



**EASTERN**  
CONNECTICUT STATE UNIVERSITY

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## MESSAGE FROM THE PRESIDENT

May 2026

I am proud to present Eastern Connecticut State University's **Strategic Compass**. This document has been shaped by the collective voices of our faculty, staff, and students, containing elements that are bold, thoughtful, and deeply mission-driven. It has also benefited immensely from the diverse perspectives of our alumni, Foundation Board, community partners, Regents, system actors, and state leaders.

Together, we have reflected on our dual identity: our unique designation as Connecticut's public liberal arts university and our vital role as a regional public university. In doing so, we are recommitting to a culture of excellence and inclusion, establishing institutional goals that honor our heritage while boldly imagining our future.

Our shared vision is clear: **to be recognized as a premier public liberal arts institution whose graduates embody our mission throughout their lives.**

Higher education is facing significant headwinds — forces that threaten to pull many institutions off course. This Compass sets our direction; it is an adaptable, authentic framework designed to protect and project our values through this period of challenge and upheaval. Rather than a static, traditional strategic plan, this is a living document. We will revisit it, reshape it, refine it, and enhance it as needed. This is what the times require. This is our shared commitment. This is our way forward.

It is an honor to serve the Eastern community, and I look forward to the work ahead as we continue this journey together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karim Ismaili', written in a cursive style.

Karim Ismaili  
President, Eastern Connecticut State University



## PLANNING DEFINITIONS



### **Mission**

Eastern's enduring and unique sense of purpose

### **Values**

Expressions of Eastern's attitude, standards, character, and commitments

### **Vision**

Eastern's desired future state in which the impact of its mission is maximized

### **Goals**

Organizing themes that, taken together, define Eastern's strategic trajectory

### **Areas of Focus**

Sources of opportunity or deficiency at Eastern that demand careful attention

### **Actions**

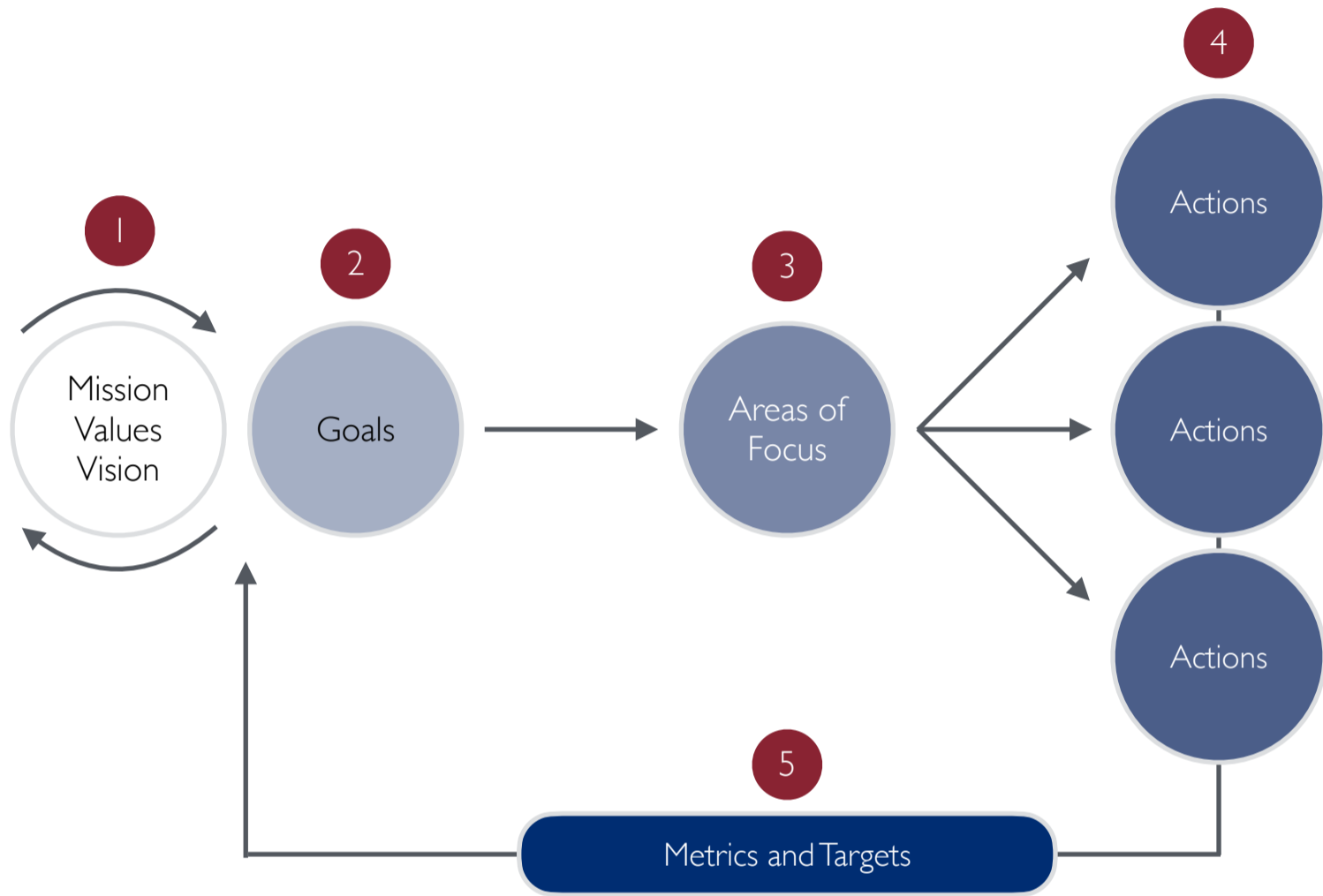
Intentional, achievable steps that propel Eastern forward in an intentional way

### **Metrics & Targets**

Indicators that help Eastern to evaluate its progress in advancing goals



## PLANNING FRAMEWORK



- 1 The Eastern community embodies the institution's overarching **values**, creating the necessary energy for the University to advance its **mission** and reach for its **vision**.
- 2 A manageable number of enduring **goals** channel this energy through an organizing structure.
- 3 For each goal, the ongoing identification of **areas of focus** helps to prioritize critical course corrections within an ever-changing environment.
- 4 Informed by the areas of focus, **actions** propel individual goals forward and transform intentions into forward movement.
- 5 **Metrics** help to gauge institutional progress, while **targets** continually refine aspirations and expectations.



## MISSION

Eastern Connecticut State University engages students from diverse backgrounds in a transformative, liberal arts learning experience that provides knowledge and skills to lead enriching and purposeful lives.

## VALUES

### Academic Excellence

Eastern embraces rigorous academic standards and intellectual inquiry as a benchmark for all of its students, faculty and staff. This expectation informs every mode of learning on campus, from individual courses and degree programs to University presentations and cultural events.

### Engagement

Members of the University community develop intellectually, creatively and socially through active and reflective learning in and outside the classroom, interdisciplinary studies, and individual and collaborative research.

### Inclusion

Eastern is committed to providing educational access while building a campus community that embraces diversity and differences, enriched by a global perspective.

### Integrity

Members of the University community are expected to behave ethically and honorably. Learning encompasses both intellectual and character development.

### Empowerment

Eastern fosters a safe, nurturing environment that promotes intellectual curiosity, student achievement and lifelong learning. Through rigorous inquiry and personal interaction, members of the community grow confident as independent, critical thinkers.

### Social Responsibility

Social responsibility is promoted and encouraged at Eastern through serving those in need; being active in the community; protecting our natural resources; and engaging in the democratic political process and other socially responsible actions. Social responsibility includes an ethical commitment to oneself and the community at large.

### Innovation

The Eastern community continually experiments with new ideas and novel approaches that transform the educational enterprise and create value for all those it serves.

## VISION

Eastern Connecticut State University aspires to be widely regarded as a premier public liberal arts institution, with graduates who embody the University's mission throughout their lives.



## — EASTERN'S GOALS —

- 1 Sharpen** our academic identity to make it increasingly clear and compelling.
- 2 Elevate** student success and improve the overall student experience.
- 3 Invigorate** our relationships with the town and region to advance bolder and more imaginative initiatives together.
- 4 Nurture** a university culture that continually seeks new opportunities and strives to operate at the leading edge of innovation.
- 5 Bolster** our capabilities for attracting students from traditional and emerging populations.
- 6 Strengthen** Eastern's spirit of community and support its people.

*"I'm particularly impressed by the university's liberal arts education. The interdisciplinary approach encourages students to think critically, communicate effectively, and adapt to a rapidly changing world. It's inspiring to see how well-rounded and intellectually curious the students are as a result of this educational model at Eastern."*

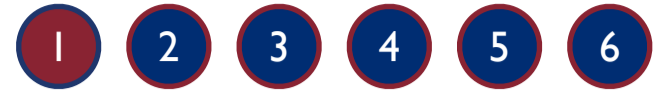
*- Eastern faculty member*

*"It's no exaggeration to say that my professors at Eastern have guided me to be the best version of myself as both a student and a lifelong learner."*

*- Eastern alumna*



GOAL



**GOAL I**

*We are striving to...*

**Sharpen** our academic identity to make it increasingly clear and compelling.

**AREAS OF FOCUS**

*We can succeed if we pay particular attention to...*

<p>1-1</p> <p>demystifying the liberal arts and better telling our story</p>	<p>1-2</p> <p>contributing to statewide, regional, and national conversations on the liberal arts</p>
<p>1-3</p> <p>coordinating external relations efforts (proactive and responsive)</p>	<p>1-4</p> <p>breaking down academic silos and enlivening interdisciplinary pursuits</p>
<p>1-5</p> <p>introducing students to full-time faculty sooner (e.g., LAC 100/101)</p>	<p>1-6</p> <p>tracking alumni success more systematically</p>
<p>1-7</p> <p>providing opportunities for lifelong learning for all populations at all times of the year</p>	<p>1-8</p> <p>modeling an equitable, accessible, and just democracy in which Eastern serves as a responsive and transformative agent of change</p>



GOAL



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Stronger alliances with AAC&U, AASCU, Campus Compact, COPLAC, and other key national organizations

I-1

Development of a clear and shared understanding of the liberal arts for internal and external audiences

I-1

Website redesign to highlight the advantages of the liberal arts

I-1

More consistent connections to liberal arts learning outcomes within course objectives

I-1

New employee orientation module devoted to Eastern's designation

I-2

Statewide campaign focused on the value of the public liberal arts in Connecticut

I-2

Campus participation in COPLAC activities, including BLC and conferences

I-2

Reestablishment of Eastern's Employability Initiative

I-3

Employer needs survey to better gauge the criticality of the liberal arts

I-3

Development of internship and applied learning program across all disciplines

I-3



underway



for consideration



GOAL



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Establishment of new and relevant academic programs	1-4
Topical interdisciplinary symposia and events to foster connection and dialogue	1-4
Broadening of faculty engagement with ELAC from both academic schools	1-5
Restructuring of academic meetings that occur prior to convocation during Warrior Welcome	1-5
Continued development and implementation of mentoring program under auspices of Retention Think Tank	1-5
Faculty meet-and-greets for first-year students	1-5
Intentional data gathering and sharing of alumni information	1-6
Deployment of an alumni-focused website	1-6
Redesign of Bachelor of General Studies as a flexible pathway for non-traditional students	1-7
Development of new and relevant certificates/credentials	1-7



underway



for consideration



GOAL



## GOAL 2

*We are striving to...*

**Elevate** student success and improve the overall student experience.

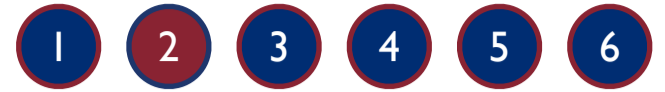
### AREAS OF FOCUS

*We can succeed if we pay particular attention to...*

2-1 deepening our culture of putting students first	2-2 investing in and better connecting supports for student mental health and wellness
2-3 strengthening collaboration among the Divisions of Academic Affairs, Student Affairs, and Student Success and Enrollment	2-4 increasing the equitability of access to high-impact practices and other co-curricular opportunities
2-5 building and/or modernizing student learning, living, and recreational spaces	2-6 improving retention through better case management
2-7 leveraging technology solutions to boost student success outcomes	



GOAL



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Emphasis on student-centered scheduling

2-1

Opportunities for students to be an integral part of institutional planning and policymaking

2-1

Retention Think Tank projects on student onboarding and progression

2-1

Regular customer service training for student-facing offices

2-1

Regular professional development opportunities focused on changing needs of today's students

2-2

Revitalization of Wellness Warriors program

2-2

Institutional awareness campaign on the range of supports available to students

2-2

Interdivisional collaborations catalyzed by SIP grant and engagement with the Gardner Institute

2-3

Structured program of ongoing opportunities to share professional ethos and commitment across divisions

2-3

Revitalization of living/learning communities in student housing

2-3



underway

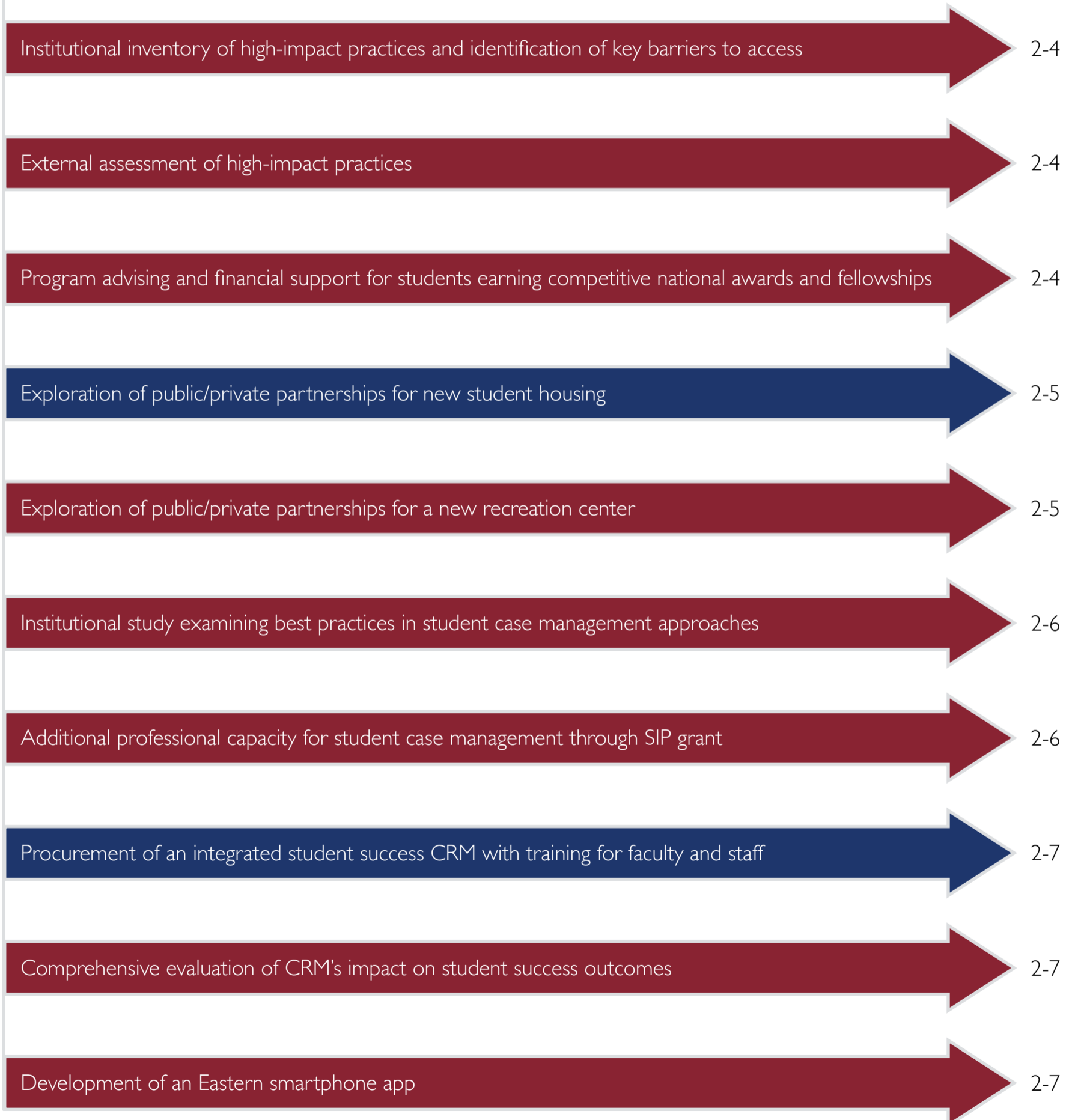


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## ACTIONS

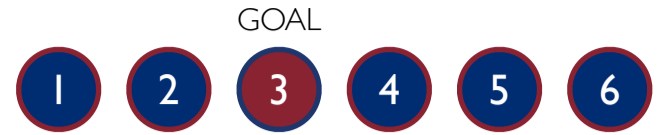
*Together, these are the steps we are considering - or already taking - to move forward...*



underway



for consideration



**GOAL 3**

*We are striving to...*

**Invigorate** our relationships with the town and region to advance bolder and more imaginative initiatives together.

**AREAS OF FOCUS**

*We can succeed if we pay particular attention to...*

<p>3-1</p> <p>developing more compelling opportunities for the local community to visit campus</p>	<p>3-2</p> <p>boosting educational, artistic, and athletics programming throughout the summer</p>
<p>3-3</p> <p>coordinating external relations efforts (proactive and responsive)</p>	<p>3-4</p> <p>increasing public awareness for Eastern's socioeconomic impact on the local community</p>
<p>3-5</p> <p>promoting Eastern Passport and other opportunities to support local businesses</p>	<p>3-6</p> <p>exploring possibilities for Willimantic and Eastern to create a bona fide "college town"</p>
<p>3-7</p> <p>making meaningful connections to tribal organizations and living up to the commitments of the Land Acknowledgement</p>	



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Windham scholars program for students from Windham High and Windham Tech	3-1
Reinvigorated partnerships with CT State Quinebaug Valley and CT State Three Rivers	3-1
Expanded conference services unit	3-1
Comprehensive plan for summer programming	3-2
Feasibility of a summer arts and culture festival	3-2
Performing arts and public lecture series in the FAIC Concert Hall	3-2
Establishment of a virtual center for corporate and public engagement	3-3
Additional professional capacity for government relations and advocacy	3-3
Further growth and maturation of the Small Business Resource Center	3-4
Development and public release of a study detailing the institution's regional economic impact	3-4



underway



for consideration



**ACTIONS**

*Together, these are the steps we are considering - or already taking - to move forward...*

Social media campaign for Eastern Passport	3-5
Annual event to thank and further collaborate with participating Eastern Passport vendors	3-5
Formalized partnership with Willimantic Renaissance, Inc. (WRI)	3-6
Increased employee participation in town governance and community organizations	3-6
Deployment of new digital campus map highlighting off-campus venues	3-6
Curricular and co-curricular development opportunities reflective of the Land Acknowledgement	3-7
Programming that examines history, including through the lens of the Land Acknowledgement	3-7

 underway       for consideration

*"One of Eastern's strengths lies in its ability to connect students with the community in meaningful, lasting ways—fostering not just academic growth, but civic responsibility and a deeper sense of purpose and belonging."*

*- Eastern staff member*



## GOAL 4

*We are striving to...*

**Nurture** a university culture that continually seeks new opportunities and strives to operate at the leading edge of innovation.

### AREAS OF FOCUS

*We can succeed if we pay particular attention to...*

<p>4-1</p> <p>improving and modernizing the operations and processes of all divisions to support the needs and aspirations of the campus community</p>	<p>4-2</p> <p>developing better systems and processes for tracking, recording, and communicating institutional decision making and progress</p>
<p>4-3</p> <p>making available shared spaces, resources, and data to encourage a spirit of innovation</p>	<p>4-4</p> <p>achieving new academic and professional associations that align with Eastern's mission and teacher-scholar model</p>
<p>4-5</p> <p>nurturing a culture of evidence-based decision making</p>	<p>4-6</p> <p>building capacity to secure and manage external grants and other revenue-generating opportunities</p>
<p>4-7</p> <p>supporting the ECSU Foundation in boosting private support for the University's strategic priorities</p>	<p>4-8</p> <p>incentivizing curricular innovation and new program development</p>
<p>4-9</p> <p>positioning Eastern as the nexus of the liberal arts and responsible AI</p>	<p>4-10</p> <p>enriching the intellectual livelihood of faculty as teacher-scholars and celebrating their pedagogical, research, and creative achievements</p>



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Comprehensive and coordinated process efficiency audit	4-1
Development of an enterprise risk management system	4-1
Expansion of Warrior Consulting initiative to include internal consultation on process improvements	4-1
Introduction of institutional project management function within Division of Technology Services	4-1
Electronic dashboards to monitor goals, areas of focus, actions, and metrics of the Strategic Compass	4-2
Launch of a dynamic, institutional policy page on Eastern's website	4-2
Establishment/refinement of standard operating procedures for key areas	4-2
Establishment of a Makerspace for students	4-3
Innovation showcase and grants showcase (similar to CREATE)	4-3
Development of technology resource guides to raise awareness of available tools	4-3



underway

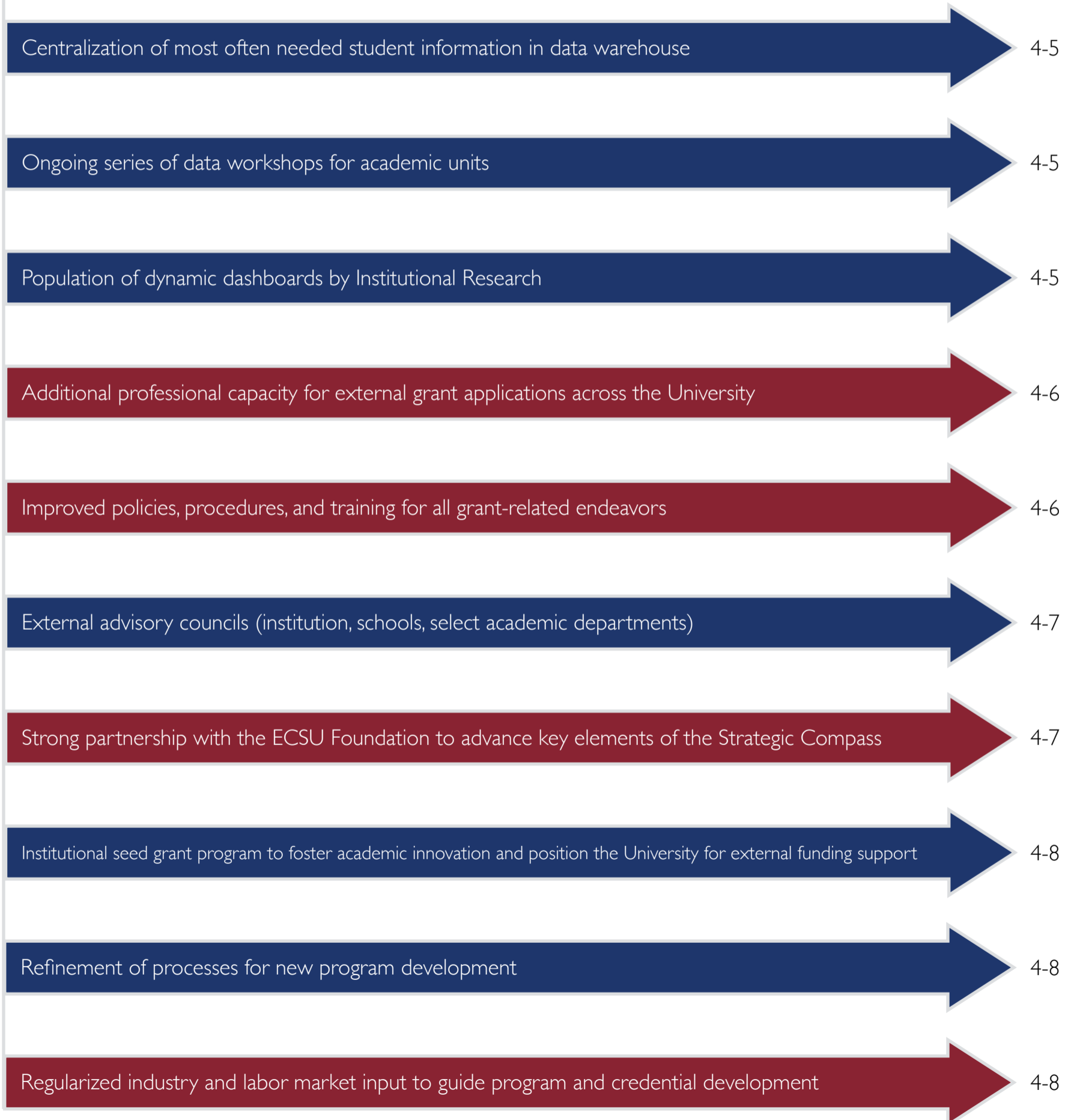


for consideration



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*



underway



for consideration



**ACTIONS**

*Together, these are the steps we are considering - or already taking - to move forward...*



 underway       for consideration

*"It is important that Eastern continues investing in resources that support students both academically and personally. Access to advising, career services, mental health resources, and financial guidance plays a key role in helping students to stay on track and successfully graduate."*  
- Eastern student

*"As we enter an age dominated by AI and technology, the value of face-to-face connection becomes more important than ever, and Eastern can provide that through its liberal arts mission."*  
- Eastern faculty member



**GOAL 5**

*We are striving to...*

**Bolster** our capabilities for attracting students from traditional and emerging populations.

**AREAS OF FOCUS**

*We can succeed if we pay particular attention to...*

<p>5-1</p> <p>clarifying the University's philosophy and nomenclature pertaining to non-traditional students and programs</p>	<p>5-2</p> <p>fostering a more welcoming and inclusive campus culture for non-residential students</p>
<p>5-3</p> <p>creating more opportunities for more seamless undergraduate-to-graduate pathways</p>	<p>5-4</p> <p>improving employee skill sets and adding talent to engage emerging student populations more effectively</p>
<p>5-5</p> <p>strengthening lines of communication with family members of prospective students</p>	<p>5-6</p> <p>harnessing the talent and connectivity of the greater Eastern community to support enrollment efforts</p>



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

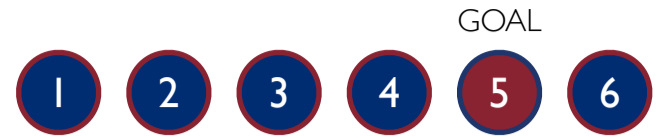
Examination of internal definitions of students and program types	5-1
Development of a clear strategy around dual enrollment students	5-1
Broad-based awareness campaign to highlight Eastern's graduate students and programs	5-1
Direct outreach program to commuter students to assess challenges and needs	5-2
Additional gathering spaces specifically designed for commuter students	5-2
Policy update to allow for double-counting of graduate and undergraduate credits	5-3
Development of an admissions strategy focused on seamless undergraduate-to-graduate pathways	5-3
"4+1" connections with other colleges and universities	5-3
"3+3" connection with law school programs	5-3
Assessment of opportunities to better meet the language needs of the local community and region	5-4



underway



for consideration



## ACTIONS

Together, these are the steps we are considering - or already taking - to move forward...

Prioritization of hiring multilingual admissions counselors

5-4

Virtual family check-ins with family members to share information

5-5

Establishment of Family Hub

5-5

Comprehensive email campaign with Admissions to educate family members on key topics

5-5

Development of a comprehensive Strategic Enrollment Plan that aligns recruitment, retention, and student success initiatives

5-6

Creation of a volunteer program with training to support enrollment efforts

5-6

Program of alumni-hosted events for prospective students

5-6



underway



for consideration

*"I am enthusiastically supportive of introducing students to full-time faculty sooner. My relationships with full-time faculty were paramount to my success as a student here."*

*- Eastern alumnus*



## GOAL 6

*We are striving to...*

**Strengthen** Eastern's spirit of community and support its people.

### AREAS OF FOCUS

*We can succeed if we pay particular attention to...*

6-1 advancing University spirit	6-2 expanding opportunities for the recognition of faculty, staff, and students
6-3 creating individual and shared opportunities for faculty and staff professional development in support of Eastern's strategic goals	6-4 energizing a culture of care through employee-centered initiatives
6-5 focusing on ways to improve employee onboarding and retention	6-6 creating the conditions for Eastern to be recognized as a top place to work



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Ongoing programming and outreach led by the Warrior Spirit Group	6-1
Design and execution of a plan to connect the institution back to its history	6-1
Establishment of a club for retired faculty and staff	6-1
Comprehensive review and refinement of all recognition programs for faculty, staff, and students	6-2
Deployment of an online and on-demand professional development program	6-3
Annual Community Development Day aligned with the goals of the Strategic Compass	6-3
Series of in-person health and wellness events held in conjunction with the Office of the State Comptroller	6-4
Development of employee affinity groups	6-4
Improved, regular onboarding of new part- and full-time faculty by CTLA and deans	6-5
Improved, regular onboarding of new non-faculty employees by HR and other key offices	6-5



underway



for consideration



## ACTIONS

*Together, these are the steps we are considering - or already taking - to move forward...*

Optional mentoring program for new employees

6-4

Exploration of "Great Colleges to Work For" designation through the Chronicle of Higher Education

6-5

Creation of institutional webpage showcasing faculty, staff, and administrators who go "above and beyond"

6-5



underway



for consideration

*"What I really love about Eastern is I think it's impossible to fail here. I think it's impossible because of how much everyone around you cares."*

*- Eastern student*

*"I love the fact that Eastern is so focused on students. Being student-centered only really works if everyone collaborates and there is shared commitment across the University."*

*- Eastern staff member*



## METRICS

Just as Eastern's strategic goals describe the institution's aspirational trajectory, a diversity of metrics provide a common framework for evaluating progress. These indicators are intended to serve two interconnected purposes: to provide the campus community and stakeholders with an enduring, objective, and transparent understanding of the University's advancement; and to inform dynamic decision making at every level.

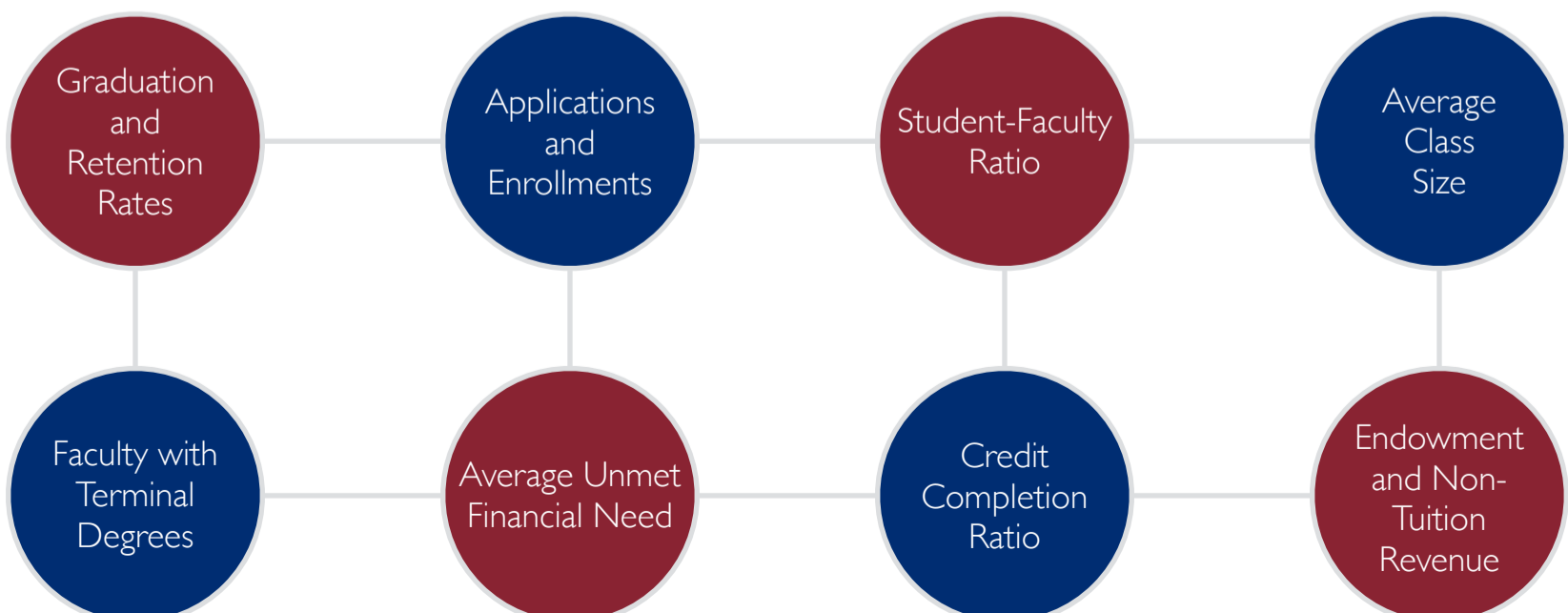
Eastern's Strategic Compass utilizes four different types of metrics:

- ▶ **Broad-Based Institutional Indicators**
- ▶ **Goal-Specific Institutional Indicators**
- ▶ **System-Level Indicators Relevant to an Eastern Education**
- ▶ **Long-Term Liberal Arts Outcomes**

Some of these metrics will admittedly require the institution to develop new data-collection instruments, processes, and capacity. Furthermore, Eastern's desire to measure long-term liberal arts outcomes represents a significant leap forward — and perhaps a first-in-the-nation undertaking for a regional public university. Undaunted by the challenge, Eastern endeavors to embrace it as an exciting opportunity for shared discovery and innovation.

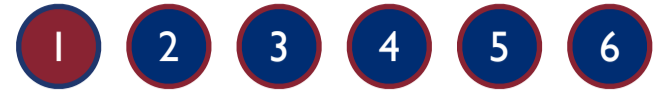
### BROAD-BASED INSTITUTIONAL INDICATORS

*Irrespective of our strategic goals, we gauge overall institutional progress by considering...*





GOAL



## GOAL-SPECIFIC INSTITUTIONAL INDICATORS

### Goal 1: Sharpen our academic identity to make it increasingly clear and compelling.

*We gauge our progress in advancing this goal by considering...*

integrated marketing materials focused on the value of the liberal arts

media mentions and placements describing Eastern's commitment to the liberal arts

participation by faculty and staff in meetings of professional organizations centered on liberal education

understanding of Eastern's liberal arts philosophy and its connectivity to career readiness

students

family members

employers

decision-makers

public

participation by faculty and staff in meetings of professional organizations centered on liberal education

number of interdisciplinary programs (majors, minors, certificates)

number of students participating in/completing interdisciplinary programs

interdisciplinary faculty collaborations (grant proposals, academic papers, conference presentations, etc.)

percentage of first-year students enrolled in a LAC 100/101 section taught by full-time faculty member

average percentage of first-year students' course load taught by full-time faculty

NACE First Destination Survey — student completion rate and outcomes

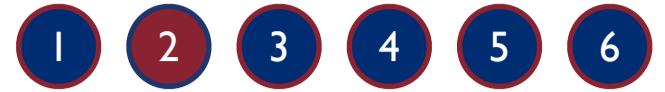
percentage of students undertaking future graduate study (per National Student Clearinghouse)

employment outcomes as captured by LiveAlumni

participation in open-to-the-public educational events



GOAL



## GOAL-SPECIFIC INSTITUTIONAL INDICATORS

### Goal 2: Elevate student success and improve the overall student experience.

*We gauge our progress in advancing this goal by considering...*

student satisfaction at multiple points in the educational journey

learning

advising

support services

student life

safety

CAPS counselor-to-student ratio

number of wellness programming events

student participation in wellness programming events

student participation in HIP-centered co-curricular activities (disaggregated)

utilization of scholarship funding for co-curricular experiences

percentage of faculty actively using student success platform

percentage of automated vs. manual alerts/campaigns and comparison of persistence/GPA outcomes



## GOAL-SPECIFIC INSTITUTIONAL INDICATORS

### Goal 3: Invigorate our relationships with the town and region to advance bolder and more imaginative initiatives together.

*We gauge our progress in advancing this goal by considering...*

number of local partnerships

effectiveness and impact of local partnerships

number of public-facing events

participation in public-facing events

number of facilities rentals

revenue from facilities rentals

number of students taking advantage of Eastern Passport

number of businesses participating in Eastern Passport

revenues derived from Eastern Passport

number of regional Native American students (both matriculated and non-degree)

number of students participating in internships/practica connected to local tribes

assessment of Land Acknowledgement commitments by tribal leaders



## GOAL-SPECIFIC INSTITUTIONAL INDICATORS

### Goal 4: Nurture a university culture that continually seeks new opportunities and strives to operate at the leading edge of innovation.

*We gauge our progress in advancing this goal by considering...*

baseline process audit

number of automated processes

estimate of time savings/error reductions resulting from automated processes

number of institutional datasets open to community use

usage statistics on open institutional datasets

number of accreditations

percentage of students participating in programmatically accredited academic programs

number and value of grant applications submitted

number and value of grant applications awarded

number of new degree and non-degree programs launched

enrollment in new programs

number of curriculum revisions submitted

utilization of existing curriculum development incentives (AAUP curriculum development grants)



## GOAL-SPECIFIC INSTITUTIONAL INDICATORS

### Goal 5: Bolster our capabilities for attracting students from traditional and emerging populations.

*We gauge our progress in advancing this goal by considering...*

percentage of student-facing offices with extended hours

number of "4+1" and "3+3" programs

percentage of students participating in "4+1" and "3+3" programs

percentage of students completing both undergraduate and graduate segments of "4+1" and "3+3" programs

time to completion for "4+1" and "3+3" programs

percentage of employees pursuing professional development to work with emerging student populations

recruitment yield for emerging student populations

retention and progression outcomes for emerging student populations

number of communications materials developed specifically for parents

open/click-rates for parent-focused communications materials

percentage of communications materials available in languages other than English

breadth of communications materials available in languages other than English



## GOAL-SPECIFIC INSTITUTIONAL INDICATORS

### Goal 6: Strengthen Eastern's spirit of community and support its people.

*We gauge our progress in advancing this goal by considering...*

broad-based participation in weekly Warrior Spirit days

number/range of recognition events and opportunities

participation rates in professional development activities

utilization of existing professional development resources

employee wellbeing survey

employee retention and turnover rates

new employee surveys during onboarding

structured exit interviews for departing employees

recognition categories within CHE's Great Colleges to Work For



## CSCU INDICATORS

*We gauge our statewide commitments to accessibility, completion, and talent by...*

1. Degree to which Eastern's traditional undergraduate student population reflects the demographic make-up of the state's graduating high school seniors (particularly in the eastern half of the state)
2. Number of students successfully earning Eastern credit through dual- or concurrent-enrollment courses
3. Average level of unmet financial need for first-time, transfer, and continuing students
4. Share of students making use of academic support services in the Academic Success Center
5. Median time to degree for first-time and transfer students
6. Number of students earning certificates or other kinds of credentials (generally less-than-minor-sized clusters of courses in a subject or interdisciplinary grouping)
7. Number/share of students participating in curricular or co-curricular community engagement events
8. Number/share of students engaging with programming from Office of Career Success
9. Monitoring assessment outcomes for ELAC learning outcomes as part of university assessment plan

## HOW IS EASTERN CHANGING LIVES?\*

*We gauge the long-term impact of our liberal arts mission by the extent to which our alumni lead...*

### Lives of Consequence

**Leadership:**  
Guiding and influencing organizations and communities

**Altruism and Civic Engagement:**  
Contributing to the common good; serving others; participating in democracy

### Lives of Inquiry

**Continued Learning:**  
Sustained intellectual curiosity and growth throughout life

**Cultural Involvement:**  
Engagement with the arts, ideas, and the life of the mind beyond one's profession

### Lives of Accomplishment

**Fulfilling Life:**  
Satisfaction with life and career and being reflective on the meaning of life

**Personal Success:**  
Through professional contributions and success

\*Detweiler, R.A. (2021). *The Evidence Liberal Arts Needs: Lives of Consequence, Inquiry, and Accomplishment*. MIT Press.



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## GLOSSARY

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AAC&U	American Association of Colleges and Universities
AASCU	American Association of State Colleges and Universities
AAUP	American Association of University Professors
AI	Artificial Intelligence
BLC	Beard Leadership Circle
CAPS	Counseling and Psychological Services
CHE	Chronicle of Higher Education
COPLAC	Council on Public Liberal Arts Colleges
CREATE	Celebrating Research Excellence and Artistic Talent at Eastern
CRM	Customer Relationship Management
CSCU	Connecticut State Colleges and Universities
CTLA	Center for Teaching, Learning, and Assessment
ECSU	Eastern Connecticut State University
ELAC	Eastern Liberal Arts Core
FAIC	Fine Arts Instructional Center
HIP	High-Impact Practice
HR	Human Resources
LAC	Liberal Arts Core
NACE	National Association of Colleges and Employers



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