



**Strategic Planning Initiatives
Accomplishments
Spring 2009**

Goal 1: Outstanding Faculty – Retain and attract outstanding faculty who excel in their subject area and discipline and are committed to excellence in teaching, ensuring student success and fostering a diverse academic community.

AWARDS

- Dr. Daniel Barrett received the 2009 CSU Trustees Teaching Award for WCSU.
- Dr. Daryle Brown was presented with the Josephine Dolan Award as Connecticut’s premier nurse educator from the CT Nurses Association.
- Dr. Fred Maidment received an award for outstanding pedagogy in entrepreneurship from the United States Association for Small Business and Entrepreneurship.

CONFERENCE PRESENTATIONS

- Dr. Sally DeLoughy presented a paper on subprime mortgages at the annual meeting of the Eastern Economic Association.
- Dr. Alan Anderson presented a paper on Sovereign Risk at the meeting of the International Academy of Business and Public Administration Disciplines.
- Drs. Robin Flanagan and Patricia O’Neill presented research posters at 2009 Eastern Psychology Association meeting.
- Professor Patti Ivry facilitated faculty workshops on new social work accreditation standards (EPAS) at the 2009 Baccalaureate Program Directors’ Conference.
- The following faculty members have attended, presented papers or workshops at local, national and international conferences: Drs. Karen Burke, Marcy Delcourt, Ed Duncanson, Bonnie Rabe, Darla Shaw, and Leah Stambler. Dr. Rabe presented “Peace Begins With Me!” At the Hawaii International Conference on Education. Dr. Stambler also presented at this conference. Dr. Shaw presented on the topic of “Utilizing Pop Culture to Stimulate Student Interest in Literacy.”
- Drs. Jim Donegan and Michele Ganon had their paper “Microanomie as an Explanation of Tax Fraud: A Preliminary Investigation”, accepted for presentation at the American Accounting Association Annual Meeting.
- Dr. Fred Maidment chaired a panel discussion, “How to Grow Your Entrepreneurship Program,” at the Annual Conference of the United States Association for Small Business and Entrepreneurship.
- Dr. Ron Drozdenko co-presented (with Jensen, Coelho) two papers and received two research awards at the 2009 International Academy of Business and Public Administration Disciplines Conference, Orlando.
- The Social Work Department held the Annual Beatrice Nemzer Symposium in April 2009.
- Dr. Theresa Canada served as the key note speaker at the Residence Hall Academic Recognition held in late March 2009 where over 400 people were in attendance.

- Dr. Housemann presented her work at CSU's Spring Assessment Conference. Additionally, Dr. Housemann was a named coordinator for the Evaluation Component of the John Hancock Student Leadership Committee, also serving as mentor to two students in the program.
- Ron Drozdenko is involved in ongoing research projects on ethics/corporate social responsibility, behavioral pricing, diffusion of innovation, and health care administration with Jin, DeLoughy, Dwyer (ethics/CSR), Coelho (diffusion of innovation), Jensen (pricing) and Dwokin, Goldstein (health care administration.).

EDUCATIONAL ACHIEVEMENT

- Ray Velez, Ed.D., successfully defended his dissertation, joining Mike Sinatra and Mike Obre from Cohort 1 as new Ed.Ds this academic year.
- Dr. Joan Palladino will receive her Ed.D. in Educational Leadership from the University of Hartford in May.

GRANTS

- Dr. Annie Wong received a CSU-AAUP research grant for research related to American Depository Receipts.
- Dr. Mary Ellen Doherty was awarded a \$5000 WCSU CSU/AAUP grant for "The Lived Experience of Military Nurses in Iraq and Afghanistan during the War Years 2003-2008."
- Dr. Karen Daley and Professor Deb Lajoie received a second year of funding from a federal initiative to CSU focusing on the Nursing shortage.
- Mary Kay Loomis was awarded an AAUP grant to study the library's role in the education of international students at the university.
- Professor Chuck Mullaney received an AAUP-CSU grant to continue his work on the peace process in Ireland.
- Dr. Robyn Housemann received the 2008/2009 CSU Assessment grant for work on a new BS Health Promotion Studies assessment system.

LEADERSHIP IN PROFESSIONAL ASSOCIATIONS

- Dr. Ruth Gyure was elected President-Elect of the Educational Branch of the American Society of Microbiology. This will allow her to guide national decisions concerning microbiology education.
- Norine Jalbert serves as treasurer of the Eastern Psychological Association.
- Ellen Durnin is Vice Chair for the Business Women's Forum, 2008-2009 and is Chair of the 2009 Conference.
- Dr. Edward O'Hara was elected to the Executive Board of the Connecticut Library Association as the representative of Connecticut academic libraries.
- Business Librarian Xiaomei Gong was reelected co-chair of the Connecticut Library Association's Business and Economic Development Committee along with fellow librarian Mary Kay Loomis.
- Professor Jody Rajcula is chairing the 2009 Nutmeg State Games.
- Marie Wright was elected to the American Board of Information Security and Computing Forensics and is also a member of the National Science Foundation National Visiting Committee for the CyberWatch Regional Center.

PUBLISHED WORKS

- Dr. Fred Maidment edited *Annual Editions: Human Resources 2009/2010*, McGraw-Hill, and *Annual Editions: Human Resources 2009/2101 E-Edition*, McGraw-Hill/Cours.e Smart.

- Dr. Fred Maidment wrote the article, “Three questions for the federal government and the financial and corporate communities, *Perspectives in Business*, St. Mary’s University, Austin, Texas, March, 2009 and “International Off-shoring: The Changes in the Global Economy, *The Journal of the American Academy of Business – Cambridge* (In Press).
- Drs. Fred Tesch and Fred Maidment published an article, “Strategic Organizational Diversity: A Model?” *International Journal of Diversity in Organizations, Communities and Nations*, February, 2009 8(6).
- Professor Terry Dwyer’s article “A Delicate Balance: Immigration Enforcement, Homeland Security and Policing in the United States” has been accepted for publication by the *Journal of Ethics in Policing*.
- Dr. Marie Wright’s article “Technology and terrorism: How the Internet facilitates radicalization” was published in the winter 2008 issue of *The Forensic Examiner* (Vol. 17, No. 4, pp. 14-20.).
- Dr. John Cronin published a paper, “Upgrading to Web 2.0: An Experiential Project to Build a Marketing Wiki”, in *The Journal of Marketing Education*, 2009, April, 31(1), pp. 66 – 74.
- Dr. Karen Koza and 3 of her MBA students published a case with Staples in the Society of Case Research Journal-*Annual Advances in Business Cases*, on Retailing in the China Market.
- Dr. Robert Veneziano’s manuscript “Social Work Students’ Perceptions of Fathers and Mother’s Warmth and Control: Implications of Pedagogy and Research” was accepted in February 2009 for publication in the *Journal of Baccalaureate Social Work Education*.
- Dr. Robyn Housemann served as major contributing author of the “Western Connecticut Community Report Card.”

PUBLICATION REVIEW

- Dr. Jeffrey Schlicht is a special reviewer to the *Journal of Psychological Reports – Perceptual and Motor Skills* for a paper entitled “Influence of Moving Visual Environment on Sit-To -Stand Kinematics in Children and Adults.”
- Dr. Karen Koza is a reviewer for the International Journal of Marketing and the Journal of Retailing.

ADDITIONAL ACCOMPLISHMENTS

- Biology Department created a “Science Teaching Forum” to meet once a month to discuss recent literature on teaching methodologies.
- WCSU faculty who exhibited work in Spring 09: Marjorie Portnow (Nat’l Academy of Design, New York Foundation for the Arts, Julie Heller Gallery); Robert Alberetti (Gallery Fifty-Six, Wisdom House)
- WCSU Theatre Arts faculty accomplishments: Sal Trapani (original interpretation of *The Tempest* as the department’s mainstage production for Spring 09); Liz Popiel (member of Emmy Award-winning design team at ABC’s *Good Morning, America*); Pamela McDaniel (chief author of proposal for BA in Musical Theatre and mentor of students at Kennedy Center and Humana theatre festivals); Frank Herbert (USITT and community liaison at Housatonic Valley Cultural Alliance).
- Music faculty performed with the New York Philharmonic, the New York City Ballet, the American Ballet Theatre, the New Haven Symphony, the Ridgefield Symphony, and Broadway theatre.
- Professor Virginia Verhoff was one of 50 applications chosen from over 300 school health education teacher preparation programs in the United States to participate in the ACS/CDC School Health Education-Higher Education Academy, in Atlantic GA, May 13 – 15, 2009.

Goal 2: Location - Create opportunities for students and faculty by capitalizing on Western Connecticut State University's location in Danbury, Connecticut, a New England city characterized by its economic vibrancy and its diverse citizenry, as well as our proximity to the educational and cultural riches of New York City.

THE ARTS

- The annual MFA Thesis Exhibition, initially shown in the Higgins Gallery on campus will move to the Blue Mountain Gallery, New York City.
- Monthly bus trips give MFA students access to the art resources of New York City, and a spring semester bus trip gave access to undergraduate students.
- Students attended and participated in professional performances in New York City: concerts, opera, jazz clubs, and Broadway shows.
- The Music concert series (33 performances scheduled for spring 2009, including orchestra, opera, chorus, and the annual Jazz Fest) makes WestConn a regional center for music.
- Major performances this spring include the Manhattan String Quartet, the opera *Marriage of Figaro*, the Concert Choir and Chamber Singers, and the Jazz Fest.
- The annual New York Showcase for Theatre Arts will be held May 28-30, 2009. Performing at an off-Broadway theatre gives students a New York experience and opportunity to demonstrate their talents to New York theatre professionals.
- The "mainstage" (fully staged) theatre production for spring 2009 was Professor Sal Trapani's contemporary musical interpretation of Shakespeare's *The Tempest*. The "mainstage" production each semester is a regional event.
- Roy and Virginia Young, members of the VPA Advisory Council, will sponsor a Sunrise Breakfast in June to promote regional awareness of the school and elicit support. Harry Philbrick, Executive Director of the Aldrich Museum of Contemporary Art and member of the VPA Advisory Council, will play a leadership role at the event.

BUSINESS

- Dean Allen Morton and a panel of business leaders hosted an economic summit on prospects for the regional, national, and global economy following the credit crunch in the fall of 2008.
- Dr. Fred Maidment and a panel featuring the Macricostas Entrepreneur of the Year and two regional bank Vice-Presidents chose Doug Mellinger, Vice Chairman of Foundation Source, to deliver the first Macricostas Entrepreneur Lecturer on May 12.
- Dr. Fred Maidment and the Macricostas Entrepreneur of the Year selection committee chose Joseph Platano, founder and President of Westco Scientific Instruments, as the Entrepreneur of the Year for the 2009-2010 academic year.
- The Ansell School, the Danbury Chamber of Commerce, and the Small Business Association co-sponsored a series of workshops for aspiring entrepreneurs in February.
- Dr. Karen Koza is managing the second semester of a management development program for Belimo. Dr. John Cronin and Professor Bob Watson taught modules this semester on managerial communication and branding.
- Tom Monks and the Center for Financial Forensics and Information Security (CFFIS) Advisory Board are hosting the second CFFIS Fraud Examination and Forensic Accounting Seminar on May 8.
- Alan Anderson took his Finance 370 class on a trip to Wall Street to visit the Museum of American Finance and to tour the Wall Street area.

MATH & THE SCIENCES

- WCSU continues to host meetings of the mathematics history group, ARITHMOS. Participants from New Hampshire, Massachusetts, Rhode Island, New York and Connecticut all come to campus four or five times each year to study math history.
- The Biology Department started interacting with two local biotechnology companies, Boehringer-Ingelheim and Bidel to establish off-campus research internships and to assist the department with the implementation of our course-imbedded statistics plan.
- BIO 599 is working in partnership with several local ecological groups, including Candlewood Lake Authority and the Connecticut Agricultural Experiment Station to conduct an environmental-based research project involving students enrolled in that course.
- Second Tri-State Weather Conference will take place at the Science Building on April 25, 2009.
- Students from WCSU are helping in Danbury Middle schools with mathematics classes. Both Rogers Park and Broadview middle schools are “in need of improvement”. Our students are working in classes where additional help can change the outcome of performance testing. An FDS is being added to the Fall 2009 schedule for students to register of 0.5 credits in this program.

Goal 3: Diverse University Community - Further develop an environment that values and affirms the unique contributions of Western's many constituent populations, recognizes the learning opportunities that differences can create, and strengthens connections among our various community members.

DIVERSITY ON CAMPUS

- Music offers courses in World Music and Jazz/Rock music, and it includes music of diverse cultures in the more than 100 concerts and recitals presented each year.
- Theatre Arts practices generational diversity in its work with elementary schools, teaching children to create theatre from their original stories. Theatre Arts has also worked with the Black Student Alliance on plays concerned with the African-American experience.
- The Haas Library established an Assistive Technology workroom for students requiring specialized reading or study equipment due to visual or hearing impairments.
- Several programs including *Platanos and Collard Greens*, *Voices of Those that Wore the Shoe* (Feb. 2009) and the Martin Luther King, Jr. Community Celebration have been offered by the University.
- The Biology Department sponsored Project CLEAR in the Academic Year. This project engages local middle and high school students and teachers from five local school systems representing diverse socio-economic backgrounds in the area of freshwater ecology.
- Students in Spanish 162 organized a Posadas project. This project engages students and the campus community in a celebration of diversity.
- Ten minority teacher education students continued to receive tuition and fees funding through the Connecticut Department of Higher Education Minority Incentive Program, collectively totaling approximately \$175,000 for the spring 2009 semester.
- Dr. Marsha Daria continues to implement Diversity @ University where 50 Danbury fifth graders, their teachers and parents engage in a day long series of hands-on-activities at WestConn to familiarize themselves with a university setting.
- Experiential learning initiative in Spanish 225: Latino Cultures of Connecticut to promote high-context learning, which supports engagement of students from diverse backgrounds. This initiative was the result of a professional development workshop conducted with grant funding from Project IMPACT with input from a national consultant in summer 2008.
- WestConn will host the Connecticut Association for Mathematically Precocious Youth CAMPY on Campus event on May, 26 2009.

DIVERSE COMMUNITIES

- Club IMPACT (International and Multicultural Promise to Advance Community Transformation) created opportunities for WCSU students to volunteer as mentors to an underserved student population at the Harambee Center in downtown Danbury, Ct. Programs include a bilingual creative writing project, a Latin dance weekly workshop, basketball tournaments, and tutoring in Math, English and Computer Science.
- Karen Koza's Marketing 490, 509, and 599 classes are spending the spring semester examining strategic marketing questions related to Staples strategy in Southern India. WCSU students are working in collaboration with Loyola College in Chennai, India. Marketing 509 and 599 students will be submitting their case papers for conference review in May.
- Students in Spanish 225: Latino Cultures of Connecticut interviewed Latino community leaders in the greater Danbury region. Topics included life successes and importance of community service. The students created web sites on a WIKI that are available to the local community, and thus serve to meet the needs of the state and region through identification of local Latino leaders.

- Experiential learning initiative in Spanish 162: Introductory Spanish I to engage students in learning in the community through application of language and culture skills outside of the classroom and in local businesses.
- Students in Spanish 162 organized a Day of the Dead Altar. This project engages students and the local community in a cultural event.

Goal 4: Range of Quality Academic Programs – Offer a range of quality academic programs, including featured signature programs that together educate a diverse student population and meet the needs of the state and region within the context of a global environment.

RESPONDING TO STUDENT LIBERAL ARTS AND PROFESSIONAL EDUCATION AND WORKFORCE NEEDS

- The Biology Department created a second course “Group Senior Research” to supplement the range of activities a student could elect to fulfill the senior research project experience.
- Physics discipline introduces two upper level courses (Electromagnetic Waves and Optics and Concepts of Modern Physics) to increase the job opportunities of our Science Secondary Education students.
- To respond to the interest of students, two new courses, MTR 298, Air Pollution Meteorology and Global Change and MTR 399, Mesoscale Meteorology & Numerical Weather Modeling were introduced.
- The Biology Department offered its first Intersession course (2008-09).
- Dr. Merrill, Coordinator of MS Education Program spent January 2009 writing a curriculum proposal for major revision to this program. The proposal will be reviewed by the Education faculty during April and May 2009.
- Dr. Delcourt submitted several substantive curriculum changes for the Ed. D. Program, which to date have received Department, ERC, and Graduate Council approval.
- The Mathematics department continues to develop a revised core curriculum. Some changes to Calculus I and II precipitated by our NEASC assessment data have been passed and will be presented at CUCAS in May 2009.
- During 2008-2009, we completed development of a new graduate program, the first at the Masters level in the Department of World Languages & Literature. This program offers students a Masters of Arts in Teaching Spanish, a shortage area in the state of Connecticut.
- Due to changes in CACREP accreditation standards, Dr. Michael Gilles revised the MS Counselor Education Program’s Community Health Option to become the Clinical Medical Health Option of 60 credits. The proposal has received WCSU, CSU AABOT and CSU BOT approval, and it is now awaiting final approval from CDHE.
- Dr. Gilles, with Dean Durnin and Provost Rinker, successfully presented the program modification proposal to the CSU COAVP and BOT Academic Affairs committees, March-April, 2009.
- Gene Buccini and Fred Tesch conducted a series of focus groups with area CEO’s, current MBA students, and MBA alumni in order to recommend revisions and updates to our MBA program. They plan to share the outcomes of these conversations with ASB faculty and to work with faculty members to develop and recommend an MBA program that is reflective of input from our faculty and our stakeholders.
- The Biology Department created a three person Graduate Program Advisory Committee to make recommendations about Graduate Program changes.
- Drs. Thomas Lonergan and Ruth Gyure designed two collaborative studies involving faculty and students at Loyola College, Chennai, India as part of the Memorandum of Understanding signed in fall 2008.

ACADEMIC QUALITY STANDARDS

- The Department of Music hosted a highly successful site visit for re-accreditation through the National Association of Schools of Music. The department was applauded for the quality of their Self-Study as well as for the quality and integrity of their degree programs and the high level of its faculty.

- The Haas Library dramatically improved the quality and extent of its collection of print and recorded music in support of the Music Department's bid for reaccreditation from the National Association of Schools of Music. A major emphasis was also placed on acquiring appropriate materials for the new program in Musical Theatre. The library also expanded its efforts to support the Education Department's accreditation by the National Council for Accreditation of Teacher Education.
- World Languages & Literatures's Spanish-Secondary Ed program received recommendation for accreditation with minor conditions from NCATE representatives for its SPA report in Spanish.
- On April 4-8, 2009, WestConn was reviewed by a joint NCATE/CSDE Site Visitor's team for national accreditation, and for continued state approval of its professional education programs. At the exit review, the NCATE chair stated that WestConn had met all NCATE standards with only 3 minor areas for future improvement. Dr. Moirs of CSDE also reported that WestConn met all State standards.
- Schools/departments seeking accreditation are encouraged to contact F & A for support in developing and managing budgets for this purpose. Recent examples where support has been provided this Spring include: NEASC, CCNE, NCATE, NASM, NCATE and AACSB.
- Kathryn Martell, a nationally recognized expert on outcome assessment, conducted a one day seminar on building an assessment process for AACSB accreditation.
- University Computing provided technical support and created a website for NCATE.
- Dr. Jeffrey Schlicht is exploring the feasibility of seeking national accreditation for the BS HPS – Wellness Management Option.
- Dr. Housemann spent January 2009, revising BSHPs Program's curriculum for seeking SABPAC approval, and began developing a performance based assessment systems for the program.
- Biology Department, in consultation with the Math Department, created plans to strengthen curricular goals by implementing applications of statistical analyses in several of its departmental offerings.
- In January 2009, the BS Health Education Program received National Recognition from its Specialized National Association (APHERD) Department of Social Work.
- Late January 2009, WestConn Intermediate Administration and Supervision Certificate Program received National SPA Recognition without any conditions.
- The Marketing Department completed a CSU Assessment Grant. Findings on newly developed Assurance of Learning measures were presented at the CSU Assessment Conference on April 24. Preliminary findings indicate that the Ansell Marketing Program significantly develops students' skills and knowledge in critical marketing areas.
- Again, 30-50% of the senior Social Work students are applying for admission to MSW programs (e.g., Fordham, Hunter, and UCONN).
- Theatre Arts won the Best Associate Musical Award for its production of *Tommy* at the Kennedy Center American College Theatre Festival in February 09. This is the second consecutive year of receiving this Award.
- WCSU Bachelor of Music in Performance student Stephan Price was awarded a Fulbright Grant to study organ performance and repertoire in France.
- Finance major Richard Andrews represented WCSU at Framingham State College to speak to mathematics alumni on the St. Petersburg Paradox. He was accepted into the National Society of Collegiate Scholars and has been nominated for the national Who's Who Among Students in Spring 2009.

ACADEMIC PARTNERSHIPS

- Ed.D. program to offer second iteration of the 092 Certification Program in Intermediate Administration or Supervision, in collaboration with CCSU, beginning June 2009.
- WCSU and SCSU have composed a collaborative proposal for the development of a Special Education Behavioral Option for the proposed M.A.T. in Elementary Education. The proposal is to be completed by the end of April.
- SCSU's and WCSU's collaborative proposal for a MAT in Elementary Ed with a certificate in Special Education will be submitted to the respective Provosts by the end of April 2009.

IMPROVE AND SUPPORT ON-GOING STUDENT ADVISEMENT

- Registration PINs are now available to both the primary and secondary faculty advisors for students in the elementary education program (both SPS and A & S) advisors.
- Summer faculty advisement hours will be redistributed across the summer months to better reflect student demand.
- Director of Faculty Advising has been soliciting feedback from various departments (academic and nonacademic) along with residence hall representatives with regard to strengths/weaknesses of the advising system.
- An updated list of General Education requirements has been put into readable format and sent to all faculty members.

CREATE GATHERING SPACES

- Department of Biology took the lead in coordinating the furnishing of the Science Building Atrium area to support student study and meeting area needs.
- First steps were taken to remodel the first floor of the library to create more attractive and effective study and reading space.

Goal 5: Enriching and Supportive Student-Focused Environment – Foster a holistic approach to intellectual and social growth and development that prepares students to be productive citizens of the state of Connecticut and the world by developing their knowledge, experience, and critical thinking and by fostering life-long learning characterized by intellectual curiosity, imagination, and creativity.

IMPROVE SCHEDULING TO OPTIMIZE THE ACADEMIC EXPERIENCE

- The Registrar has built schedules with a MWF and TR class model.
- A Common Hour has been established for students – Wednesdays Noon-1:00 p.m.
- Schedules available to students and faculty and the university one year in advance.
- Published registration calendar available to deans and departments to better manage course offerings.
- Earlier registration availability for students to better manage personal schedules.
- Developed availability of full complement of courses to allow completion of student's major requirements for graduation.
- The undergraduate catalog will be updated daily on the web and printed every other year.
- The undergraduate catalog is available on the university website
- The English department is providing students and faculty with a suggested sequence of courses to ensure that students can graduate in a timely manner.

BETTER UTILIZE TECHNOLOGY TO FACILITATE COMMUNICATION

- Admissions Office distributes information to students via Facebook.
- WestConn has a Facebook page that has nearly 1,000 fans and provides a forum in which prospective and current students can ask questions and receive answers. The page is updated with invitations to campus events, including Admissions Department "chats" that allow prospective students to interact with administrators and current students.
- During the spring semester 2009, the Office of Student Financial Services has implementation of the University & Foundation Scholarships. The Office of Student Financial Services developed in BANNER the ability to award the scholarships to a student's record, provide a memo against their bill so the award can be subtracted from the bill, and disbursed electronically in banner to the student's account.
- The Office of Student Financial Services has secured electronic access to update the website.
- Updated list of General Education Requirements has been added to the Admissions website.
- Test Scores Interpretation has been added to the WCSU website.
- Instructions for CAPP have been added to our website.
- John Cronin completed the first full semester of use of the Turning Point Classroom Response System, commonly known as "clickers" to enhance student participation in the classroom. He is now beginning to explore its use as a system for administering quizzes and texts. Other instructors have begun using the same system.
- Using a team approach, University Computing implemented the Emergency Notification System
- University Computing completed the implementation of the wireless network at Midtown and Westside including all residence halls and wireless printing.
- University Computing developed social networking initiatives such as WestConn Facebook page, Admissions online chat, WestConn YouTube channel, WestConn Twitter, and WestConn Flickr.
- University Computing created a HPX lab and a fourth computer center in the Westside Campus Center.

- University Computing developed and implemented Wiki server and Maple T.A. server (online math assignments and testing) for use by graduate students and their faculty advisors and installed TurningPoint Audience Response Systems in various classrooms and assisted faculty with their use.
 - Developed and integrated processes for supporting tuition payment plans through Nelnet Business Services into Banner AR (Cashier's Office) allowing students to set up a tuition payment schedule, through Nelnet; this information is recorded in Banner automatically.
 - University Computing developed a report for Housing which shows available capacity for room assignments and lists whole and partial room space available by residence hall; shows rooms having occupants in need of roommates, and allows Housing to quickly identify where space is available in any given residence hall.

EXPAND OPPORTUNITIES TO STRENGTHEN PARTNERSHIPS BETWEEN FACULTY AND STUDENTS; FOSTER CAMPUS PRIDE

- Three students from the Marketing Club and their faculty advisor attended the 2009 International AMA Collegiate Conference in New Orleans.
- Creation of new post-doctoral writing and research group, Hass Library, for Ed.D. students, spring 2009.
- The World Languages & Literatures department strengthened partnerships between faculty and students:
 - Students collaborated with a faculty member in Spanish on an international research project to interview Guatemalan Women Writers and study their poetry.
 - Spring 2009: NYC trip with Spanish faculty and WCSU students to the Museum of Modern Art and to see a play at the *Reportorio Español*.
- Fred Maidment is actively involved in entering student Business Plans in the "You Belong in Connecticut" Business Plan Competition.
- Annie Wong represented the Finance Department in conducting a presentation/meeting with students in Newbury Hall on the subject of personal finance.
- New emphasis on Commuter Students including development of a new Newsletter
- New emphasis on sexpanded services for Veteran students including designated space
- Successfully offered a Take Your Child to Work program, April 2009.
- The Hancock Student Leadership Program was successfully offered, January 2009.
- The first Relay for Life project was held in April 2009. Students raised \$26,000.
- Health Fairs held jointly with faculty and academic departments
- CULTURE program in Housing, inviting faculty to participate in residential life programming

LEARNING OPPORTUNITIES ON WCSU CAMPUSES AND THE REGIONAL AND GLOBAL ENVIRONMENTS

- The Biology Department and World Languages & Literatures Department are participating in the 2009 global Academy in Nicaragua through Dr. Pinou's participation studying sea turtle migration.
- The Herpetology club visited Greece on a week-long trip to interact with Greek scientists working on turtle conservation issues.
- Prominent painters and illustrators have been brought to campus for the Spring 09 MFA Guest Lecture Series: Barbara Grossman, Tom Kidd, Riley Brewster, John Cuneo, Don Kimes, Michael Garland, and Ruth Miller.
- Prominent guest artists brought to campus to perform and work with students: Albert Regni, Danillo Perez, Daphnis Prieto, Edward Joffe, Mira Nair, Joan Tower, Laura Kaminsky and the Manhattan String Quartet.

- The Senior Community Organizing Project continues to enrich students' growth this spring. All social work seniors are involved in anti-poverty events, including the Beatrice Nemzer Symposium and lobbying in Washington, D.C. regarding federal poverty legislation.
- English Faculty Lecture Series (spring 2009: Dr. Linda Cahir). This is an ongoing initiative that benefits both faculty and students (graduate and undergraduate).
- PAM students travel once or twice per year to the National Undergraduate Research Observatory on Anderson Mesa near Flagstaff, Arizona, to conduct research on celestial objects with the 31-inch telescope there. WCSU is a charter member of the NURO consortium.
- World Languages & Literatures has established Global Summer Programs: Summer in Spain and Global Academy in Granada, Nicaragua.
- The Biology Department has formulated a plan to continue the finding of the lecture series "Science at Night" which showcases scientists discussing current affairs for the general public.
- MFA Writing students participated in a private workshop with film director Mira Nair as part of the President's Lecture Series program, March, 2009.
- Secondary teachers from Danbury and WCSU student teachers took part in an e-workshop on "Implementing the Algebra Standard in Grades 6-8" on January 7, 2009. WCSU acted as the local host for the web-based workshop.
- Ed.D. program hosted the first mini-conference, May 2009, as an extension of annual Distinguished Lecture Series.

STRENGTHEN AND EXPAND ACADEMIC SUPPORT PRACTICES

- The Biology Faculty started, in Spring 2009, an early intervention program, counseling students who receive lower than a "C-" on their first hourly exam. Counseling of students-at-risk will continue at midterm.
- The Math Department is cooperating with the office of AccessAbility to provide differentiated instruction to students with documented learning differences in Mathematics. Students are able to register for a designated section of MAT 098 or MAT 100 in which the course instructor makes a greater effort to provide multiple modes of instruction and a variety of classroom methods.
- The Academic Advisement Center (AAC) hours are offered at the Westside Campus Center, one afternoon per week, during fall and spring registration periods, ensuring availability and access for students.
- Computers in the AAC provide a convenient way for students to register immediately following advisement sessions.

IMPROVE PHYSICAL FACILITIES

- Exterior Building and Campus signage have recently been installed on both campuses.
- Interior and exterior displays will be included in refresh or renovation facility projects.
- Music recordings on compact disc in Haas Library were moved from a closed area to provide open access by students. Initial steps to move DVDs to open access were also taken.

BUILD CONNECTIONS WITH THE DANBURY COMMUNITY

- The Marketing Club has become active in campus and community events, including raising funds for local charities.
- University Computing created new websites for the Community Report Card, One Book One Community, and the Women's Center of Greater Danbury.

MISCELLANEOUS

- Reorganization of acceptance packet to make materials for students easier to read.
 - Inclusion of more student support services information – Access Ability services, health services.
- Students' scholarly work was made accessible through the institutional repository mounted by the library. The repository accepted for inclusion prose by students in John Brigg's writing program, articles published in the Journal of Undergraduate Psychological Research, transcripts of oral history interviews, and dissertations from the new doctoral program in educational leadership.
- Communications to our alumni through our Website, Alumni-E-newsletter, Facebook, Alumni News, letters and invitations promote special and unique university and alumni programs and upcoming events. In an effort to cultivate alumni, bring them back to the university and involve them in campus life, the alumni office will be instituting a new program tied to the May Commencement: Spring Weekend. Additionally, key local and regional alumni were identified and invited to serve as designated liaisons for other alumni in their geographical areas through the Alumni Ambassador Program.

Goal 6: Affordability – Deliver outstanding value to students through effective management of the university and the provision of student financial assistance, thereby maintaining the affordability and access of a mid-sized public university while creating the quality experience of the best private institutions.

EFFECTIVE UNIVERSITY MANAGEMENT

- Individual departments engaging in program review are encouraged to contact the Controller's office. They will be referred to a budget analyst who can assist them in obtaining expense data. Finance and Administration will work with Institutional Research to detail revenue classification by program. F & A will work with departments to develop indirect overhead rates.
- Finance Committee communicated New Program Analysis Template to UPBC. This template will be used by departments to prepare consistent resource summary requests for analysis by UPBC and other governance bodies.

AFFORDABILITY AND ACCESS THROUGH SCHOLARSHIP AND STUDENT AID

- The Graduate Studies office worked with Institutional Advancement to develop case statements for graduate student scholarships, travel, and study abroad, spring 2009.
- Through working with Institutional Advancement, two donors established new scholarships for Education students and one donor established a scholarship for Nursing students.
- College Goal Sunday, January 25, 2009, was a Lumina Foundation initiative designed to be an outreach program to families to assist them in applying for financial aid for the 2009-2010 academic year. WCSU served as the Western Connecticut Site for the event during which university employees assisted 141 prospective college students with the timely and successful submission of the Free Application for Student Financial Aid.
- Time frame of EAP was moved up to bring in stronger students to the program and allow them to apply for and receive financial aid.
- Awarding financial aid at a higher percent of need met for grants as compared to sister institutions.
- WestConn at Waterbury promotes cross-registration to NVCC students, which allows full-time community college students to take up to six credits per semester at no cost at WestConn.
- The Biology Department has expanded its student worker program to allow more student employment opportunities. The Department has also created its first official set of student employment guidelines with an articulated agreement with students to clarify duties and responsibilities.
- Multicultural Affairs and Institutional Advancement are consolidating the effort to secure funding to support diversity programs and activities.