Strategic Plan 2008-2013
Final Review

Strategic Direction	Impl. Resp.	Fall 2011 Status	Final Status (please check)	Comments
1.1.a.: Full implementation of the First Year Program	R. Free	Although the First-Year program covered all full-time, 1st-year, 1st-time students in fall clusters and spring liberal arts colloquia in AY 2009-2010, a University Senate working group determined in Spring 2011 that University resources could not sustain the program in its current configuration. The Senate voted to replace the current FYP with a fall only, 3-credit course (FYI 100 First-Year Introduction) to begin in Fall 2012.	☐X Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	
1.1.b.: Full implementation of the Liberal Arts Core (LAC)	R. Free	As of Fall 2011, there are sufficient Tier I and II liberal arts so that no students have been hindered in their completion of their studies, there has been growth in Tier III courses in most departments, and the Tier III course has been initiated for General Studies students and others who do not have Tier III courses yet in their majors. The LAPC is also encouraging the applications of electronic portfolios for assessment of the LAC and will follow evaluative case studies in Tier I and Tier III courses next year.	☐X Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	
1.2: Global Citizenship	R. Free	The GC graduation requirement was implemented in Fall 2010	☐ Done	A revised Global Citizenship program was approved due to the difficulty of monitoring attendance at events.

		with primary focus on freshmen attendance at 4 GC-designated events; procedures were developed to increase, help fund and promote, and assess GC events and activities. The GC Council awarded scholarships for 65 students to help defray costs of Global Field Experiences and Study Abroad programs in Sp & Su 2011.	☐ **X** Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	Global field courses have been expanded, scholarships continue to be offered, and the certificate program is in place.
1.3: Center for Community Engagement (CCE)	K. Bedini	The CCE has developed an outreach program with emphasis on tutoring and mentoring. Students and staff have served on town committees and nonprofit boards and developed large-scale programs and maintained ongoing programs. The # of student volunteers has more than doubled in the last 2 years. Alternative Spring Break programs and weekend overnight trips have been offered. The CCE sponsors 8 AmeriCorps Student Leaders in Service and assists work study and internship students with placement and supervision in community nonprofits. Faculty teaching service learning courses receive support ranging from connections to community partners to transportation for students.	**X** ☐ Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	The CCE has developed an outreach program with emphasis on tutoring and mentoring. Students and staff have served on town committees and nonprofit boards, developed large-scale programs and expanded ongoing programs. The # of student volunteers has more than doubled in the last 2 years. Alternative Spring Break programs and weekend overnight trips have been offered. The CCE sponsored 8 AmeriCorps Student Leaders in Service for 3 years and assists work study and internship students with placement and supervision in community nonprofits. Faculty teaching service learning courses receive support ranging from connections to community partners to transportation for students. In the final year of the strategic plan (2012-13) 1052 unique volunteers performed 12,900 hours of volunteer service at 67 special events and 35 weekly volunteer programs through the CCE. This is a nearly 400% increase in volunteer hours over the span of the strategic plan
1.4: Liberal Arts Work	R. Free	LAW Hub created in Winthrop; Undergraduate Research (UGR) coordinator appointed, UGR action plan created, 4-person team attended COPLAC/NSF UGR workshop. LAW Committee approved policies and forms for	☐ **X** Done ☐ Superseded by _____ ☐ Was not funded	While the official tasks have been largely completed, there are still several departments that do not have an LAW opportunity for their students. Progress is being made this semester.

		LAW experiences, notations for LAW experiences & completion via Credit for Lifelong Learning; approved courses for LAW designation, agreed to organize a LAW symposium each semester and issued a Call for Applications for internship /coop or research/creative activity courses for LAW designation. The mission and activities of Career Services have shifted to align with LAW.	☐ Delayed ☐ other (please specify) ————————————	
2.1: Academic Plan	R. Free	Data provided to departments on faculty course preparations, faculty/student ratios, prevalence of high impact practices and graduation rates. Six department retreats funded for curriculum review. Curriculum Development awards prioritized projects to implement or assess high impact practices. Half-time grant writer hired. 30 Global Citizenship scholarships funded and assessment of learning outcomes of global field courses initiated.	☐ **X**Done ☐ Superseded by ———————— ☐ Was not funded ☐ Delayed ☐ other (please specify) ————————————	Actions are still being taken to expand the use of high impact practices and curriculum review and streamlining.
2.2: Exemplary Program	R. Free	An Exemplary Program sub-committee of the APRC was created and aligned APRC and Exemplary Program reporting and review requirements based on information from 2009-2010 pilots. Two departments completing Exemplary Program reports for 2011-2012 will go through the review process this AY. PIR has created a SharePoint site and with Banner staff has created a standard set of reports that provide information needed	☐ **X**Done ☐ Superseded by ———————— ☐ Was not funded ☐ Delayed ☐ other (please specify) ————————————	

		for the Exemplary Program process. After '11-'12 reviews allocations of resources including faculty lines will be made to cement program distinctiveness.		
2.3: Enrollment management plan	R. Free	Dir. of Admissions and Dir. of Financial Aid positions merged to create a Director of Enrollment Management Position. AY 2011-2012 financial aid award strategy was adjusted to align with enrollment goals. Renewable merit-based awards made to transfer students and additional 4-year merit awards made to 1st year students. Additional funding to Honors for scholarships for summer research or global field courses. Curriculum development funds provided for department retreats to discuss curriculum and programs to promote persistence and 4-year graduation.	☐**X** Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	Partially completed. The new position was created and filled, new financial aid strategies were implemented, additional funding for merit aid and Honors was provided. Additional changes in the enrollment management strategy will be implemented when recommendations from McQuire have been received.
3.1.a: Student Success Center.	R. Free	In late September 2008 the Academic Services Center (ASC) opened . The Advising Center, The Writing Center, the Mathematics Achievement Center and the Tutoring Center now offer services 63 hours a week including nights and Sundays. In Spring 2011, the ASC counted over 5700 visits from 1281 unique students in 37 majors, as reported via the ID card scanning.	☐**X** Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	
3.1.b: Advising Center	R. Free	The Advising Center, the 17 academic departments, the Student Academic Advising Committee, and the Student Success Network implemented the following: (1) a	☐ **X**Done ☐ Superseded by _____	

		new Freshmen Preference Registration system and revised transfer and readmitted student advising/registration; (2) all first-time/full-time students advised by both full-time professional and faculty advisors; (3) Advising and Career Services addressed needs of undeclared students & (4) the Academic Major Stage of the Plan addressed advising standards, inequity issues pertaining to advisees caseload, and enhancement of advising services for upper-level students. Departmental Liaisons were identified. Four-Stage Advising Program promoted institutionally and program assessment enhanced.	☐ Was not funded ☐ Delayed ☐ other (please specify) ――――――――――	
3.1.c.: Policies for Success	R. Free	The Student Retention and Graduation Task Force established in Fall 2009 identified existing practices hindering and need for policies to enhance student retention and progress to graduation. The identified need to engage faculty in improving major advising and program retention was addressed through creation of a faculty subgroup of the Enrollment Management Committee.	☐ **X** Done ☐ Superseded by ―――――――― ☐ Was not funded ☐ Delayed ☐ other (please specify) ――――――――――	Although most actions called for in the plan were implemented, the development and implementation of new policies to promote student success continues under the leadership of the new Director of the ASC and others.
3.1.d.: Project Compass	R. Free	Project Compass' four years of collaborative activities generated additional funding (Title III) and led to changes in practices and policy recommendations to enhance student success. Students (tutors in the Academic Services Center units, peer advisors in the	☐ **X**Done ☐ Superseded by ―――――――― ☐ Was not funded ☐ Delayed	

		Advising Center and the Student Advisory Council to the ASC) have become change agents for improvement of access to, breadth and targeted delivery, and usage of academic support services. Engagement and training of faculty promoted through workshops and other activities.	☐ other (please specify) _____	
3.2: Digital portfolio	R. Free	For a second year the first-year program in FYR 174 is making available an introductory module on ePortfolio development to entering students. Two ePortfolio competitions have been held and they were showcased in the 2011 Excellence Expo.	☐ Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ **X**other (please specify) _____	With little involvement from faculty this initiative was put on hold.
3.3.a: Campus Culture: Activities	K. Bedini	All club and organizations are required to set goals for their programs as part of the event registration process. Upon completion of the event an evaluation tool is emailed to the club where the club is asked to assess whether the selected goals were met.	☐**X** Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	Clubs and Organizations followed this for 3 years. And determined it has no impact on programming. The requirement is no longer in place due to feedback from the clubs and organizations that they were simply checking the boxes to get through the forms. The event registration process remains intact and is very helpful in the coordination of events.
3.3.b : Leadership training	K. Bedini	The Pathways to Leadership program is in its 3rd year. The 3 tiers of the program provide leadership training for all interested students. Clubs and Organizations continue to receive annual training in September with specialized sessions for advisors.	☐**X** Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed	The program's name has been changed to LEAP and continues to grow and prosper. This program has been operationalized into our year to year programming. http://www.easternct.edu/studentactivities/leadership.htm

			☐ other (please specify)	
3.3.c.: Event coordinator	K. DeLisa	Procedures for room reservations revised, software installed, and staffing adjustments made to facilitate coordinated event planning beginning Fall 2011.	X☐ Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify)	
3.4: Student Center - promote cultural & academic goals	K. Bedini	The Student Center Advisory Board provides feedback and suggestions for improvement to the Director. The Late Night program numbers have increased. Additional Late Nights have been added to the calendar to add to weekend offerings.	☐X Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify)	The Board met regularly and helped to develop policies and procedures for the then new Student Center. It is has been disbanded and replaced with a new "Student Center Activities Advisory Board designed to increase the academic nature of programming. "Late Night" continues to be a highly attended series with positive feedback from students and has become operationalized into our year to year programming.
3.5: Intramurals and recreation	K. Bedini	The number of programs offered in AY '10-'11 increased by 17. Total yield = 3489. The number of Intramural participants grew to 2131, an increase of 481; Recreation programs had 216 participants, an increase of 36; and through the efforts of the Cross Campus Programming Committee, numbers in social and wellness programming exceeded 1142.	☐ XDone ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	Athletics has expanded its intramural and recreational programming and allowed additional FLCs for staff supervision to do so. There has been an increase in faculty, staff and student participation as noted below in the comparable date AY '11- AY '12-13 12

				Number of Programs offered			
				Fall	9	9	(2 Fitness classes offered)
				Spring	7	11	(5 Fitness classes offered)
				Total	16	20	

* 5 new fitness classes were added as a part of the strategic initiative
(Yoga, Boot Camp, Cross Fit, Multiple Zumba classes)

Total Usage*   4,409   6,500
 Usage increased by 2091 (approx. 32%) *

*Usuage is number of times participants swiped to play

Total # of Participants   1078   1251
Participants increased by 173 (approx. 13%) *
* Program growth is limited by facility space and current staffing level

IMPORTANT:
These numbers do not reflect weight room usage and general recreation (open gym)
Program growth is limited by facility space and current staffing level

3.6: Residential environment	K. Bedini	The Office of Housing and Residential Life implemented a Priority Point System to determine order of housing selection for the fall. Over 1400 students logged into eHousing, a new housing software program that automates the housing assignment processes. Theme housing will begin in fall 2011 with an Honor's Community and a Civic and Community Engagement community. A student employment enrichment program provided Housing office assistants training.	☒X Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	The Priority point system is in place and both an Honors and Civic and Community. First Year Honors Theme Housing (Constitution) First Year Quiet/Substance-Free Theme Housing (Constitution) First Year Residential Experience (F.Y.R.E.) Theme Housing (Mead) Upperclassman Honors Theme Housing (Nutmeg) Upperclassman Quiet/Substance-Free Theme Housing (Niejadlik) Upperclassman Civic & Community Engagement Theme Housing (Nutmeg)
4.1: Physical master plan	J. Howarth	Projects scheduled for completion in 2009 included the Track Phase II (artificial turf) and relocation of the Softball Field. Track Phase II project is complete. Softball project is underway. The Athletic Support and Locker Building at the Mansfield Campus and the Warehouse Building are in design phase. Occum Hall Roof Replacement completed. Fine Arts Instructional Center design is underway. Schematic designs are due to be complete by late September. The Burr Hall Renovation scheduled for 2011 is being evaluated.	X☐ Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify) _____	1. Track Phase II – Complete 2. Softball Project – Complete 3. Athletic building – Substantial Completion Nov 13. 4. Warehouse building – Completed with CO 11/14/2013 5. Occum Roof – Completed 6. Fine Arts Design – Completed 7. Burr Hall Renovation – Project cancelled
4.2: IT plan	J. Tolisano	All areas of the IT implementation plan are complete with the exception of Luminis (the University's communication portal), which is scheduled for completion in Spring 2012.	☐ Done ☐X **Superseded by Campus EAI Mobile Portal.** ☐ Was not funded	The Luminis portal project has been suspended and replaced with the Campus EAI mobile/portal project with a go live date of Spring 2014 for mobile, as an initial phase.

			☐ Delayed ☐ other (please specify)	
4.3: Advancement plan	K. DeLisa	Advancement plan goals achieved for 2010-2012.	☐ Done ☐ Superseded by _____ **X**☐ Was not funded ☐ Delayed ☐ other (please specify)	Recognition wall was never purchased due to budget constraints
4.4: University relations plan	K. DeLisa	A new view book design was created; a faculty speaker's bureau was piloted; the Eastern website was redesigned; and news media placements grew 47 percent, largely due to the use of an automated "hometown" news subscription service.	☐ Done ☐ Superseded by _____ **X** ☐ Was not funded ☐ Delayed ☐ other (please specify)	Full-time web-master was not hired due to lack of budget No market research was conducted (w/out $$ to change the bar, why measure the baseline)
4.5: Diversity plan	S. Close	A Diversity and Social Justice Council was formed and met throughout AY 2010-2011. The committee presented to Senate a University diversity statement.	☐**X** Done ☐ Superseded by _____ ☐ Was not funded ☐ Delayed ☐ other (please specify)	