and integrate all University planning, budgeting, assessment and accountability efforts. Each fall semester, the PPC will review and update the strategic plan.

If Eastern Connecticut State University is to become recognized as a distinguished liberal arts institution, it is critical that all University constituencies understand the institutional planning process. The Planning and Priorities Council prescribes to the following principles:

- Implementation of a University-wide system to track measurable outcomes
- Continuous and ongoing revision of the five-year strategic plan
- Regularly scheduled reports on progress of approved objectives

The success of Eastern Connecticut State University depends on the integration of these principles in both internally and externally mandated priorities. Therefore, budgeting and planning decisions will reflect the degree to which any University unit fits into the major goals outlined by the strategic plan.

**SOURCE**

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| <ol style="list-style-type: none"><li>1 President's Letter of Priority</li><li>2 State Accountability Measures</li><li>3 NEASC Report</li><li>4 University Priority</li><li>5 Mission Statement</li><li>6 Role and Scope Statement</li><li>7 Campus Master Plan</li><li>8 Connecticut State University Mandate</li></ol> |
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**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**  
**2001-2006**

***ECSU PRIORITY #1: Promoting Academic Excellence***

Objectives (Ordered by Priority) (what)	Measures (how)	Source *	Completion Date (when)	Responsible Person (who)
<b>1.1</b> Enhance existing academic programs (majors and minors), including the GER, and create new programs that will distinguish ECSU as a public liberal arts university.	<b>1.1.1</b> Enhance 2 programs each year. <b>1.1.2</b> Introduce new programs on a continuous basis, as appropriate. <b>1.1.3</b> Complete implementation of GER changes. <b>1.1.4</b> Attain national accreditation of social work program. <b>1.1.5</b> Attain national accreditation of teacher education program.	6 6 3 6 6	Each year Each year May 2004 May 2003 May 2004	Deans/Faculty Deans/Faculty VPAA, Deans/Faculty, Senate Dean of A & S/Faculty Dean of E & PS/Faculty
<b>1.2</b> Improve student retention and graduation by strengthening academic advising and support programs and refining the first year program.	<b>1.2.1</b> Increase the full-time student first-to-second year retention rate by 1 percentage point each year. <b>1.2.2</b> Increase the six-year graduation rate by 2 percentage points each year. <b>1.2.3</b> 95% of students needing remediation in math and English will meet outcomes standards upon completion of remedial courses by December of 2002.	1,3 1,3 2	Beginning Fall 2001 Beginning May 2001 December 2002	Management Team Management Team Management Team
<b>1.3</b> Implement assessment of student-learning outcomes across the university to improve academic programs and student learning.	<b>1.3.1</b> 50% of academic departments will implement student learning outcomes assessment in their majors. <b>1.3.2</b> 100% of academic departments will implement student learning outcomes assessment in their majors. <b>1.3.3</b> An assessment system will be developed to assess student competencies in critical, analytical and logical thinking; oral and written communication skills; use of scientific and quantitative skills; and the ability to acquire new skills and knowledge independently.	2,6 2,6 2,6	May 2002 December 2002 December 2002	VPAA, Deans/Faculty VPAA, Deans/Faculty VPAA, Deans/Faculty
<b>1.4</b> Create an environment of high standards and expectations that both enhances the liberal arts culture on campus and attracts high quality students and talented faculty and staff.	<b>1.4.1</b> Reduce the acceptance rate for admissions applications to 70% in Fall 2001, and by 2 percentage points for each year thereafter. <b>1.4.2</b> Increase from 13% to 15% the percentage of enrolled first-time, full-time students from the top quarter of the high school graduating class, beginning with Fall 2001, and 1 percentage point each year thereafter. <b>1.4.3</b> Increase the combined SAT score of first-time, full-time enrolled students from the range of 850-1050 to a range of 880-1055 in Fall 2001, and to a range of 904-1080 in five years. <b>1.4.4</b> Implement thematic residential communities in at least two residence halls on a pilot basis. <b>1.4.5</b> Offer a comprehensive series of personal and academic development workshops in three freshman residence halls. <b>1.4.6</b> Encourage appropriate graduate school visitations for students.	1 1 1 6 6 4	Each year Each year Each year 2001-2002 2001-2002 Each Year	Admissions, Management Team Admissions, Management Team Admissions, Management Team VPSA VPSA Deans/Faculty
<b>1.5</b> Ensure that academic programs and university services address the lifelong learning goals of all students—residential, commuter, and part-time—congruent with the liberal arts mission.	<b>1.5.1</b> Offer courses throughout the week, day, and evening to meet student demand. <b>1.5.2</b> Ensure that 100% of students who need developmental and basic mathematics and English take appropriate courses in the first 30 credits of study at ECSU.	6 2	During 2001-2002 During 2001-2002	VPAA, Deans/Faculty VPAA, Deans/Faculty

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**  
**2001-2006**

***ECSU PRIORITY #2: Financial Stability***

Objectives (Ordered by Priority) (what)	Measures (how)	Source	Completion Date (when)	Responsible Person (who)
<b>2.1</b> Expand enrollment in a manner that provides appropriate funding levels but does not out-strip Eastern's ability to deliver high-quality undergraduate education.	<b>2.1.1</b> Maintain and, if possible, raise full-time enrollment with a maximum increase of 2%.	1,8	Fall 2001	Director of Admissions Assoc. VP Finance & Admin.
	<b>2.1.2</b> Maintain balanced Educational and General Budget where expenditures do not exceed revenue.	1,8	Annual	
<b>2.2</b> Expand revenue from non-credit offerings, contract training programs, certificate programs, and grant-funded activities.	<b>2.2.1</b> Increase revenue from non-credit activities by an average of 5% each year over the next 5 years.	6	End of FY 2006	Dean of Continuing Ed. Assoc. VP Finance & Admin. & Grantees
	<b>2.2.2</b> Expand grant-funded activities by an average of 10% annually.	6	End of FY 2006	
	<b>2.2.3</b> Include in grants the additional 10% to 25% to support indirect costs, where allowable.	6	FY 2002	
<b>2.3</b> Increase fundraising and development efforts in accordance with the ten-year plan for development.	<b>2.3.1</b> Increase alumni giving from 6% to 16% within a five-year period.	8	End of FY 2007	Vice President for Institutional Advancement
	<b>2.3.2</b> Build endowment to \$10 million (\$1.01 million by FY 2001).	8	End of FY 2009	
	<b>2.3.3</b> Increase total fundraising to \$1.2 million in FY 2002.	8	End of FY 2002	
<b>2.4</b> Develop detailed five-year financial projections to assist in strategic planning and implementation of initiatives.	The Financial Plan will address the following: <input type="checkbox"/> enrollment levels; <input type="checkbox"/> emerging academic programs; <input type="checkbox"/> contractual provisions and state law/regulation; <input type="checkbox"/> housing, including new construction; <input type="checkbox"/> disposal of obsolete facilities; <input type="checkbox"/> facilities renovation and the associated funding options; <input type="checkbox"/> operating and maintenance impact of critical construction projects; <input type="checkbox"/> technology investment needs including student, faculty, and administrative requirements.	8	Spring 2001 Report will be prepared as part of the development of the CSU Spending Plan and ECSU's internal budgeting process.	Assoc. VP Finance & Admin.

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**

**2001-2006**

***ECSU PRIORITY #3: Faculty, Staff, and Student Diversity***

Objectives (Ordered by Priority) (what)	Measures (how)	Source*	Completion Date (when)	Responsible Person (who)
<b>3.1</b> Develop a common language for understanding diversity and for promoting ongoing dialogue within the campus community.	<b>3.1.1</b> Develop a common, written definition of diversity to be incorporated in University-wide publications and hold workshops on diversity, and forums for campus conversations.	5,6	2001-2002	Office of Equity and Diversity VPs , Deans/Faculty, University Relations
<b>3.2</b> Develop institutional accountability for diversity, as per University Mission, to recruit and retain faculty, staff and students, as indicated by race, gender, ethnicity, and culture.	<b>3.2.1</b> Hires/retention of faculty/staff reflect University goals, as incorporated in the University Affirmative Action Plan.	5,6	2001-2002	Office of Equity and Diversity, VPs (emphasis on Academic Affairs and Student Affairs), Deans/Faculty, Office of Admissions, University Relations
	<b>3.2.2</b> Enrollment reflects Connecticut populations.	5,6	2001-2002	
<b>3.3</b> Infuse curricular and co-curricular offerings and programs that represent diversity of thought, culture, and experiences.	<b>3.3.1</b> Establish a common University calendar that includes academic and co-curricular offerings and programs that support diversity and multicultural education (calendar reflects University-wide offerings). <b>3.3.2</b> Strengthen faculty, staff and student participation in co-curricular activities, clubs and special events.	5,6	2001-2002	Office of Equity and Diversity, VPs (emphasis on Academic Affairs and Student Affairs), Deans/Faculty, Office of Admissions, University Relations
		4	Each Year	

**EASTERN CONNECTICUT STATE UNIVERSITY**  
*STRATEGIC PLAN*

**2001-2006**

***ECSU PRIORITY #4: Continuous Quality Improvement***

Objectives (Ordered by Priority) (what)	Measures (how)	Source*	Completion Date (when)	Responsible Person (who)
<b>4.1</b> Develop and implement an approach for responding to recommendations made by the NEASC Accreditation Team.	<b>4.1.1</b> Review of Team recommendations and refer to Planning and Priorities Council (PPC).	3	Spring 2001	Vice Presidents
	<b>4.1.2</b> PPC makes recommendations to President.	3	Spring/Fall 2001	PPC
<b>4.2</b> Continue to provide customer service training.	<b>4.2.1</b> Continuation of Training Programs—some training 100% of workforce.	4	Spring 2003	Human Resources and Equity and Diversity
	<b>4.2.2</b> Provide financial planning for employees—an average 50 per year.	4	Spring 2005	
<b>4.3</b> Continue quality improvement efforts in administrative and support areas and measure cost impact.	<b>4.3.1</b> Complete two quality improvement projects each year.	4	October 1, 2006	QIT
<b>4.4</b> Improve customer satisfaction, as measured by the administrative satisfaction survey.	<b>4.4.1</b> Achieve a 2.5% increase in positive ratings of overall satisfaction in all offices below the mean rating level on the administrative satisfaction survey.	4	Fall 2001 and 2002	Institutional Research, Vice Presidents, Deans/ Faculty and Directors for all in this category
	<b>4.4.2</b> Achieve a 1% increase in positive ratings of overall satisfaction in all offices in the third quartile on the administrative satisfaction survey.	4	Fall 2001 and 2002	
	<b>4.4.3</b> Maintain current ratings of overall satisfaction in all offices in the fourth quartile on the administrative satisfaction survey.	4	Fall 2001 and 2002	
<b>4.5</b> Implement a plan to increase the satisfaction of students using data from University, CSU, and other; surveys in two key areas are identified by students as most important and least satisfying.	<b>4.5.1</b> Achieve a 5% increase in positive ratings of overall satisfaction in all offices.	4	Next Administrative Survey	Institutional Research, Vice Presidents, Deans/ Faculty and Directors

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**  
**2001-2006**

***ECSU PRIORITY #5: Integration of Technology***

Objectives (Ordered by Priority) (what)	Measures (how)	Source*	Completion Date (when)	Responsible Person (who)
<b>5.1</b> Maintain an IT infrastructure to support the teaching, learning, research, and community service missions of the University.	<b>5.1.1</b> Establish and commit to a regular replacement and upgrade cycle for desktop equipment, servers, and network hardware and wiring systems.	6	Yearly	CIO, ITAC, VPFA, and VPAA
	<b>5.1.2</b> Develop a focused IT Strategic Plan with clear objectives and measures for timely service implementations.	6	May 2001	CIO and VPAA
	<b>5.1.3</b> Conduct yearly evaluation of IT services to insure the Strategic Plan is integrated with the University's Strategic Plan, budget targets, and academic performance measures.	6	Yearly	CIO, VPFA, and VPAA
	<b>5.1.4</b> Conduct continuous review of trends, products, and performance of targeted, current and emerging technologies having potential to support the institution's objectives.	6	Ongoing	CIO (Lead Person), VPAA, VPFA, and ITAC
<b>5.2</b> Foster appropriate and efficient use of technology among the current support divisions -- the library, Media Center, telecommunications, and Information Technology Services.	<b>5.2.1</b> Introduce and enhance new support services, which can optimize both interdepartmental and individual department performance levels.	6	Ongoing	Lib. Dir., Coord. Media Svcs., Dir. Bus. Svcs., CIO, VPFA, and VPAA
	<b>5.2.2</b> Create two to four new IT services per year, jointly undertaken by service departments to support instruction and learning processes.	6	Each Year	Lib. Dir., Coord. Media Svcs., Dir. Bus. Svcs., CIO, VPFA, and VPAA
<b>5.3</b> Increase training opportunities for faculty in the use of technology in the teaching/learning process and for staff in administrative processes.	<b>5.3.1</b> Offer greater number of creative workshops on MILE, e-mail discussion groups, Web publications, graphics techniques, etc.	6	Each Year	Ctr. for Excel. and ITS Staff
	<b>5.3.2</b> Broaden availability of offerings for Microsoft products (Outlook, Word, Access, Excel spreadsheet, etc.).	6	Each Year	ITS Staff
<b>5.4</b> Identify programs for delivery via distributed learning technologies that support faculty efforts to offer distributed learning courses.	<b>5.4.1</b> Identify and capture a market niche desiring specific courses and programs in the distributed learning technology mode.	6	Each Year	Deans/Faculty and VPAA
	<b>5.4.2</b> Determine and employ best technology methods and support services for course packaging and delivery.	6	Each Year	Faculty, Deans/Faculty, VPAA, Coord. Media Svcs., and CIO
<b>5.5</b> Explore joint programs with industry, government and grant foundations to further the use of educational technology.	<b>5.5.1</b> Assign staff roles to maintain regular contacts with government, industry, and foundations to target grant opportunities.	6	Each Year	Deans/Faculty, VPAA, CIO, and Grant Writer
	<b>5.5.2</b> Develop broader contacts with new funding sources in technology partnerships, using University IT system for product testing, site development, and training opportunities.	6	Each Year	VPAA, CIO, and Grant Writer

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**  
**2001-2006**

***ECSU PRIORITY #6: Banner Installation***

Objectives (Ordered by Priority) (what)	Measures (how)	Source *	Completion Date (when)	Responsible Person (who)
<p><b>6.1</b> Complete phased implementations of the Banner Student and Financial Aid modules. Student Milestones Include:</p> <ul style="list-style-type: none"> <li>• Admissions - 10/00</li> <li>• Catalog/Schedule - 12/00</li> <li>• Non-Credit Registration - 02/01</li> <li>• Fall 2001 Undergrad Registration – 03/01</li> <li>• IVR - 06/01</li> <li>• Final Conversion of CSUSIS Data – 08/01</li> <li>• CAPP (Degree Audit) - 05/02</li> </ul> <p>Financial Aid Milestones Include:</p> <ul style="list-style-type: none"> <li>• Record Creation - 01/01</li> <li>• Budgeting &amp; Packaging - 02/01</li> <li>• Loan Processing - 05/01</li> <li>• Aid/Loan Disbursement - 08/01</li> </ul>	<p><b>6.1.1</b> Review of Timelines.  <b>6.1.2</b> Successful Completion of Milestones.  <b>6.1.3</b> Discontinuation of Record Keeping on CSUSIS.</p>	<p>8 8 8</p>	<p>On-going: September 2000 - May 2002</p>	<p>Banner Mgr./Staff Implementation Teams IT Staff</p>
<p><b>6.2</b> Complete MSA interface/go-live with the remaining portion (payroll) of the Banner Human Resource module.</p>	<p><b>6.2.1</b> SCT Delivery of Technical Specification – 1/31/01.  <b>6.2.2</b> SCT Delivery of Version 1.0 of MSA Interface – 2/28/01.  <b>6.2.3</b> Successful Implementation &amp; Training of Interface – March, 2001.  <b>6.2.4</b> Successful Parallels with the State, 5/4/01 &amp; 5/18/01 Checks.  <b>6.2.5</b> Successful Go-live, 6/1/01 Check.</p>	<p>8 8 8 8 8</p>	<p>June 1, 2001</p>	<p>SCT MSA Workgroup Banner Managers System Office State Comptroller IT Staff</p>
<p><b>6.3</b> Implementation of Banner “Web For” products, including Student, Faculty, Employee and Alumni.</p>	<p><b>6.3.1</b> Review of Timelines.  <b>6.3.2</b> Successful Completion of Milestones.  <b>6.3.3</b> Improved Data Accessibility and Customer Service for Students (continuing and prospective), Faculty, Staff and Alumni.</p>	<p>8 8 8</p>	<p>On-going: March 2001 – March 2002</p>	<p>Banner Mgr./Staff Implementation Teams IT Staff Administrative Departments</p>
<p><b>6.4</b> Continue to develop and enhance the University’s reporting strategy, ensuring data accessibility to all faculty and staff.</p>	<p><b>6.4.1</b> Satisfaction of faculty and staff in that they can obtain the necessary information from Banner via canned reports.  <b>6.4.2</b> Faculty and Staff versed in creating their own reports.</p>	<p>8 8</p>	<p>On-going: September 2000 – August 2001</p>	<p>Banner Mgr./Staff Implementation Teams Faculty &amp; Staff</p>
<p><b>6.5</b> Develop &amp; deliver training to University faculty and staff.</p>	<p><b>6.5.1</b> Creation of an on-going training program.  <b>6.5.2</b> Satisfaction of faculty and staff with the quality and accessibility of training.</p>	<p>8 8</p>	<p>On-going: September 2000 – August 2001</p>	<p>Banner Mgr./Staff Implementation Teams</p>

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**  
**2001-2006**

Objectives (Ordered by Priority) (what)	Measures (how)	Source *	Completion Date (when)	Responsible Person (who)
<b>6.6</b> Employ Banner to improve the quality and efficiency of departmental activities and customer service. Some specific goals include registration, access to grades and payment of outstanding balances via the web and VR, along with mid-term and final grade entry via the web.	<b>6.6.1</b> Additional accessibility to registration and class availability. <b>6.6.2</b> Elimination of grade mailers. <b>6.6.3</b> Potential increase of cash flow due to online payment capabilities. <b>6.6.4</b> Elimination of grade bubble sheets.	8 8 8 8	On-going: March 2001 – March 2002	Banner Mgr./Staff Implementation Teams IT Staff Administrative Departments
<b>6.7</b> Continue to evaluate, improve and implement additional functionality of the various modules, specifically to include Phase II Finance functionality.	<b>6.7.1</b> Installation status of Phase II functionality. <b>6.7.2</b> Continued application of enhancements and software upgrades.	8 8	On-going	Banner Mgr./Staff Implementation Teams IT Staff Administrative Departments

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**

**2001-2006**

***ECSU PRIORITY #7: Showcase and Market Eastern's Academic Excellence***

Objectives (Ordered by Priority) (what)	Measures (how)	Source *	Completion Date (when)	Responsible Person (who)
7.1 Build understanding and support of ECSU among the state's leadership and citizenry, emphasizing Eastern's role as the state's public liberal arts university.	7.1.1 Increase by 15% the number of photos accompanying press releases.	4	June 30, 2001	University Relations
	7.1.2 Increase the number of media releases by 5%.	4	June 30, 2001	University Relations
	7.1.3 Produce 13 episodes of <i>Real Business</i> for CPTV, or other appropriate programming, to showcase ECSU to the Community.	4	June 30, 2001	University Relations
	7.1.4 Begin implementation of communication plan.	4	June 30, 2001	University Relations
7.2 Build regional and national recognition of ECSU as a quality liberal arts University with quality academic programs to improve ECSU's standing as measured by the reputational assessment scale.	7.2.1 Increase the number of faculty placements on ProfNet by 33%	1,4	June 30, 2001	University Relations
	7.2.2 Survey 250 area residents with a base target of 80% good recognition factor.	1,4	October, 2001	University Relations
	7.2.3 Identify noteworthy achievements and showcase academic programs including honors program to ECSU comparable institutions in the Northeast.	1,4	During 2001	University Relations
7.3 Improve the quality, institutional identity and effectiveness of Eastern's external and internal publications, and electronic media.	7.3.1 Survey <i>Envoy</i> readership with target of reaching goal of 80% satisfied with content/design over a five-year period.	4	June 30, 2006	University Relations
	7.3.2 Survey guidance counselors (during 2001) with target of reaching goal of 80% satisfied with content/photo and tone of viewbook over a five-year period.	4	September 30, 2001	University Relations
	7.3.3 Provide for the coordination of a world-wide web network, including state-of-the-art integrated web-pages.	4	September 30, 2001	University Relations
7.4 Support student recruitment/enrollment management efforts with marketing and communications/public relations counsel.	7.4.1 Increase admissions inquiries by 10%.	4	June 30, 2001	University Relations
7.5 Partner and support the objectives of Institutional Advancement and the School of Continuing Education.	7.5.1 Increase Continuing Education ad placements by 10%	4	June 30, 2001	University Relations
	7.5.2 Provide support for all fundraising efforts through media coverage and publications.	4	November, 2001	University Relations

**EASTERN CONNECTICUT STATE UNIVERSITY**  
**STRATEGIC PLAN**  
**2001-2006**

***ECSU PRIORITY #8: Facilities Program***

Objectives (Ordered by Priority) (what)	Measures (how)	Source*	Completion Date (when)	Responsible Person (who)
<b>8.1</b> To conclude the design contracts and initiate construction on the buildings already approved for funding allocations.	<b>8.1.1</b> Conclude design for the Child and Family Development Resource Center and promote construction completion for FY 02-03 academic year.	7	Construction completion by August 2002 Construction completion by August 2002	VPAA, VPFA, and Dir. FM&P VPFA and Div. of Facilities
	<b>8.1.2</b> Conclude design for the Administration Building addition and promote construction completion for the FY 02-03 academic year.	7		
<b>8.2</b> To promote collaboration among appropriate members of the University community in the preparation of initial facility plans for all new buildings and major renovations of existing facilities.	<b>8.2.1</b> Start garage planning in winter 2001.	7	June 1, 2001	VPFA and Dir. FM&P VPSA, Dir. of Student Ctr., and Dir. FM&P VPFA, Dir. Bus. Svcs., and Dir. FM&P
	<b>8.2.2</b> Start plan for Student Center Addition and Renovation in spring 2001.	7	January 1, 2002	
	<b>8.2.3</b> Start Hurley Basement Renovation in fall 2001.	7	March 1, 2002	
<b>8.3</b> To secure timely funding for construction of the major instructional and support facilities identified as priorities in Phase II of the University's Master Plan.	<b>8.3.1</b> Secure local CHEFA financing for the garage when design-build contract is concluded.	7	Funds desired by summer 2001	President and VPFA
	<b>8.3.2</b> Secure construction funds when design is completed for the Science Building.	7	Funds desired by summer 2002	President and VPFA
	<b>8.3.3</b> Secure construction funds when design is completed for the Fine Arts Instructional Center.	7	Funds desired by winter 2002-03	President and VPFA
	<b>8.3.4</b> Secure construction funds when design is completed for the Public Safety Building.	7	Funds desired by summer 2002	President and VPFA
	<b>8.3.5</b> Secure CHEFA construction funds when design is completed for Student Center Addition and Renovation.	7	Funds desired in FY 2002	President and VPFA
	<b>8.3.6</b> Provide internal financing for Hurley Basement renovation when design is completed.	7	Provide financing budget by summer 2002	VPFA and Dir. Bus. Svcs.