



**2010 STRATEGIC PLANNING CONFERENCE**  
**September 22, 2010**

**AGENDA**

8:30 Welcome and thank you

8:40 Overview of the day

***I. 2009-2010 IN REVIEW AND 2010-2011 PRIORITIES***

9:00 Reports on key accomplishments relative to last year's action plan and key challenges for 2010-2011

9:30 Review of the current strategic plan's goals: What unfinished business should receive priority attention in 2010-11? What are this year's "top 10"?

10:15 BREAK

10:30 WSU Finance 101: Successes and challenges

10:40 Small group DISCUSSION

11:10 Sharing of ideas

11:30 Student perspectives

12:00 Lunch

***II. PUTTING STUDENTS FIRST***

12:45 What is the Foundations of Excellence project?

1:00 DISCUSSION groups

1:45 Sharing

### ***III. TYING THE PLANNING PIECES TOGETHER***

- 2:00 NEASC Self-Study 101:  
What is at stake?  
How will it work, and who will be involved?
- 2:20 Strategic planning process update:  
What has been accomplished? What have we learned?
- 2:45 What else is going on?  
ROCCC  
Foundations of Excellence  
Vision Project  
"Schools" within WSU  
Amended campus master plan
- 3:00 Who's on first? (How does it all tie together?)
- 3:15 BREAK

### ***IV. MOVING FORWARD***

- 4:00 DISCUSSION at tables
- 4:15 Sharing: Each table presents "top two" ideas/recommendations
- 4:30 Taking stock: What defines and differentiates Westfield, and what established strengths must the university sustain and build on as it develops the strategic plan that will chart our course for the next five years?
- 4:45 Wrap-up

# **Strategic Plan Summary**

**2005-2010**

## **Vision**

Westfield State College builds upon a tradition of excellence and innovation by engaging students in a dynamic and diverse learning community. Through rigorous academic and applied learning, our students become leaders in society.

## **Values**

### **Student Centered Education**

We are committed to the principal focus of Westfield State College as a teaching institution.

### **Academic Excellence**

We are committed to offering and delivering the highest quality academic programs.

### **Educated Citizenry**

We are committed to the college's mission to prepare students to be educated citizens, connected with and involved in their communities.

### **Institutional Stewardship**

We are committed to accepting responsibility and accountability for measurable and attainable goals that benefit the college.

### **Accessibility/Affordability**

We are committed to making a college education accessible and affordable to candidates who meet the academic requirements for admission.

### **Nurturing Environment**

We are committed to fostering respect, collegiality, collaboration, diversity and institutional citizenship in a nurturing environment.

### **Effective Communication**

We are committed to and encourage communication between all departments across the campus as well as with the community.

## Strategic Priorities

### ■ **Foster Student Success**

Student-centered teaching is the hallmark of Westfield State College. Graduates are prepared to be valuable contributors to both society at large and the field of work in which they choose to enter. As industries, technologies and economies evolve, the College must be poised to respond to those changes and the needs of the students. Several goals have been identified that ensure success for students attending Westfield State College and in the world beyond.

### ■ **Expand and Enhance Recognition**

Many residents of Massachusetts are familiar with Westfield State College and the quality of its education, but it is not well known beyond the region. In order to achieve enhanced recognition, specific programs will be strengthened and initiatives created to increase visibility and value in the Commonwealth and beyond.

### ■ **Embrace Diversity**

A diverse community is a vital component of a quality education and to the college experience. Students benefit from interactions with faculty and other students from various backgrounds and gain understandings that they will carry into the world and share with others. A proactive approach to diversity will be implemented.

### ■ **Revitalize and Develop Facilities**

The physical setting and condition of the campus are important components of the overall college experience. Students need to feel comfortable and secure in their academic environment. The condition of the campus is also a visible indicator to prospective students of the continuing investment in creating a supportive learning environment.

### ■ **Enrich Resource Development**

A number of strategies have been identified which will strengthen and improve the College. Limited resources, however, as a result of significant budget reductions over the past decade, have severely hampered the College's ability to meet its needs. Resources will be sought through a variety of mechanisms and strategies to extend our resource base.



## **Priorities & Goals from the Westfield State 2005-2010 Strategic Plan**

### **I. Foster Student Success**

- Assess and track students' needs for academic and personal support
- Enhance advising, tutoring and other academic and administrative services
- Build on social and cultural opportunities
- Increase internships and community service projects
- Coordinate volunteer work in the community
- Maintain a safe and secure environment
- Build and strengthen community across all "boundaries" on campus
- Focus and sustain efforts on student retention
- Reach out to transfer students

### **II. Expand and Enhance Recognition**

- Provide high quality, innovative academic programs
- Support program accreditation efforts
- Increase and strengthen graduate programs
- Encourage and support the continuing scholarship of faculty
- Provide alternative educational instruction
- Recruit student-centered faculty, dedicated to collaborative, value-centered quality instruction
- Provide outreach to meet the educational needs of the community
- Promote faculty, administration, and staff as a resource for the external community
- Engage in meaningful, mutually beneficial ways with the community
- Promote/develop "signature programs"
- Expand visibility and enhance reputation through marketing/branding
- Become a "premier college town"
- Make professional development opportunities available to faculty and staff

### **III. Embrace Diversity**

- Increase diversity among the student population to reflect regional demographics
- Create a welcoming and inclusive environment
- Foster programs that focus on the development of global awareness
- Recruit and retain faculty, staff and students from diverse backgrounds
- Establish an international presence and integrate global experiences and perspectives across the WSC educational experience
- Enroll an increasingly diverse, high-quality student body from within the state, region, country and beyond; enhance admissions selectivity

### **IV. Revitalize and Develop Facilities**

- Upgrade and maintain campus infrastructure
- Maintain aesthetic character of the campus
- Involve the community in the plan for sustainable growth
- Construct facilities according to ongoing needs assessments [and upgrade/maintain campus infrastructure]

### **V. Enrich Resource Development**

- Establish local, regional and national partnerships
- Expand visibility in the community
- Strengthen life-long alumni relationships
- Increase fundraising initiatives including grants and contracts
- Advocate for restoration of state and federal funding
- Strengthen relationships with WSC parents

## Strategic Plan Action Items 2009-2010

(Top "ten" grew to "12" as a result of September 2009 discussion)

1. Enhance advising, tutoring and other academic and administrative [student-support] services [, with emphasis on retention]
2. Maintain a safe [and healthy] environment
3. Provide high-quality, innovative academic programs
4. Recruit and retain faculty, staff and students from diverse backgrounds [and locations]
5. Construct facilities according to ongoing needs assessments [and upgrade/maintain campus infrastructure]
6. Strengthen life-long alumni relationships
7. Increase fundraising initiatives and advocate for restoration of state and federal funding [of all types]
8. Establish an international presence and integrate global experiences and perspectives across the WSC educational experience
9. Engage in meaningful, mutually beneficial ways with the external community
10. Expand visibility and enhance reputation through marketing/branding
11. [Help create a shared vision by] build[ing] and strengthen[ing] community across all "boundaries" on campus [through improved collaboration and communication]
12. Implement the sustainability plan

## Applicable Strategic Plan Goals & Noteworthy Goal-related Accomplishments in AY2009-10

### Goal: Enhance advising, tutoring and other student support services with emphasis on retention.

- New Advising and Registration system successfully piloted - advising begins earlier and registration is timed so that course adjustments can be made when necessary after each class enrollment in courses takes place.
- Newly renovated and substantial square footage increase for student services – Banacos Academic Center.
- New assistive technology in academic support programs (e.g., scanners, laptops, free digital books, read-aloud software, Sony readers, B&N nooks, Livescribe Smartpens).
- Funding secured: TRiO awarded \$50,000 in financial assistance awards to 34 students; Urban Education secured \$40,000 in McNair funding which provided intensive academic, personal, career and counseling support for 210 program students; WSU secured new federal TRiO funding totally \$1.2m for 5 years.
- DGCE undergraduate and graduate orientation programs greatly enhanced/launched; retention events planned.

### Goal: Provide high quality, innovative academic programs.

- NEW MAJORS: Spanish, Ethnic and Gender Studies, Athletic Training.
- Nursing program approved; 24 students entered program on Opening Day 2010.
- New majors in Finance, Accounting, and Marketing approved by ACC and in process.
- Graduate candidates in Social Work – 1<sup>st</sup> class began fall 2010 (37 students).
- Expanded service learning opportunities to students, as well as internship opportunities.
- Validation of our teacher education programs through a successful NCATE process in 2009-10.
- Continued emphasis on Honors program – the number of Honors students in 2009-2010 rose to 193 from 159 the year before; More science and education classes added to the Honors course offerings; Student Honors Advisory Committee established.
- 19 students received seed money for academic or research travel.
- 7 faculty/librarians received SoTL grant funding in 2009-2010, and presented their projects during the Spring 2010 semester.
- 7 Innovative Pedagogical Initiative (IPI) grants totaling \$15,000 were disbursed in FY10.
- 12 faculty involved with development of interdisciplinary Asian Studies minor. Program will be submitted to campus governance Fall 2010.
- Faculty searches: Successful searches for 14 tenure-track positions, seven of which were new lines in Movement Science, Physical Science, Biology, and Social Work. 1<sup>st</sup> choice of faculty hired in 13 of 14 searches.
- Increased focus on STEM.
- M.A. in Art History (online) currently in progress.
- Master of Public Administration tracks revised to include non-profit management.
- Prior Learning Portfolio sent to governance with anticipated approval fall 2010.
- Summer Spanish Immersion Program piloted summer 2010.

### Goal: Maintain and enhance an international presence and integrate global experiences and perspectives across the WSU educational experience.

- 94 WSU students study abroad in 2009-2010; 62 in J-term courses in nine countries; 32 in sem. exchanges in 11 countries.
- First WSU students studying in China under articulation agreement signed the previous year.
- New articulation agreements developed with Poland, Ireland, and Holland College in Prince Edward Island.
- 13 international students came from their home countries to study at WSU and an additional 84 international students already in the U.S. studied at Westfield.
- WSU won approval of the Exchange Visitor Program J1 visa in May, making it easier to sponsor students and faculty from institutions around the world.
- Continued outreach to the Turkish and Russian émigré communities in the area.
- International/Intercultural Club was established to bring together international and domestic students through social and cultural events, including Persian Spring Festival, International Education Week celebration, Russian film Series, ethnic restaurant outings, and game days.
- International Programs Office now coordinates the National Student Exchange Program; All student travel under one office.

### Unfinished Business & Key Challenges

- International recruitment continues to need attention.
- Budget tightening has challenged funding for overseas faculty/librarian/staff/student travel and has placed several initiatives on hold.

### Exciting Opportunities on the Horizon

- Maintain momentum with reduced funding.
- DGCE - focused business plan
- "Step-back and view WSU" opportunity through NEASC self-study, providing validation for our successes and clarity on targets for improvement.

## **GOAL 4. MAINTAIN A SAFE AND SECURE ENVIRONMENT**

### **Strategies:**

- Assess preparedness
- Improve campus-wide communications
- Conduct training for students, faculty and staff

### **Assess Preparedness:**

- The Department of Public Safety (DPS), working with other university departments, continues to review and update the Emergency Response Plan for the university.
- A full ERT exercise is being scheduled with the City of Westfield.
- DPS has established a working relationship with the emergency management agencies from the City of Westfield and the Commonwealth of Massachusetts and other local municipalities. Members of the department met with these different agencies throughout the year to discuss strategies in the event of a critical incident on campus.
- DPS conducts annual fire drills with the Westfield Fire Department in all residential halls.
- DPS coordinates annual tests of the Emergency Notification System and evacuation procedures.
- DPS conducts an annual lighting and vegetation survey and given to Facilities and Operations (F&O) to correct any deficiencies in those areas.
- F&O performs routine, state and federal safety inspections of campus building systems and grounds.
- F&O continues to work with campus departments to insure the safety of students and staff on the campus. This includes responding to campus concerns, working with departments to establish best practices, providing consultation on safety products, the purchase of furniture to aid staff and students with disabilities and scheduling a variety of safety inspections.

### **Improve Campus-Wide Communications**

- Crime Alerts are issued when incidents are determined to be a threat to the community.
- Programs such as Residence Hall Crime Prevention, Operation ID, Alcohol Awareness, Fire Safety, Work Place Violence, and Rape Aggression Defense were conducted during orientations and throughout the year by members of DPS to the university community.
- DPS staff provided training for Residential Life R.A.'s on drug and alcohol awareness.
- Safety Tips are sent out throughout the year to the university community via email.
- The Jeanne Cleary Disclosure of Campus Security Policy and Campus Crime Statistics Act information is updated annually and made available to the campus community and the general public on the DPS website.

### **Conduct Training for Students, Faculty & Staff**

- DPS coordinated a table-top disaster drill that included the university's Emergency Response Team, City of Westfield police, fire and EMS, MEMA, Noble Hospital, Westfield Public Schools, and other local emergency management agencies.
- The Health and Safety Office provides training on a continuing basis on safety issues such as blood borne pathogens, equipment safety, right to know and other related topics.

### **Upgrade Facilities to Promote Safety and Security**

- F&O completed work on a new fiber optic campus-wide cable network that has connected all building fire alarm and carbon monoxide alarms to DPS. This allows for the advance monitoring and reporting of system malfunctions and trouble alarms and also provides alarm capabilities directly to DPS that prior to completion used to have to be routed through the City of Westfield dispatch system to university police.
- F&O installed hand sanitizers in all campus buildings to address the national pandemic threat.
- F&O continues to develop lists of capital projects for funding consideration to address issues on campus. Projects are addressed based upon available funding and in relation to their importance to providing a safe environment and to the campus in general.



## GOAL 5. UPGRADE AND MAINTAIN CAMPUS FACILITIES

### Strategies:

- Reassess campus needs and update the campus master plan
- Maintain and improve the campus physical plant in light of diminishing fiscal resources
- Create a strategy to expand campus opportunities in the City of Westfield.

### Planning Initiatives:

- **On-Campus Planning.** The Long Range Planning Committee (LRPC) met throughout the year. Updates were given to the Committee on the status of the campus physical plant, projects and planning. The Committee developed a priority listing of major improvements and new facilities that was presented to the campus. Facilities and operations staff, meeting with members of the Psychology Department completed work on a study to look at renovations to the old Psychology animal experimentation suite. Renovations were requested to provide more office and specialized space for the department. This project was recommended for study by the LRPC.
- **Master Plan Update.** The university began working with DCAM and the MSCBA on an update of the campus master plan. As part of this process, future planning of both on campus and off campus housing opportunities for students was discussed. Other discussions centered on the location of new academic and support buildings, parking, landscaping, campus and pedestrian traffic flow. Meetings were held over the summer with representatives from the university, DCAM, MSCBA, architects and planners to identify suitable locations for the priority projects. Recommendations and a full report will be presented to the University Board of Trustees during its October meeting with campus-wide discussion to follow.

### Facilities Improvement Activities:

- **Major Projects.** Several major projects were undertaken over the summer to improve campus buildings (in addition to the renovation of Ely and the construction of Mod Hall in 2009):
  - The renovation of old locker rooms in Parenzo to house the Banacos Academic Center
  - The renovation of Scanlon Hall to provide more student housing, improved bathroom facilities and lounges, new offices for Residential Life Staff and new facilities to house Health Services.
  - Five classrooms in Juniper Park were renovated for instructional use
  - Initiated a major project to remove asbestos insulation in the university power plant.
- **Other.** Several major initiatives were also initiated to make the campus more sustainable:
  - Working with the Massachusetts Department of Environmental Resources and the Division of Capital Asset Management, the university will be installing solar photovoltaic systems on Bates and Wilson Hall
  - The installation of new utility monitoring meters in all campus buildings in order to improve the efficiency of building systems with an anticipated outcome of reducing energy use.
- **Downtown.** This fall also saw the opening of Landsdown Place in downtown Westfield that will house over 200 university students by the Fall of 2011. This project is the culmination of over two years of planning and negotiations with city, state and university leaders. The university continues to work with the Mayor of the City of Westfield, his staff, civic leaders, state agencies and the Westfield State College Foundation to identify sites and opportunities for a bookstore and additional university presence in the downtown that are in the best interest of both the university and city.

Even with these improvements it is clear that the amount of needed renovations to existing facilities and the cost of constructing new facilities will be hampered by a lack of fiscal resources. Given the economic state of the campus, state and country careful planning will be needed to decide which projects go forward and which are deferred until appropriate funding can be secured.

## **GOAL 12. WALK TALK SUSTAINABILITY**

### **Strategies:**

- Reduce energy consumption and costs
- Increase energy awareness and promote personal responsibility
- Reach out to the larger community and collaborate on sustainability initiatives
- Integrate sustainability into the curriculum

### **Reduce Energy Consumption and Costs:**

- **Energy Usage.** The university reduced its use of electricity from FY 2009 to FY 2010 (from 13,807,500 kWh of electricity to 13,583,594 kWh). This was accomplished by delamping corridor lighting, actively encouraging staff and students to turn off lights and by installing energy efficient lighting as part of a Massachusetts Leading by Example Grant Program.
- **Energy Pricing.** For the first time, the university was able to successfully negotiate a natural gas contract with the Westfield Gas and Electric Company (WG&E ) that allowed the university to change the Power Plant major source of fuel from #4 fuel oil to natural gas. Natural gas is cleaner and helped the university to reduce Nitrogen, Sulfur and Carbon emissions into the atmosphere. The university is presently working on a long-term gas contract WG&E.
- **Photo Voltaics.** We have undertaken several initiatives with the Massachusetts Department of Energy Resources (DOER) and the Division of Capital Asset Management. Using ARRA funding, we will be installing solar voltaic systems on both Bates and Wilson during Fall, 2010. This will allow us to further reduce its reliance on fossil fuels. As part of the installation, a real time educational screen will display energy being produced and its effect on improving the environment in each building.
- **Utility Meters.** The university is also working with the DOER to install utility meters in every college building that will track energy use and allow the university to track the efficiency of building systems in real time which will save energy.
- **Single Source Recycling.** A program of single source recycling was implemented in Davis and Dickinson, making it easier to recycle and increase the yield of recyclable materials. This program will be expanded to other buildings in the future. We also developed the "Green Team", a group of students that increases the awareness of parents and students by promoting recycling during residence hall during move-in and move-out. This program has been recognized by the Massachusetts Department of Environmental Protection as a model program.
- **Other.** Other initiatives have included the re-design and purchase of new exterior recycling containers, the addition of additional bicycle racks, the installation of dual flush toilets in Ely Hall, and the installation of lighting occupancy sensors in campus facilities being renovated. The university also applied for several grants to improve systems efficiency, but the competition is intense.

### **Awareness and Personal Responsibility:**

- **Sustainability Fair.** This year the university sponsored a sustainability fair which showcased new products, sustainable vehicles, products and several organizations working to improve the environment. We also sponsored its first residence hall competition to make students more aware of sustainable issues. We sponsored an electricity use reduction contest among the campus residence halls. Electric meter readings were evaluated during a two-month competition to determine which building's residents could best reduce their electricity consumption as compared to the previous (base) month electricity use. Welch demonstrated the best reduction individually and as part of the Apartment Complex.

- **Recycle Mania.** One of the most successful initiatives was the university's participation in the national college and university Recycle Mania Competition. This was the tenth year of the competition, and our first year experience was excellent. Our university chose to be in Recycle Mania's competitive division, competing against schools much larger and more experienced. During this 10 week period, the campus community embraced recycling and took it to the next level. We increased our recycling rates and remained consistent throughout the weeks. During the majority of the competition, the university ranked in the top 5 of all "Targeted Material" categories, as well as the "Per Capita Classic" nationwide! But the competition became fierce near the end, and we managed to stay in the race with a finishing in second place nationally in the Targeted Paper Recycling Competition. Participants that ranked in the top three of any category received national recognition. Westfield was honored by the Federal EPA as one of 3 colleges in the state that earned this nationwide honor.

### **Reach out and collaborate on sustainability initiatives**

The university also continued to be a leader in the community by offering several speakers and workshops on the environment and sustainability. College faculty and staff also facilitated several workshops as part of the Stanley Park lecture and nature series. The university also continued a longstanding tradition by continuing to take part in the Westfield River Cleanup Program. University faculty and staff continue to participate in a variety of environmental organizations and activities including the Westfield River Watershed Association, Appalachian Mountain Club and Massachusetts Salmon Project.

### **Integrate sustainability into the curriculum**

Ongoing discussions were held on integrating sustainability in academic classes. For example, the Geography and Regional Planning Department had students work on a variety of projects which were presented in the spring. The college has also recognized the importance of maintaining the Department by formally establishing the Department of Environmental Studies. Faculty in both this department and the Geography and Regional planning Department offer a variety of courses with both sustainability and environmental themes. Courses being offered include such titles as Sustainable Energy, Planning Green sustainable Cities, Global Issues of the Future and Environmental analysis to name but a few.

Other initiatives such as charging for printing, banning ink jet printers and alternative transportation systems continue to be investigated.

**Strategic Planning Update**  
**Division: Advancement and University Relations**  
**September 15, 2010**

**Available Strategic Plan Goals & Noteworthy Goal Related Accomplishments in AY2009-2010 – GOALS 6, 7 and 8**

**GOAL #6: Strengthen life-long relationships**

*Strategy 1: Initiate reconnection to alumni resulting in return data updates and contact from alumni*

- Successful launch of revised, more accessible alumni website to increase electronic communication and legitimate contact information
- Alumni Participation in giving reached 13.2% up from 4.5% in 2007
- The on campus reunion program returned close to 175 alumni to campus for a 130% increase from 2009
- Revitalized Alumni Association had a successful first year with both outreach and programming
- Developed the foundation for alumni chapters across the state

*Strategy 2: Establish an effective relationship between Alumni Relations, Academic and Administrative departments and students.*

- Established a student presence on the Alumni Council
- Developed the AUR Departmental Liaison program to promote cross-campus collaboration

**GOAL #7: Increase fundraising initiatives and advocate for restorations of state and federal funding (of all types).**

- Westfield Fund increased by 73%
- Federal earmark in the amount of \$600,000 for Homeland Security and Law Enforcement Training, Southbridge, MA
- Federal earmark in the amount of \$261,000 for the Learning Disabilities Center, Parenzo Hall
- Increase State appropriation as well as receiving a jobs grant in the amount of \$200,000 for Homeland Security and Law Enforcement Training, Southbridge, MA
- US Department of Education awarded \$1.3 million in a multi-year grant for the Center for Teacher Education and TRIO Student Services program
- Institute of Museum & Library Service, Downtown Art Gallery \$46,000
- Westfield Arts Council for Theater Program Grant \$9,000
- Alumni reunion giving campaign increased by 18% from FY09
- Increase in alumni donations to annual giving fund by 31% from FY09
- Final year-end report shows divisional detail (see attached)

**GOAL #8: Engage in meaningful, mutually beneficial ways with the external community**

*Strategy 1: Create a new College/City outreach showcasing the College/campus and its value to the community*

- Successfully developed and initiated Middle School/8th grade College/campus days at Westfield State College – “College 101” ...or “College – What is it really?”

*Strategy 2: Expand the role of the College within the business community and Chamber of Commerce*

- Staged a successful Chamber/business retail “FAIR” on campus

*Strategy 3: Assist academic departments with community support/contacts/outreach for their major/minor programs and concentrations*

- Collaborative expansion of annual “Aviation Day” with Economics/Management department

*Strategy 4: Expand community understanding of the role of the College in the City*

- Held a successful series of WSC Presentations throughout the City area (senior centers, Kiwanis) telling the College story (past, present and future) – featuring an explanation of the College “Returning to Downtown”

*Strategy 5: Assist area school(s) with interns & other students assisting with special programs – expanding College/Community relations*

- Assisted elementary schools (So. Hampton Rd and Munger Hill Schools) with their K-Kids program with assistance from Circle K and Interns helping elementary school children with their newsletter

*Strategy 6: Support City Municipal Offices & other organizations with College and Community outreach*

- Secured student interns positions for Chamber of Commerce, Boys and Girls Club and the Office of the Mayor

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***Strategic Planning Update***  
***Division: Advancement and University Relations***  
***September 15, 2010***

**Applicable Strategic Plan Goals & Noteworthy Goal Related Accomplishments in AY2009-2010 – GOALS 6, 7 and 8**

**Unfinished business and Key Challenges**

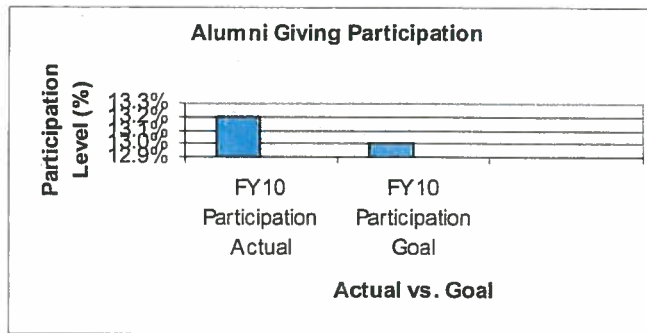
- Data: Incomplete information/Alumni not used to sharing
- Resources: Small fundraising budget/compared to expectations

**Exciting Opportunities on the Horizon**

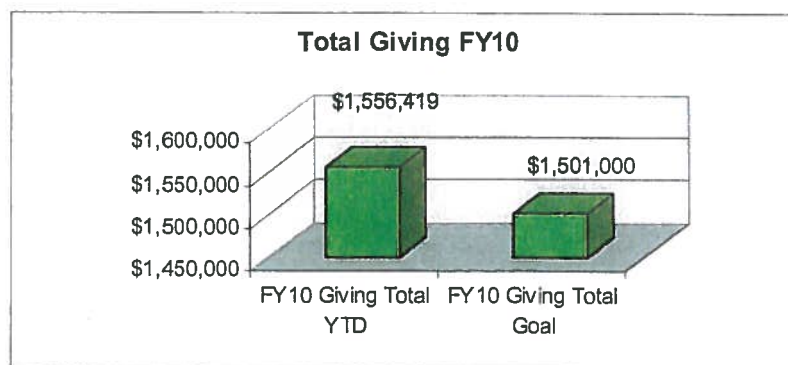
- Maintain the level of service and contact with reduced funding
  - Increased involvement and reconnection of Alumni to the campus, individual departments, the Association Council and programs.
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## MONTHLY GIVING REPORT As of June 30, 2010

ALUMNI GIVING PARTICIPATION					
Metric	FY10 (YTD)	FY10 (Goal)	FY09 (YTD)	FY09 (FYE)	FY08(FYE)
Participation	13.2%	13%	11.5%	11.5%	9.20%
Donors	4,091	4,030	3,283	3,283	2,283
Solicitable	31,000	31,000	28,000	28,000	24,756



Designation	FY10 CASH	FY010 Pledges Receivable	FY10 YTD TOTAL	FY010 (Goal)	FY09 (FYE)
Annual (incl. Owl Club)	\$458,634	\$61,320	\$519,954	\$345,000	\$277,847
Capital	\$34,474	\$22,440	\$56,914	\$165,000	\$132,445
Endowment	\$290,165	\$210,150	\$500,315	\$115,000	\$78,652
Private Grant	\$56,535	\$17,000	\$73,535	\$178,500	\$299,700
Special Projects	\$61,041	\$22,450	\$83,491	\$363,500	
Subtotal	\$900,849	\$333,360	\$1,234,209	\$1,167,000	\$788,644
Federal Grant	\$322,210		\$322,210	\$334,000	\$441,221
<b>Total</b>	<b>\$1,223,059</b>	<b>\$333,360</b>	<b>\$1,556,419</b>	<b>\$1,501,000</b>	<b>\$1,229,865</b>



**NOTEWORTHY STRATEGIC PLAN GOAL-RELATED ACCOMPLISHMENTS**  
**SEPTEMBER 2009 TO SEPTEMBER 2010**

**1. Hiring:**

- a. Faculty: The University was able to recruit, in expanded diverse venues, to fill 25 new positions: 14 full-time tenure track faculty positions and 11 full-time one or two year appointments.
  - Results – 6 people of color, 14 women and 11 males.
  - Recruited for faculty as a vendor at the 23<sup>rd</sup> National Conference on Race and Ethnicity in American Higher Education (NCORE)
- b. Staff: The university hired 22 full time employees
  - Results – 4 people of color, 13 white males, 5 white females.

**2. Conference**

- a. Presented at the NCORE Conference in Maryland with Dr. Christina Swaidan, Assistant Professor, Art History. This presentation was well received and we have been accepted to conduct a ten hour institute for the conference in 2011.

**3. Commonwealth Compact**

- a. The University is an active member of the work of the Commonwealth Compact;
- b. which is a collaboration of the public and private sectors working to increase the number of professionals of color to come, work and live in the Commonwealth of Massachusetts.
- c. Attempting to improve the image of the Commonwealth as a welcoming place for diverse people to live and work.
- d. I have been recently elected to the Commonwealth Compact Higher Education Collaborative Steering Committee.

**4. World Diversity Leadership Summit (WDLS)**

- a. Participated in the planning of this International meeting to be held in Boston.
- b. Served as a Boston Global Goodwill Ambassador at the 2010 WDLS.

**5. Sankofa Organization of Diverse Faculty and Staff**

- a. Held another highly successful stoning ceremony for forty-five students, honored as Sankofa scholars; and
- b. Four students received Study Abroad Scholarships.

**6. Training**

- a. Harassment Recognition and Prevention classes were held for Faculty and Staff – these classes were well attended by staff but faculty attendance was lacking, therefore we scheduled
- b. A special Harassment Recognition and Prevention class for faculty. This had a better turnout.

**7. Emergency Response Team (ERT)**

- a. Equipment and materials have been purchased and stored within Public Safety.
- b. The University's E.R.T. plan is being updated and
- c. We are planning to meet again as a team in October.
- d. Currently waiting for the City to clarify when we might have a full E.R.T. exercise on campus
- e. We have recommended March 16, 2011 for the exercise.

**THINGS ON THE HORIZON**

1. Sankofa Organization of Diverse Faculty and Staff
  - a. Is developing a directory of its members and
  - b. A diversity resource guide of the surrounding communities.

2. Collaborating with DGCE and Department Chairs on diversifying our adjunct faculty and part time graduate student population.
3. Collaborating with the admission team on continuing to increase the diversity of our student body.
4. "Dignity and Respect Campaign" – Joining forces with the University of Pittsburgh Medical Center, [www.upmc.com/dignityandrespect](http://www.upmc.com/dignityandrespect)

**FULL TIME EMPLOYEE DIVERSITY REPORT – September 9, 2010**

	2010 as of 9/9/10							
	Diverse			Female		Male		Total
Faculty	185	33	15.1%	88	40.4%	130	59.6%	218
AFSCME	174	36	17.1%	93	44.3%	117	55.7%	210
Administrators	121	15	11.0%	69	50.7%	67	49.3%	136
NUP	38	7	15.6%	32	71.1%	13		45
	518	91	14.9%	282	46.3%	327	53.7%	609
	2009 as of 9/4/09							
Faculty	192	30	13.5%	107	48.2%	115	51.8%	222
AFSCME	165	39	19.1%	95	46.6%	109	53.4%	204
Administrators	130	16	11.0%	76	52.1%	70	47.9%	146
NUP	44	7	13.7%	36	70.6%	15	29.4%	51
	531	92	14.8%	314	50.4%	309	49.60%	623
	2008 as of 9/4/08							
Faculty	181	21	10.4%	94	46.5%	108	53.5%	202
AFSCME	161	34	17.4%	92	47.2%	103	52.8%	195
Administrators	112	21	18.8%	72	52.6%	65	47.4%	137
NUP	37	4	10.8%	27	73.0%	10	27.0%	37
	491	80	14.0%	285	49.9%	286	50.1%	571

**FULL TIME STUDENT DIVERSITY REPORTS – September 9, 2010**

Full Time Undergraduate - First Year Student Enrollment			
	Students of Color %	Gender %	
		Female	Male
Class of 2014	12.94	52.04	47.78
Class of 2013	11.12	50.93	48.81
Class of 2012	10.59	49.55	50.45
Class of 2011	10.81	55.2	44.8
Full Time Undergraduate - Transfer Students by Gender and Ethnicity			
	Students of Color %	Gender %	
		Female	Male
Fall 2010	13.4	50	50
Fall 2009	9.6	49.1	50.2
Fall 2008	4.1	51.06	49.6
Fall 2007	11.1	55.6	44.3
Total Undergraduate Full Time Student Enrollment			
	Students of Color %	Gender %	
		Female	Male
Fall 2010	9.3 or 10.8	51	48.67
Fall 2009	8.9	51.8	48.02
Fall 2008	7.9	52.39	47.54
Fall 2007	7.6	54.1	45.7



**Strategic Planning Update**  
**Enrollment Management Division**  
**September 22, 2010**

**Applicable Strategic Plan Goals:**

- ✦ *Recruit and retain faculty and students from diverse backgrounds*
- ✦ *Expand visibility and enhance reputation through marketing/branding*

**Noteworthy Strategic Plan Goal-related Accomplishments in AY2009-10**

- *Recruit and retain faculty and students from diverse backgrounds*
  - Attended several recruitment fairs designed specifically for diverse student populations
  - Co-hosted 300 plus diverse students from local high schools during the annual Discover Westfield Day program
  - Offered application fee waivers to Discover Westfield Day participants and Urban Education program applicants
  - Partnered with the Center for Student Opportunity
  - Class of 2014 percentage of diversity increased from 10% in 2009 to 11% in 2010
- *Expand visibility and enhance reputation through marketing/branding*
  - Revised and completed new admission recruitment materials
  - Launched new website
  - Launched new mobile website
  - Re-skinned the portal to compliment the new website
  - Implementation of web-based newsletters to key constituencies
  - Exhibited at numerous community-based events
  - Conducted meetings with campus departments to discuss importance of brand identity and develop a better understanding of marketing capabilities
  - Implemented an online work order request form for marketing and communications
  - Successfully satisfied the substantial increase in campus-wide requests for assistance with marketing, website, publications, photography

**Unfinished Business and Key Challenges for my Area(s) of Responsibility**

- Meeting expectations and implementing recruitment and marketing initiatives with limited as well as decreasing financial and human resources
- Need for recognition of new student recruitment in the new Strategic Plan
- Developing campus buy-in and adherence to guidelines necessary for consistent messaging
- Refine use of social media, define its position in the marketing plan, and determine the most effective approach to managing it on behalf of the University
- Continue marketing efforts to increase awareness and enrollment in DGCE programs
- Define and implement new marketing methods to expand recruitment territory and to market DGCE online and hybrid programs to regional and national populations
- Meeting the increasing financial aid needs of our student population

**Exciting Opportunities on the Horizon**

- Capitalize on state university system name change
- Take advantage of the opportunities to market and recruit electronically (i.e. social media, YouTube, personalized communication via e-mail, blogging, and e-newsletters)
- Develop partnerships with internal and external constituencies

**Strategic Planning Update**  
**Division: Student Affairs**  
**September 22, 2010**

***Key Challenge - Keeping Students First:***

- Growing our capacities: data collection and assessment
- Promoting our strengths: internal and external visibility
- Cultivating our connections: collaborating with others both internal and external

***Exciting Near-Term Opportunities:***

- Student Affairs divisional newsletter
- Collaboration on downtown initiatives/housing/enhancements to student life/homeless shelter and elderly housing

***Noteworthy Strategic Plan Accomplishments FY 2010-2011 Goal # 9 - Community Building across All Boundaries:***

**Action Item: Actively seek ongoing feedback from students and diversify student representation.**

- Town meetings in residence halls and with commuter students.
- Increased regular meetings with campus student governance.
- All departments increased student involvement in department decision making through use of student focus groups, planning committees, leadership retreats, and specific departmental decision-making committees.
- Student Affairs assessment/review (Public Safety and Student Conduct), scheduled for FY11.
- Appointed a freshman Campus Correspondent for Student Health magazine. Collaborating with Campus Voice to promote and work with Student Health.
- SGA Health Committee was expanded, now includes Counseling Center members to strengthen efforts addressing monthly health initiatives.
- Counseling Center constructed FYE seminar survey. On-line survey for student satisfaction with Counseling Center. Two focus groups created to gather student feedback and ideas.

**Action Item: Provide training for servicing students and maximize student contact**

- With the help of the Human Resources staff, developed training for employee orientation re-instated with discussion around community expectations.
- Appointment calendars (Counseling and Career) adjusted to provide more opportunity for students to be seen.
- Increased evening and weekend programming; increased attendance reported at activities.
- Special committees established to increase student involvements (e.g. Spirit committee, Interfaith programming committee).
- Campus student activities calendar produced and distributed weekly.
- Student Health 101 e-magazine provides health information to students, also feedback from students helps to identify concerns.

- Campus Buzz, e-newsletter from Student Affairs launched fall 2009. Five editions published to both internal and external populations.
- Counseling Center sponsored panel discussion in conjunction with Forum House and hosted community meeting with Noble Hospital.
- Student Affairs completed two cross divisional Customer Service training sessions with one make-up session planned for fall.
- Career Services worked in collaboration with Academic Affairs to identify students from various majors to attend Washington Center, 35 students, largest group ever sent.
- Career Services worked with faculty and staff across all departments to increase student participation in the Government, Criminal Justice and Non-Profit Career Fair. Also increased participation in Student Teacher Job Fair.

***Unfinished business/issues that need to be addressed***

- Expand promotional efforts of student leadership opportunities and representation.
- Growing too fast for our infrastructure – impacts on student life (housing, dining, counseling, health).
- Continual effort to communicate to students using multiple means.
- Sexual Assault Advocacy team and policy review.
- Planning for new 400 bed residence hall and dining expansion. Completion date fall 2013.
- Loss of Maureen McCartney, experiential education.

2010-2012 Self-study and Strategic Planning Timelino

	Fall 2009-Spring 2010	Fall 2010	Spring 2011	Late Spring 2011	Summer 2011	Fall 2011	Late Fall 2011	Early Spring 2012	April 2012	Summer 2012
Shared Governance	All-College Committee & Standing Committees: Curriculum, Students Affairs, Academic Policies, Graduate Council (Work Informs both the NEASC self-study & Strategic Planning Process)									
NEASC Reaccreditation	Steering Committee constituted	Self study based on individual NEASC Standards	Preparation of draft Self Study	Self Study writing group constituted	Preparation of draft Self Study	Presentation of Self Study to Campus	Completion of Self Study	Final preparation of evidence for site visit	Site visit	NEASC Reaccreditation complete
	Task Force structure organized	Standards Task Forces begin work	Task Forces complete individual standard reports	Task Forces complete individual standard reports	Self Study draft prepared	Final Self Study complete	Self Study delivered to NEASC			
Strategic Plan Development	Strategic Planning Committee constituted	2005-2010 Strategic Plan completed				Development of new Strategic Plan		Final version of new Strategic Plan		
	Campus survey administered	AY10-11 Goals defined		NEASC reports, FoE reports & Governance informs strategic planning process		Campus input				
Foundations of Excellence First Year Program Development		Foundations of Excellence Self-Study based on Dimensions								
		<ul style="list-style-type: none"> <li>Campus Task Force Constituted</li> <li>Current Practices Inventory Completed</li> <li>Dimension Committees Constituted</li> </ul>	Dimension committees complete work	FoE Self-study complete and action plan developed		Implementation of Action Plan				Evaluation of Action Plan
		Gardner Foundation campus visit Faculty/Staff Survey and Student Survey		Campus input						