IMPLEMENTATION PLAN

In Response to

"SOARING LIKE AN EAGLE"

**Report of the Coppin State University
Special Review Committee**
Submitted by

William E. Kirwan, USM Chancellor and

Mortimer H. Neufville, CSU Interim President

June 21, 2013

Coppin State University Implementation Plan:
Response to the Special Review Committee Report
June 21, 2013

In December 2012 the University System of Maryland (USM) Board of Regents established the Coppin State University (CSU) Special Review Committee to conduct a comprehensive review and assessment, and make recommendations to build and nurture a culture of student success on the campus.

The 14-member committee was chaired by Freeman Hrabowski, president of the University of Maryland, Baltimore County and former Vice President for Academic Affairs at CSU, and included elected officials, USM regents, representatives from the business, state elementary/secondary and national higher education communities, and Coppin State's faculty, staff, students, alumni, Board of Visitors and foundation board members. The Committee met five times and assessed demographic and societal trends impacting Coppin. Committee members also reviewed external and internal audits, relevant data and best practices. In addition, the Committee held three public hearings, received written comment, engaged a wide range of Coppin's internal and external constituencies, and solicited additional input from key stakeholders. Committee Chairman Freeman Hrabowski provided an overview of the findings and preliminary recommendations to the campus constituency on May 9, 2013 and then presented the final report to the Board of Regents on May 15, 2013.

As part of its acceptance of the report, the Board requested that USM Chancellor William E. Kirwan and CSU Interim President Mortimer Neufville, in consultation with the Coppin community, develop an implementation plan for the report's recommendations. Accordingly, Chancellor Kirwan and Interim President Neufville appointed a team comprising USM Office and CSU staff to provide oversight, guidance, and feedback on the implementation of the recommendations. The chancellor and interim president have developed this detailed plan based on the team's work.

The Chancellor appointed P. J. Hogan, Vice Chancellor for Government Relations and Mortimer Neufville, CSU, Interim President with providing leadership for drafting the implementation plan to be submitted to the USM Board of Regents on June 21, 2013. The first step in drafting the plan was the engagement of the leadership of CSU and USM faculty, staff, and students in various consultative meetings.

On May 29, 2013, a CSU implementation planning retreat was held to develop a comprehensive implementation plan. The team consisted of (31) key CSU and USM staff representatives. A draft report was prepared and shared with all participants for additional input. This implementation plan is organized around the three specific report goals, with specific actions and activities for each goal. The actions and activities have been assigned completion time frames as follows: Immediate – beginning now through August 31, 2013; Short- Term – June 1, 2013 through December 31, 2013; Mid-Term – June 1, 2013 through June 30, 2014; and Long-Term - over the next five years . Specific indicators are identified for each activity along with team leader(s) for each activity. The implementation plan represents the collective input of all retreat participants.

Coppin State University Planning Retreat Participants:

Coppin State Representatives:

Mort Neufville – Interim President
President's Cabinet:
Franklin Chambers-*VP Student Affairs;* D. Dalzell-VP Institutional Advancement; El-Haggan, *VP Info. Technology* ; L. Jenkins-*Chief of Staff*, Derrick Ramsey-*Athletic Director*,
Monica Randall-*VP Enrollment Mtg.* , F. Stokes-McElveen-*Senior Advisor*,
J. Spinard-*VP Admin. & Finance*
Academic Deans:
Marcella Copes-*College of Health Professions,* Sadie Gregory-*School of Business*,
Beverly O'Bryant-*School of Professional Studies,* J. Takona-*School of Education*
Administrative Departments:
Michelle Gross-*Director of Admissions;* Cherlyn Brace-*Director Budget & Finance;*
Crystal Mosley-*Controller*; Lisa Early-Director *Human Resources;* Mose Cartier-Dir. Financial Aid,
Shared Governance Representatives:
Nicholas Eugene-*Faculty Senate* *, Virletta Bryant-*Newly Elected Faculty Senate President*
Marcia Cephus-*Staff Senate* *
Martell Gaynor-*Student Representative*

University System of Maryland Representatives:

PJ Hogan – USM Liaison to CSU Implementation Committee
Janice Doyle – USM Chief of Staff
Mark Beck – *AVP Capital Planning/CSU Interim VPAF*
Joann Boughman, *Vice Chancellor for Academic Affairs*
Teri Hollander, *Associate Vice Chancellor*
Zakiya Lee, *Project Manager*
Chad Muntz, *Director of Institutional Research*
Robert Page, Comptroller
Ben Passmore, *Assistant Vice Chancellor for Admin. & Finance*
Monica West, *Budget Director*
John Wolfe, *Associate Vice Chancellor for Academic Affairs/Diversity and Academic Leadership Development*

(*) – Served on CSU Special Review Committee

As in the report, this implementation plan groups the recommendations under three major goals:

- ☐ Increase student retention and graduation rates;
- ☐ Strengthen academic programs and faculty; and
- ☐ Improve administrative operations and financial stability.

Furthermore, this implementation plan follows the layout of the Special Review Committee Report. Each recommendation is coded numerically for easy cross reference to the report, and includes timeframes for implementation, specific activities, accountability measures and metrics, and team leaders designated to ensure that the activities are carried out successfully. For further reference, the appendix of this implementation plan groups the recommendations according to their timeframes—immediate, short-term, mid-term, and long-term—as defined by the plan.

In implementing the recommendations, the Coppin community will work in partnership with the USM Office and other USM institutions to take advantage of the system-wide resources and expertise to improve operations, student success, and reputation. The Chancellor and Coppin President will provide the Board and members of the CSU community with detailed progress reports every six months beginning in December 2013.

This plan clearly reflects the strong commitment, capacity, and will necessary to reestablish Coppin State University as a vital provider of higher education focused on student success and to position the University as one of the nation's foremost Historically Black Institutions.

GOAL #1 Improve Student Retention and Graduation and Increase Enrollment

Actions as Outlined in CSU Review Committee Recommendations:

1.1 Focus the admission of first-time, full-time traditional students on those who have a reasonable chance of success and significantly increase enrollment of transfer and adult students. Ensure that CSU student support services, including admissions, counseling, and advising, financial aid, bursar and student accounts; residential life; registration operations; and student life facilitate student graduation.

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
1.1.a	Immediate	Develop a Strategic Enrollment Management Plan: to include recommended changes in first time, full time freshman admissions as well as recruitment of high achieving high school dual enrollment students and establish partnerships for dually enrolled Community College and Coppin students as well as plans for increasing transfer and adult students	Completed plan & Memorandums of Understanding for Dual Enrollments. Establish higher admission criteria.	Provost/ Enrollment Mgt.
1.1.b	Immediate/ Mid-Term	Conduct Customer service training for all CSU faculty, staff and peers. (w/ focus on retention imperatives): Orientation of all new staff, faculty and peer mentors	Training models developed and sessions scheduled	Human Resources/Provost
1.1.c	Immediate	Develop marketing and communications plan *(Both internal to campus and externally focused)*	Completed plan w/ execution milestones	University Relations/Academic Affairs/VPIA
1.1.d	Short-Term	Implement intrusive academic advising interventions Incorporate best practices from Athletic program *(See 2.4 and 2.5 Under Goal #2 Strengthen Academic Programs)*	All students assigned full-time faculty member and develop intrusive advising	Provost

1.1.e	Short-Term	Transform financial aid operations into a more customer-focused operation to better meet needs of students. Initiate program to Increase and assist the number of students completing the Free Application for Federal Student Aid (FAFSA) prior to awarding institutional aid. Review national models for "One-Stop" Student Support Services Center and cross training among appropriate units.	Implement new service delivery format. Provide a calendar of workshops; Utilize VITA Student Counselors for financial aid assistance. Increase percent of financial aid awards by beginning of fall term.	Enrollment Mgt. Financial Aid Office
1.1.f	Long-Term	Enhance Student Space/Environment: Commuter Student Lounge spaces Additional living-learning centers/residence halls	Establish (2) new student lounge spaces Capital Plan	Auxiliary Services/ Facilities Mgt. Capital Planning

GOAL #1 Improve Student Retention and Graduation and Increase Enrollment

Actions as Outlined in CSU Review Committee Recommendations:

1.2 Recommend that the state broadens the traditional metrics for academic success to include graduation rates of transfer and non-traditional adult (age 25 years or older) students.

1.3 Determine if additional housing is needed and if so, determine the appropriate type to meet student's needs.

1.4 Implement a "near completers" program, which includes financial assistance and support services.

1.5 Structure the intercollegiate athletics program in the proper size and depth to ensure deficit elimination, self-sufficiency and the enrichment of student life and fundraising.

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
1.2.a	Short-Term	Work with USM and MHEC Data Advisory Comm. to redefine student success measures appropriate to non-traditional students (progress underway)	Acceptance of new report formats IPEDS	Enrollment Mgt.

1.2.b	Short-Term	Dedicate a staff member to community college transfer recruitment and adult students	Increased enrollment of transfers	Enrollment Mgt.
1.3	Long-Term	Determine the need for additional housing (Residential College Concept-Capital Plan)	Assess Needs/Plan Developed	Enrollment Mgt. Capital Planning
1.4	Short-Term	Implement "Near Completers" student project (Project Hope) Approx. 224 prospects were identified as "near completers" in CSU's MHEC Grant request.	Achieve 40% min. re-enrollment rate of identified near completers	Admissions
1.5	Mid-Term	Develop plan to eliminate ICA deficit, including a fundraising focus, and assess athletic fee structure	Deficit Elimination	Athletics, Institutional Advancement

GOAL #2 Strengthen Academic Programs and Faculty

ACTION TAKEN TO DATE- Academic Reorganization

Under the leadership of the Interim President in collaboration with the VPs, Deans and shared governance bodies, significant progress has been made to right-size CSU's academic enterprise. The proposed reorganization reduces the number of schools from (6) to (4) colleges with (3) separate multi-disciplinary programs (the Honors Program, University College and Interdisciplinary Studies. In addition to realigning academic programs, a reorganization of the Office of the Provost has been proposed in an effort to enhance effectiveness throughout academic affairs.

2.1 Restructure CSU's academic programs to focus on those of highest priority for CSU based on student enrollment, market demand, and career opportunities for graduates and academic ranking.

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
2.1	Short-Term for identification of process Mid-Term/ Long-Term	1. Shift resources to growth programs 2. Final decision regarding programs 3. Share processes with constituents 4. Provide adequate resources for growth programs (see also 3.2.a) 5. Develop process for reallocating positions (see also 3.1) 6. Provide opportunities for faculty retraining/development	Prepare list of programs/courses for: ☐ Elimination ☐ Consolidation ☐ Growth ☐ Suspension ☐ Complete plan for retirement options in all programs ☐ Complete plan for phasing out of programs ☐ Reallocate and reorganize faculty and resources ☐ Course management – Listing of cross-program courses and plan to eliminate duplication	Provost, Deans, Dept. Chairs (with input from faculty)

2.2 Review, revise and implement measures of accountability for academic departments to ensure alignment with USM and CSU strategic plans and the highest standards of teaching and service to students.

2.3 Facilitate maximum collaboration across all academic departments to capitalize on faculty strengths and programs.

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
2.2	Mid-Term	Develop and implement program accountability, job descriptions, selection and evaluation processes to ensure consistency across the University.	☐ Review of the congruency of goals /objectives/ strategic plan to USM & CSU ☐ Review of documents at all levels (see also 2.8) ☐ Define job descriptions, (roles and responsibilities of Chairs, Deans, admin.) ☐ Develop process for succession related to cycle review for academic administrators (term limits possible) ☐ Initiate Training and development	Faculty driven; Support of Provost, Deans, and Chairs

| 2.3 | Short-Term | 1. Create Inter-professional collaboration across disciplines, courses, etc.

2. Develop strategies, incentives, implementation of department and faculty collaborations | ☐ Develop incentive strategies, and implementation
☐ Increase in shared responsibility for courses
☐ Decrease in number of repetitive courses
☐ Increase collaborations in research and service | Provost, Deans and Chairs (with faculty input) |

Actions as Outlined in CSU Review Committee Recommendations:

2.4 Faculty course workloads should be reduced to a level closer to the current average for comprehensive universities. 2.5 Offer courses in flexible formats and timeframes that include evening and weekends.
2.6 Establish a CSU Center of Excellence in Teaching and Learning
2.7 Implement programs to prepare students for professional certification and licensure e.g. , PRAXIS preparation for teacher candidates

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders

2.4 and 2.5	Immediate and Short-Term	1. Align faculty course workload with the average for comprehensive universities
		2. Increase faculty credit production through more efficient course scheduling
		3. Training of academic advisors
		4. Create a plan for advisement of students planning for courses that are only offered one time per year. (Student & Advisor accountability)
		5. Increase in number of courses offered
		   ☐ Online
		   ☐ Evening
		   ☐ Weekend
		   ☐ Winter & Summer Sessions
			1. Semester credit hours/ faculty rise to USM average
			2. Increase in minimum # of students for course to "run", e.g., 15-20 students
			3. Decrease in number of course sections needed
			4. Increase in number of flexible course times and deliveries
			5. Increase in student retention
			6. Decrease in overload
			7. Decrease in use of adjuncts
				Provost, Deans, and Chairs

2.6	Long-Term	1. Promote & Support Academic Innovation 2. Establish CSU Center of Excellence in Teaching & Learning 3. Enhance Teaching – Learning strategies that increase retention	1. Development and implementation of Faculty Development Plan 2. Increase in retention 3. Decrease in number of repeat courses required	Provost, Deans, and Faculty Senate
2.7	Immediate	1. Enhance efforts in the School of Education Center related to PRAXIS 2. Provide periodic reports on progress or performance of students by expanding reading and writing skills	1. Assign more personnel dedicated to PRAXIS 2. Increased student passage of PRAXIS	Dean of the School of Education, Faculty, and the Director of Center

GOAL #2 Strengthen Academic Programs and Faculty

Actions as Outlined in CSU Review Committee Recommendations:

2.8 Implement policies and procedures for tenure and post-tenure review that align with Board of Regents policies and best practices.

2.9 Appoint a STEM Programs Coordinator

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
2.8	Short-Term	1. Update process for Tenure and Post-Tenure Review 2. Update Faculty Handbook	☐ Complete review & revision of ART policy 12/2013 ☐ Implementation AY 2014 ☐ Review of 20% of tenured faculty by 7/2014 ☐ Roster of Tenured Faculty with date for post-tenure review ☐ Updated Faculty Handbook	Provost, Deans, Chairs, Faculty, and Faculty Senate
2.9	Immediate	Appoint a STEM Coordinator	☐ STEM Coordinator in place	Provost

GOAL #3-A Improve Administrative Operations

ACTION TAKEN TO DATE – Administrative Operations:

In response to the persistent challenges that severely undermine Coppin's success, the Interim President has acted with a sense of urgency to address systemic issues within the university's administrative operations. These actions include, restructuring the budget to bring operating costs in line with expenditures; and conducting a review of the administrative organization units, structures and staff. These efforts are already yielding positive results. Coppin is on track to end the current fiscal year within budget and has made steps toward creating an operating environment that exercises greater fiscal discipline and accountability.

Actions as Outlined in CSU Review Committee Recommendations:

3.1 Restructure CSU administrative organization, offices, and operations to enhance effectiveness and efficiency, ensure accountability and internal controls, support critical operational functions and improve critical business processes and student support services.

3.2 Balance the operating budget and ensure adequate funds are allocated to support CSU's strategic goals.

3.3 Implement a system of internal controls that are efficient and effective, address audit deficiencies.

3.4 Improve institutional advancement operations and alumni relations.

CSU Review Recommendation	Timeframe	Activities	Indicators/Metrics	Team Leaders
3.1		**Restructure and Right-Size Administrative Functions Campus-wide**		
	Immediate	Identify necessary functions and personnel in Administration & Finance (A&F) based on USM study	Completed Study	VPAF
	Short-term	Begin phased restructuring of A&F functions based on USM study (focusing first on financial accountability)	Completed restructuring reported in PeopleSoft	VPAF
	Short-term	Relocate those offices and personnel where proximity enhances effectiveness of their functions	Completed moves	VPAF/Facilities

3.1	Short-term	Identify necessary functions, personnel and relationships for administrative functions campus-wide using review process similar to USM study of A&F (utilize staff from other peer and "best practice" institutions as needed)	Completed studies (may be phased)	President's Cabinet (with USM, other institutions, as advisors)
	Mid-term	Perform "desk audits" of all necessary functions and personnel identified above, campus-wide. Ensure appropriate skills and qualifications, as well as attitude for maximum performance.	Completed audits	President's Cabinet/HR
	Mid-term	Compare staffing and organization at other, productive, similarly sized institutions	Completed comparisons	President's Cabinet/HR
	Mid-term/ Phased	Begin realignment of campus administrative personnel to provide most effective workforce in smallest possible numbers of most capable staff	Completed efficiency plans showing reductions	President's Cabinet/HR
	Mid-term/ Phased	Implement those reductions in force and, where needed, replace non-performing individuals and add highly skilled persons where workload suggests	Demonstrated reductions in budget	President's Cabinet/HR
	Long-term/ Phased	Relocate functions to improve efficiency where physical proximity will have the most direct impact. This effort must be phased based on limitations of budget and space.	Completed moves	President's Cabinet/ Facilities
3.2.a	Mid-Term Short-term/ Long term	Align Budget to Strategic Plan: 1. Identify financial implications of strategic plan 2. Budget aligned to Strategic Plan	Achieve alignment with CSU's Strategic Plan	Budget Director/VPAF
3.2.b	Mid-Term	Meet Fund Balance Goal (with exception of approved one-time CSU Implementation Plan expenditures)	Full Payment FY 14 and beyond	Budget Director/VPAF

3.2.c	Short-Term	Improve Student Accounts Receivable Collections through stronger collaboration, cooperation and communication on the part of the affected units (Bursar, Registrar, Financial Aid, Admissions). Reassess the use of PeopleSoft Student information module and consult with another USM Institution for "best practice" solutions.	Achieve collectables commensurate with other HBIs with eventual goal of 99%	Controller/VPEM
3.2.d	Mid-Term	Improve level of service and collaboration among Student Financials, the Bursar, Registrar and Financial Aid by relocating all three units in the same physical location on campus, address attitudes/behaviors that undermine service quality, and explore utilizing virtual technology. Establish Ombudsman service –staffed with individuals who focus on resolving student issues that cut across multiple offices.	Pre/post student (customer) satisfaction surveys. Improve reliability of student account balance information. Address and reduce Audit Findings (see also 3.3). Establishment of Ombudsman Office	Enrollment Management/ Facilities Mgt. Enrollment Mgt./ Student Affairs
3.2.e	Short-term/ Long term	Establish a Title III Review Committee	Align funding with strategic Plan. Fund faculty/staff development Allocate funds for improving intellectual campus climate	President
3.3	Immediate/ Short-Term (by next audit)	Implement Effective Controls 1. Review of systems (USM Internal Audit) 2. Audit findings will be addressed and reduced	Ongoing All findings addressed No repeat findings for next audit cycle	Controller/USM Internal Audit
3.4.a	Immediate	Enhance Alumni Programs/Giving through better usage of data systems, research of CSU Alumni Body.	Increase active alumni donor base to 10% Increase alumni funds from alumni by 50%	VPIA
3.4.b	Immediate	Restore the Grants and Sponsored Programs function to Institutional Advancement with appropriate staff/funding	Identify or recruit (15) principal investigators Increase # of grant applications submitted by 30%	VPIA

3.4.c	Immediate	Reorganize IA to consolidate other key functions including University Relations: Centralize communications function, reorganize existing UR staff to optimize efficiency	Launch CSU Branding Campaign Increase positive media mentions by 50% Publish Fall/Spring Magazine	VPIA
3.4.d	Mid-Term	Increase CSU's Capacity to raise funds through an expanded CSU DF Board (maximum 25) and develop a Corporate Advisory Board	Recruit 10 members to the CSUDF Board including the Corporate Advisory Board by June 2014	VPIA

GOAL #3-B Improve Shared Governance

Actions as Outlined in CSU Review Committee Recommendations:

3.5 Improve shared governance by using proven best practices employed at other USM institutions and CSU's national peers.

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
3.5.a	Immediate/ Long-term	Adoption of Shared Governance Policy with an emphasis on increasing communications within the various campus constituencies and use of a listServ	Adoption of Policy by constituent groups (September 16th) Approval by President (October 1st) Submission to Chancellor	Shared Governance Committee
3.5.b	Immediate/ Long-term	Update Governance Documents: Appointment; Rank and Tenure; Handbooks-Faculty Student and Employee, Post Tenure Review, Policy on Periodic Review; Performance Management Process; Style/Publication Manual and Strategic Plan	Documents will be updated and finalized	President's Office
3.5.c	Immediate/ Long-term	Improve/Enhance campus intellectual climate by establishing a standing committee to develop and implement ideas/themes for campus wide programs. symposia, colloquia, or seminars throughout the academic year.	A more engaged campus as assessed by regular feedback surveys	President/Provost

Actions as Outlined in CSU Review Committee Recommendations:

3.6 Establish a child development center to assist CSU students, faculty and staff.

3.7 Use the strength of the CSU IT department to support all aspects of operations, including processing of financial aid, course redesign, and the development of online courses.

CSU Review Recommendation	Timeframe	Activities	Accountability Measures/Metrics	Team Leaders
3.6	Short-Term (October) Mid-Term	Childcare Development Center Open and Operational Link child care services with financial aid to allow students to qualify for additional aid to support their child care needs.	Operational by fall '14 Include Utilization goal 64 children served for drop-in care. Extended day & evening operation will be added for up to 32 children	Dean of Education/VPAF
3.7.a	Immediate	Implement an IT Training Summer Institute	Train 25% of CSU's staff over the summer	VPIT/CIO
3.7.b	Mid-Term	Assist Financial Aid Office in Implementing existing Best Practices in PeopleSoft (*see 3.2c Improve Student Accounts Receivable Collections*)	PeopleSoft Student Accounts module is fully operational & data integrity is validated	VPIT/CIO
3.7.c	Mid-Term	Information Technology Dept. to collaborate with Deans to provide IT training for Adjunct Faculty	Require training for Adjuncts	VPIT/CIO
3.7.d	Mid-Term	IT Dept. to collaborate with Student Affairs to provide orientation session on available technology for students use.	Increase the number of IT orientation sessions	VPIT/CIO
3.7.e	Long-Term	IT Dept. to collaborate with the Provost Office in supporting the Course Redesign and Academic Transformation; and explore usage of MOOCs for Course Redesign	Develop targeted number of courses to be redesigned Creation of MOOCs Strategy	VPIT/CIO
3.7.f	Long –Term	IT Dept. to collaborate with the Provost Office to support and expand Online program offerings	Expansion of On-Line courses offered	VPIT/CIO

Coppin State University - Implementation Plan Actions by Time Frame

Action	Responsible Unit	CSU Review Recommendation
Immediate - Activities commencing now through August 31, 2013		
Develop a Strategic Enrollment Management Plan.	Provost/Enroll. Mgt.	1.1.a
Develop marketing and communications plan (Both internal to campus and externally focused).	Provost/HR	1.1.b
Enhance efforts in the School of Education Center related to PRAXIS. Periodic reports on progress or performance of students by expanding reading and writing skills.	School of Education Dean, Faculty, Center Director	2.7
Appoint a Science, Technology, Engineering and Math (STEM) Coordinator.	Provost	2.9
Identify necessary functions and personnel in Admin & Finance based on USM study.	VPAF	3.1.a
Enhance Alumni Programs/Giving through better usage of data systems, research of CSU Alumni.	VPIA	3.4.a
Restore the Grants and Sponsored Programs function to Institutional Advancement.	VPIA	3.4.b
Reorganize IA to consolidate other key functions including University Relations.	VPIA	3.4.c
Implement an IT Training Summer Institute.	VPIT/CIO	3.7.a
Immediate to Short Term - Activities commencing now through December 31, 2013		
Align faculty course workload with the average for comprehensive universities. Increase faculty credit production through more efficient course scheduling. Training of academic advisors. Advisement of students planning for courses that are only offered one time per year. (Student & Advisor accountability).	Provost, Deans and Dept. Chairs	2.4 and 2.5
Implement Effective Controls: Review of systems (USM Internal Audit). Audit findings will be addressed. Reduce audit findings.	Controller and USM Internal Auditors	3.3
Immediate to Mid-Term - Activities commencing now through June 30, 2014		
Conduct Customer service training for all CSU faculty, staff and peers. (w/ focus on retention imperatives): Orientation of all new staff, faculty and peer mentors.	HR and Provost	1.1.b

Immediate to Long Term - Activities commencing now through June 30, 2018

Adoption of Shared Governance Policy with an emphasis on increasing communications within the various campus constituencies and use of a listServ.	Shared Governance Committee	3.5.a
Update Governance Documents: Appointment; Rank and Tenure; Handbooks-Faculty Student and Employee, Post Tenure Review, Policy on Periodic Review; Performance Management Process; Style/Publication Manual and Strategic Plan.	President's Office	3.5.b
Improve/Enhance campus intellectual climate by establishing a standing committee.	President and Provost	3.5.c

Short Term - Activities commencing June 1 - December 31, 2013

Implement intrusive academic advising interventions.	Provost	1.1.d
Transform financial aid operations into a more customer-focused operation to better meet needs of students.	Enrollment Mgt. Financial Aid Office	1.1.e
Work with USM and MHEC Data Advisory Comm. to redefine student success measures appropriate to non-traditional students.	AVP Enrollment Management	1.2.a
Dedicate a staff member to community college transfer recruitment and adult students.	Enrollment Mgt.	1.2.b
Implement "Near Completers" student project (Project Hope).	Admissions	1.4
Shift resources to growth programs.	Provost, Deans & Chairs w/ Faculty Input	2.1
Create Inter-professional collaboration across disciplines, courses, etc.: Development of strategies, incentives, implementation.	Provost, Deans & Chairs w/ Faculty Input	2.3
Update Tenure and Post-Tenure Review, and Faculty Handbook Update.	Provost, Deans, Chairs, Faculty Senate	2.8
Begin phased restructuring of Administration & Finance functions based on USM study (focusing first on financial accountability).	VPAF	3.1.b
Relocate those offices and personnel where proximity enhances effectiveness of their functions.	VPAF/Facilities	3.1.c
Identify necessary functions, personnel and relationships for administrative functions campus-wide using review process similar to USM study of A&F (utilize staff from other peer and "best practice" institutions as needed)	President's Cabinet and USM Advisors	3.1.d
Improve Student Accounts Receivable Collections	Controller/VPEM	3.2.c
Establish a Title III Review Committee.	President	3.2.e
Childcare Development Center Open and Operational.	Dean of Education/VPAF	3.6

Mid Term - Activities commencing June 1 - June 30, 2014

Develop plan to eliminate ICA deficit.	AD and VPIA	1.5
Review, revise, and implement measures of accountability.	Faculty driven; Support of Deans, Chairs, and Provost	2.2
Perform "desk audits" of all necessary functions and personnel identified campus-wide. Ensure appropriate skills and qualifications, as well as attitude for maximum performance.	President's Cabinet/HR	3.1.e
Compare staffing and organization at other, productive, similarly sized institutions.	President's Cabinet/HR	3.1.f
Begin realignment of campus administrative personnel to provide most effective workforce in smallest possible numbers of most capable staff.	President's Cabinet/HR	3.1.g
Implement those reductions in force and, where needed, replace non-performing individuals and add highly skilled persons where workload suggests. Mid Term and Phased.	President's Cabinet/HR	3.1.h
Relocate functions to improve efficiency where physical proximity will have the most direct impact. This effort must be phased based on limitations of budget and space. Mid Term and Long Term Phased.	President's Cabinet/HR	3.1.i
Align Budget to Strategic Plan: Identify financial implications of strategic plan	Budget Director/VPAF	3.2.a
Meet Funding Balance Goal (with exception of approved one-time expenditures)	Budget Director/VPAF	3.2.b
Improve level of service and collaboration among Student Financials, the Bursar, Registrar and Financial Aid by relocating all 3- units in the same physical location on campus.	Enrollment Management / Facilities Mgt.	3.2.d
Increase CSU's Capacity to raise funds through an expanded CSU DF Board (maximum 25) and develop a Corporate Advisory Board	VPIA	3.4.d
Link child care services with financial aid to allow students to qualify for additional aid to support their child care needs.	Dean of Education/VPAF	3.6
Assist Financial Aid Office in Implementing existing Best Practices in PeopleSoft *see 3.2c Improve Student Accounts Receivable Collections.*	VPIT/CIO	3.7.b
Collaborate with Deans to provide IT training for Adjunct Faculty.	VPIT/CIO	3.7.c
Collaborate with Student Affairs to provide orientation session on available technology on campus for students use.	VPIT/CIO	3.7.d

Long Term - Activities spanning over 5 years through June 30, 2018

Enhance Student Space/Environment: Commuter Student Lounge spaces; Additional living-learning centers/residence halls.	Auxiliary Services/ Facilities Management/ Capital Planning	1.1.f
Determine need for additional housing and what type. (Residential College Concept-Capital Plan).	Enrollment Management / Capital Planning	1.3
Provide adequate resources for growth programs, Process for reallocating positions, Opportunities for faculty retraining/development.	Deans and Provost and Faculty Input	2.1
Academic Innovation: Center of Excellence in Teaching & Learning. Teaching – Learning strategies that increase retention.	Provost, Deans and Faculty Senate	2.6
Relocate functions to improve efficiency where physical proximity will have the most direct impact. This effort must be phased based on limitations of budget and space. Long-term Phased	President's Cabinet/ Facilities	3.1.i
Collaborate with the Provost Office in supporting the Course Redesign and Course Transformation; and Explore usage of MOOCs for Course Redesign	VPIT/CIO	3.7.e
Collaborate with the Provost Office to support and expand Online program offerings	VPIT/CIO	3.7.f