Introduction

In October 2004, President Carwein met with the Strategic Planning Committee and charged them with developing a concise strategic planning document that would establish the College's institutional priorities for the next five years. The Westfield State College Strategic Plan for 2005 – 2006 is the result of collaboration among faculty, administration, staff, students and community members. It charts a course that will position Westfield State College as a preeminent public institution of higher education in Massachusetts. The plan incorporates data collected from a cross-section of the campus and the host community over the course of two years and builds on the WSC Strategic Plan of May 2003. Most recently, three web-based surveys were used to confirm our shared values and to identify priorities. The comprehensive and inclusive approach to our planning reflects the value we place on all stakeholders.

As we mapped our future course, we made deliberate decisions about strengthening existing programs and exploring new opportunities for growth and development. The vision, mission and values of the college are the foundation for this plan, and our priorities and goals are directly aligned with them.

The Westfield State College Strategic Plan for 2005 – 2010 provides us with new challenges and direction for the future. In a climate of unpredictability and change, we are now ready to move confidently into the future, knowing that our work will create a better and stronger college.

Our strategic plan includes the following components: mission, vision, values, priorities and goals. Each campus unit will develop specific unit goals that align with and support the institutional goals and priorities of the WSC 2005 – 2010 Strategic Plan and develop strategies to achieve the goals. These unit goals and strategies will then be added to the plan. This current document, Spring 2005 Strategic Planning: Overview and Update, includes a draft of our WSC Strategic Plan for 2005 – 2010, a section on Next Steps and several supporting appendices:

Appendix A: Strategic Planning Committee Membership
Appendix B: Strategic Plan May 2003 (available upon request)
Appendix C: Student, Faculty and Administration, and Host Community Surveys and Results (available upon request)
Appendix D: Survey Analysis and Summary Report completed by Dr. Tony Smith (available upon request)
Key recommendations of the Strategic Planning Committee are:

1. Continue the planning process by reconvening and expanding the committee to include the chief financial officer and all stakeholders as needed, in the fall 2005;¹
2. Build on the values and priorities identified in the college and host community surveys by developing action plans and programs with measurable outcomes from each administrative and academic department;
3. Evaluate options, choose most effective action plans and implement as part of ongoing strategic planning process, and;
4. Update and monitor the strategic plan annually, revising programs and activities as needed over time in the midst of changes in higher education.

¹ Starting fall 2005 two members will join the Budget Committee as voting members.
Westfield State College Strategic Plan for 2005 – 2010

Introduction

The Westfield State College Strategic Plan for 2005 – 2010 is the result of collaboration among faculty, administration, staff, students and community members. It charts a course that will position Westfield State College as a preeminent public institution of higher education in Massachusetts and beyond. The plan incorporates data collected from a cross-section of the campus and the host community over the course of two years and builds on the WSC Strategic Plan of May 2003. Most recently, three web-based surveys were used to confirm our shared values and to identify priorities. The comprehensive and inclusive approach to our planning reflects the value we place on all stakeholders. As we mapped our future course, we made deliberate decisions about strengthening existing programs and exploring new opportunities for growth and development. The vision, mission and values of the college are the foundation for this plan, and our priorities and goals are directly aligned with them.

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Mission

Emphasizing teaching, student advising, and student involvement in the life of the college and the community, Westfield State College’s primary mission is to assist its students to develop intellectually and to use their knowledge and skills to improve the social and economic conditions in their communities. The college seeks to instill among members of its community a sense of social responsibility and citizenship.

The college emphasizes the importance of collaborative education, distinguished and strengthened by a general education program which links the arts and sciences with professional studies and by opportunities for experiential and community-based learning. [The College is]...committed to excellence in instruction, affordable costs, and to providing responsive, innovative and educational programs of high quality. [and to]...a campus climate that respects the ideas, values, perspectives and contributions of a culturally diverse community. [We are] ...a leader and resource for the community, identifying opportunities and solutions to community problems, and contributing to the region's cultural, environmental, and economic development.

2 Full text is available on college website: www.wsc.ma.edu
Vision - DRAFT

Building upon a tradition of excellence and innovation, Westfield State College engages students in a dynamic and diverse learning community. Through intellectual exploration, cultural appreciation, and social responsibility, our students are transformed into citizen leaders. Our graduates meet the future with intellectual curiosity, well-grounded in the arts, sciences, humanities and professions. Graduates of Westfield State College are the intellectual capital of the future, contributing to the economic vitality of the Commonwealth, and participating in the evolution of the global community.  

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.

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3 N.B. Final vision statement adopted in fall 2006: 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.
Strategic Priorities

We have identified five strategic priorities for the 2005 – 2010 plan that are aligned with our vision, mission, and values. These priorities focus our attention on those issues that are critical to our success in the 21st century.

Foster Student Success

Student-centered teaching is the hallmark of Westfield State College. Our 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, we must be poised to respond to those changes and the needs of our students. We have identified several goals that ensure success for students attending Westfield State College and in the world beyond.⁴

Goal 1: Assess and track students’ needs for academic and personal support
Goal 2: Enhance advising, tutoring, and other academic and administrative services
Goal 3: Build on social and cultural opportunities
Goal 4: Increase internships and community service projects
Goal 5: Coordinate volunteer work in the community
Goal 6: Maintain a safe and secure environment

Expand and Enhance Recognition

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

Goal 7: Provide high quality, innovative academic programs
Goal 8: Support program accreditation efforts
Goal 9: Increase and strengthen graduate programs
Goal 10: Encourage and support the continuing scholarship of faculty
Goal 11: Provide alternative educational instruction
Goal 12: Recruit student-centered faculty, dedicated to collaborative, value-centered quality instruction
Goal 13: Provide outreach to meet the educational needs of the community
Goal 14: Promote faculty, administration, and staff as a resource for the external community

⁴ Introductory text for each priority is in draft form.
**Embrace Diversity**

We recognize that a diverse community is 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. We will implement a proactive approach to diversity.

Goal 15: Increase diversity among the student population to reflect regional demographics
Goal 16: Create a welcoming and inclusive environment
Goal 17: Foster programs that focus on the development of global awareness
Goal 18: Recruit and retain faculty, staff and students from diverse backgrounds

**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 our continuing investment in creating a supportive learning environment.

Goal 19: Upgrade and maintain campus infrastructure
Goal 20: Maintain aesthetic character of the campus
Goal 21: Involve the community in the plan for sustainable growth
Goal 22: Construct facilities according to ongoing needs assessment

**Enrich Resource Development**

We have identified numerous ways through which we will strengthen and improve the college. Limited resources, however, as a result of significant budget reductions over the past decade, have severely hampered our ability to meet our needs. We will seek resources through a variety of mechanisms and strategies to strengthen and improve the College. There are several means by which we can extend our resources base.

Each goal should support the strategic planning priorities:
Goal 23: Establish local, regional and national partnerships
Goal 24: Expand visibility in the community
Goal 25: Strengthen life-long alumni relationships
Goal 26: Increase fundraising initiatives including grants and contracts
Goal 27: Advocate for restoration of state and federal funding
Next Steps

Next steps and timeline for implementation of the Strategic Plan are:

1. Disseminate WSC Strategic Planning Overview (Spring 2005)
2. Develop action plans based on priorities and needs identified in the survey (Summer and Fall 2005)
3. Evaluate the options and choose most effective action plans to implement (Fall 2005)
4. Monitor programs and activities annually and revise to meet changing needs on campus and host community (Spring 2006 and ongoing)
Appendix A:

Strategic Planning Committee Members - 2004 – 2005

Matthew Curren, Student
David Doe, Chair, Biology Department
Brian Hubbard, Interim Director, Library
Stephanie Kelly, Chair, Geography and Regional Planning (Committee Co-Chair)
Mary Kronholm, Administrative Assistant, Music Department
Barry Maloney, Vice-President, External Affairs
Ryan O’Connell, Student
Joan Rasool, Interim Senior Vice President, Academic Affairs (Committee Co-Chair)
Nanci Salvidio, Associate Director, Academic Achievement Center; Executive Assistant, President (February 2005)
Mary Ellen Scott, Community Member (resigned March 2005)
Laurie Simpson, Staff Associate, Academic Achievement Center
Kathryn Sullivan, Faculty, Economics and Management