

Based on the feedback from the campus community from all stages of our process to date, including the initial campus-wide survey and campus dialogues sessions, the Advisory Committee on Strategic Planning has refined the strategic priorities. The refinement serves a vehicle to guide the campus community in further development of our strategic plan.

The Student Experience

- Create a vibrant community in and out of the classroom. There was much talk about Westfield becoming a “suitcase school” because of a lack of attractive, on-campus activities – how do we turn this around? The Dining Services area was held up as a model of welcoming and belonging where the staff know the names of our students.
- Invest in academic programming. Insure that academic programs are challenging and provide students with a sense of accomplishment; provide all students with access to high impact practices and co-curricular experiences (i.e., civic engagement, internships, research and creative work, study abroad, etc.).
- Commit to a “can do” attitude to eliminate barriers to an exceptional student experience. This includes providing financial support for access (to programs such as study abroad, internship, etc.) as well as a review of processes to enhance flexibility in procedures (e.g. academic advising, housing, billing, access to high impact practices, etc.). This work also includes eliminating barriers between Day and CGCE.

Culture

- Commit to inclusion/diversity/equity. How do we create a more welcoming and inclusive environment? How do we bring all members of the community into conversation around these issues? How do we coordinate and support current efforts taking place across the campus?
- Increase transparency of decision making processes and articulation of decisions once made.
- Enhance communication processes. On all levels, in all directions – not just public messaging, but individual and group interactions. This includes communication during and after difficult decisions are being, and have been, made. How do we manage moving forward with tough decisions? How do we eliminate the “us vs. them” (i.e., various divisions and factions on campus based on position, gender, ethnicity, etc.) in these processes and conversations?
- Bolster traditions and events. We don’t have many identified or agreed upon activities that bring us together as a community. Are there community events taking place now,

on which we can build community and tradition? What types of events would be attractive to all members of the campus?

Enrollment

- Develop and support a strategic enrollment plan that includes an increase in financial aid. Possibly including more transfer, adult learner, out-of-state, and international populations and outreach to younger populations with more/enhanced outreach to middle schools, high schools and community colleges.
- Prepare to serve the populations we recruit. We need intentional, thoughtful, strategic alignment of target recruiting populations and what we offer on campus. Specifically, we need to have appropriate resources, advising, activities, support services, etc. for the populations we recruit.
- Thoughtfully engage our alumni. Keep our alumni engaged and active in and around our campus and take advantage of the resources they can bring to bear including financial, professional networks, recruitment and retention of students, mentoring, etc.

Resources

- Invest in information technology. Includes investment in support desk and classroom tech, expansion of bandwidth, advances in paperless process, especially in admissions, etc.
- Invest in employees. Continuous, systematic assessment of, and response to, needs for staffing across the campus. Recognize that the demands of our work are changing. As enrollment shifts and technology creates changes in the work we do, invest in onboarding and professional development to help employees reach their work potential in a changing higher education landscape.
- Use current resources efficiently while moving to diversify revenue streams to insure sufficient resources for the future. Implement continuous strategic review of current resources while bolstering strides made to increase fundraising, seek external grants from public and private entities, and encourage entrepreneurial activities.
- Enhance facilities. Work on a continuous plan for updating of spaces for learning, working and living as well as a focus on deferred maintenance including infrastructure/mechanical.

General Question for Discussion:

What is the right size for Westfield State University? What is our ideal capacity?