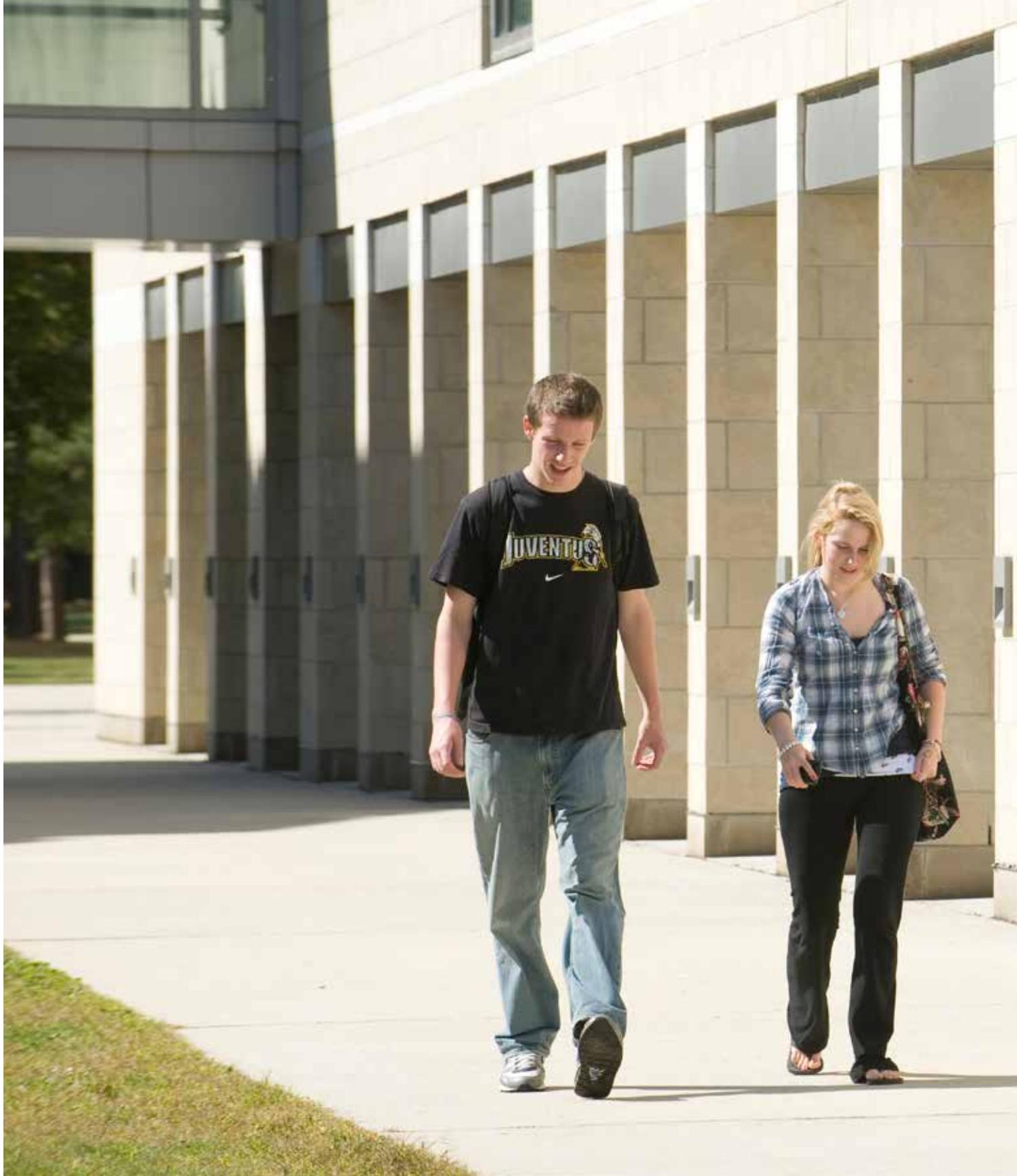


STRATEGIC PLAN

2012-2017



Westfield
STATE UNIVERSITY
— Founded 1838



MISSION

Westfield State University fosters intellectual curiosity, encourages critical thinking, inspires civic engagement, and promotes a global perspective. A public teaching institution offering quality programs in the liberal arts and sciences with complementing professional studies curricula, we are grounded in our founding principles of academic excellence and educating all in a diverse and welcoming community. Westfield State develops the knowledge, skills, and character essential for students to reach their full potential and become responsible leaders in society. We contribute to the economic, social, and cultural vitality of the region.

VALUES

We commit ourselves to...

1. Treating all members of our community with dignity and respect.
2. Building community by being inclusive, supporting the personal development of all community members, and embracing multiple perspectives.
3. Maintaining excellence and integrity in all that we do.
4. Supporting civic engagement in local, regional and global initiatives.
5. Making decisions in a transparent and collaborative manner.
6. Providing affordable public higher education.

VISION

Westfield State University will be recognized for its academic excellence and engaged scholarship. The University will graduate well-rounded and creative leaders able to embrace the challenges and opportunities ahead, contribute to their fields, and improve their communities. Students will gain and create knowledge through multiple forms of learning, including experiential education and faculty-led scholarship. Our globally engaged community will include student, faculty/librarians, and staff international exchanges and active explorations of critical world issues.

The programs and functions of the University will be supported with modern facilities, library, and information technology, adequate staffing, and funding to support student and program needs. Westfield State will stand out as an institution operating sustainably, growing responsibly, and maintaining a cohesive, functional, and aesthetically pleasing campus.

Westfield State University will be an inclusive place where decision making reflects the concerns and voices of all parts of the campus community. The University will exemplify how to value diversity and benefit from collaborative decision making. The strong bond among the campus community will make it a place where students, faculty/librarians, and staff want to learn, teach, and work.

GOAL ONE

PROVIDE A UNIVERSITY EXPERIENCE THAT PREPARES STUDENTS FOR ACHIEVEMENT IN A COMPLEX AND EVOLVING GLOBAL ENVIRONMENT.

Westfield State University provides opportunities for students to reach their full potential and broaden their worldview through a range of experiences in the classroom and beyond. In the next five years the University should strengthen and refine existing programs that meet these objectives and establish new initiatives to complement the successful efforts underway.

- 1.1. Increase Support for Academic and Teaching Excellence, and Engaged Scholarship.
- 1.2. Expand Interdisciplinary Learning.
- 1.3. Increase International Exchanges for Students, Faculty/Librarians, and Staff.
- 1.4. Teach Technological and Information Literacy Skills across the Curriculum.
- 1.5. Complete a Periodic Review of the Common Core of Studies and Implement Recommendations.
- 1.6. Provide Learning Opportunities for Multiple Constituencies.
- 1.7. Expand Student Leadership Opportunities.
- 1.8. Increase Student Involvement in the Life of the University.







DEVELOP A RESPONSIBLE AND SUSTAINABLE GROWTH MANAGEMENT STRATEGY.

Construction on campus is underway (with more planned in the near future) to update facilities and add new spaces. Such changes are necessary for the University to reach its goals in the areas of: diverse coursework; continuing scholarship; faculty/librarian and staff support; and a vibrant campus life. This work must respect the unique character of the campus and be a role model for how higher education can lead in sustainability.

- 2.1. Implement Recommendations of 2012 Space Study.
- 2.2. Develop a Comprehensive Marketing Plan including an Enrollment Cap.
- 2.3. Require Sustainable and Green Building, Transportation, and Operations.
- 2.4. Meet the Need for Day Care among Campus Members.
- 2.5. Hire and Develop the Human Resources Necessary to Service Planned Growth.
- 2.6. Maintain Optimum Technological Infrastructure.



GOAL TWO

GOAL THREE

EXPAND AND DIVERSIFY FINANCIAL RESOURCES

Funding is necessary for the University to fulfill its mission, and Westfield State has established infrastructure to pursue new sources of giving, research grants, and revenue. This work needs to continue as we are committed to high standards in all we do, yet do not wish to place a financial burden on students.

- 3.1. Increase the Financial Yield of University Fundraising Activities and State Support.
- 3.2. Provide Faculty/Librarians and Staff with Support for Grant Writing and Administration, Including Arrangements for Course/Work Reassignment.
- 3.3 Increase All Forms of Financial Assistance to Meet Student Need and Support a Diverse Student Body.







STRENGTHEN OUR COMMUNITY WITH IMPROVED COMMUNICATION AND COLLABORATION.

The climate of the campus is linked to our ability to learn, teach, research, and work corroboratively and effectively. For all to feel a part of the community requires accountability to our values and effective communication—including engaging in difficult discussions. There is also a need for an easy-to-use vehicle for timely two-way information sharing, so everyone is aware of the many initiatives, events, and deliberations occurring on campus.

- 4.1. Affirm, with Words and Actions, our Campus-wide Commitment to being an Inclusive and Equitable Community.
- 4.2. Improve Systems and Tools for Easy and Effective Communication.
- 4.3. Address the Effects of Physical Fragmentation on Campus Communications.
- 4.4. Increase Participation in Events and Activities that include all Parts of the Campus Community.



GOAL FOUR

INCREASE WAYS TO CONNECT WITH AND ENRICH THE GREATER COMMUNITY.

As a public institution of higher education, Westfield State University has a special responsibility to our immediate community and beyond. Over the years, our students, faculty, staff, facilities, and programming have contributed to the community. These initiatives are mutually beneficial and should continue. New ideas about ways to collaborate with the community should be identified and implemented.

- 5.1. Expand Service Learning Opportunities.
- 5.2. Promote Faculty–Staff–Student–Community Engagement.
- 5.3. Participate in the Revitalization of Downtown Westfield.
- 5.4. Contribute to the Social, Cultural, and Educational Vitality of the Region.







Concurrent with the implementation of our 2012-2017 Strategic Plan, the University is committed to meeting the goals of the Department of Higher Education's Vision Project.

WHAT IS THE DEPARTMENT OF HIGHER EDUCATION'S VISION PROJECT?

THE VISION

We will produce the best-educated citizenry and workforce in the nation.

We will be a national leader in research that drives economic development.

THE CONTEXT

Massachusetts is engaged in a fierce competition with other states and nations for talent, investment and jobs. The state's primary assets in this competition are the overall educational level of our people and our workforce and the inventiveness and competence of the creative individuals and organizational leaders who drive our innovation-dependent, knowledge-based economy. Nurturing these assets through education, research and creative activity is the most important contribution of the state's colleges and universities to the overall well-being of Massachusetts. The Vision Project is the vehicle through which public higher education has come together to stay focused on this work and hold ourselves accountable for results.

THE KEY OUTCOMES

To focus our activities and track our progress, we have identified seven key outcomes in which Massachusetts needs to be a leader among state systems of higher education:

1. COLLEGE PARTICIPATION

Raising the percentage of high school graduates going to college—and the readiness of these students for college-level work.

2. COLLEGE COMPLETION

Increasing the percentage of students who complete degree and certificate programs.

3. STUDENT LEARNING

Achieving higher levels of student learning through better assessment and more extensive use of assessment results.

4. WORKFORCE ALIGNMENT

Aligning occupationally oriented degree and certificate programs with the needs of statewide, regional and local employers.

5. PREPARING CITIZENS

Providing students with the knowledge, skills and dispositions to be active, informed citizens.

6. ELIMINATION OF DISPARITIES

Closing achievement gaps among students from different ethnic, racial, gender and income groups in all areas of educational progress.

7. RESEARCH

Conducting research that drives economic development

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————— *Founded 1838*