

Strategic Planning Dialogue Sessions

MVV and Strategic Priorities

February 27, March 1 & March 2, 2018

Advisory Committee on Strategic Planning



Work to Date

- Campus Town Hall (9/8)
 - Commissioner Santiago gives the charge (Touchpoint #1)
- Initial Group Sessions (9/7-8)
 - Union representatives
 - Foundation director/board chair/alumni association
 - Deans
- Focus Groups (10/25-16-17)
 - 12 group sessions
 - 77 participants
 - Faculty, staff, department chairs, administrators, students, BOT
- Campus Wide Survey (11/22-27, 2017)
 - All faculty, staff, administrators,
 - Sample of students and alumni
- Environmental Scan
 - Enrollment data
 - Workforce development data
 - Trends in higher education

Immediate Next Steps

- SP Committee will work through the campus feedback
- Work within divisions to develop goals, strategies, initiatives (March/April)
- Align work across divisions (April/May)
- Draft operational plan and bring to Board of Higher Education for review/Touchpoint #2 (June).

Completion of the Plan

- Develop financial plan
- Develop assessment plan
- Present final plan to BHE/Touchpoint #3 (December)

Mission, Vision & Values

- **Revised Mission Statement**

Westfield State University is a comprehensive, public institution providing an exemplary, accessible and affordable education. The University offers a welcoming, student-centered community where lifelong learners are inspired to maximize their potential and are guided along a path of discovery. We encourage the economic, social, and cultural growth of the region by developing the knowledge, skills, and character essential for students to become responsible leaders in society.

- **Revised Vision**

Westfield State University strives to be the premier public comprehensive institution in the Northeast region through its commitment to student engagement and success.

- **Revised Values**

We commit ourselves to...

- Diversity
- Inclusion and Equity
- Respect
- Excellence
- Integrity
- Access
- Collaboration

Mission, Vision & Values

- How do these revised versions of the mission, vision, and values fit with your sense of Westfield State University as it moves into the next five years?
- Is there anything you would add to these revised versions of the mission, vision, and values?
- Is there anything you would eliminate from these revised versions of the mission, vision, and values?

Strategic Priority: The Student Experience

Rationale: As a teaching institution our focus has always been on our students. Naming the student experience (including academic, social and residential experiences) as a strategic priority, keeps our focus on our mission, reminding us that our goal is to provide access to an exceptional student experience both in and out of the classroom, for all of our students.

- What does an exceptional student experience look like?
- What does an exceptional student experience mean for a diverse student body? Is it different than what we just discussed?
- How would we know when we have provided an exceptional student experience?

Strategic Priority: Enrollment (Cradle to Grave)

Rationale: The institution needs to face, head on, the data which indicate a consistent and dramatic decrease in the population of high school aged individuals in Massachusetts and the whole Northeast region. We must prepare to welcome and support an increasingly diverse population of students. A focus on strategic enrollment management will prepare us for the shifting demographics and support our mission to contribute the economic, social and cultural growth of our region

- How can we better attract students?
- What can we do to better retain students?
- How can we better support students on their way to graduation?
- How do we keep alums attached to the university?

Strategic Priority: Culture

Rationale: Attention to the culture of the institution provides the opportunity to prioritize programs and initiatives that support our values including diversity, inclusion, respect and collaboration while improving communication in all directions.

- What do you like about Westfield State's culture?
- If you could change something about Westfield State's culture, what would you change?
- What events on campus are an important part of our culture?
- What are the ingredients that create or contribute to a culture of belonging?

Strategic Priority: Resources

Rationale: In light of the continued decline in financial support from the state and the shifting demographics of the student population, the institution must engage in extensive and sustained development of, and planning for, resources of all types to insure a stable institution and implementation of mission critical initiatives.

- What are the key resources required for the university to provide an exceptional student experience?
- If the University received a large increase in its operating budget (funds that would remain every year), how would you invest it in the institution?
- If resources were made available, where might they best allow the institution to be innovative?
- Please feel free to share ideas you have for revenue generation at the institution.

Strategic Priorities

- Please use the note cards on the table to give more feedback about the proposed strategic priorities.
- Red: A priority I would eliminate is . . .
- Green: A priority I would add is . . .
- Yellow: The most important priority we discussed today was . . .

- Thank you for your input!

