



Strategic Planning Advisory Committee Report

Revised - December 5, 2017

Stakeholder Observations/Concerns ♦ SWOT Preliminary Analysis

Presented by:



Strategic Planning Process Timeline

Phase I

- **Reaffirm Mission and Vision:** October
- **Conduct Environmental Scan:** September - November
- **Collect and Analyze Stakeholder Input:** October - November
- **Conduct SWOT Analysis:** November
- **Summarize Strategic Issues (Identify Priorities Goals):** December

Phase II

- **Summarize Strategic Issues:** (Align Priorities/Goals) January - February
- **Prepare Strategic Plan:** March - May
- **Develop Distribution/Implementation/Assessment Plans:** April - May

Key Observations from Stakeholder Input

Attributes/Assets

- Attractive, comfortable, safe campus, right size
- Collegiate feel and appearance
- Quad lawn, neighborhood, recreational community park
- Caring faculty and staff
- Wide array of programs
- Quality reputation of instruction
- Extensive student support services & activities
- New College organization
- New programs

Key Observations from Stakeholder Input

- Aging infrastructure
- Over-loaded staff & faculty
- Past instability at top leadership positions
- Inconsistent institutional strategic directions
- Drift away from Liberal Arts focus
- Confusion over institutional mission
- Talent replacement

C O N C E R N S

- Trust issues between faculty & administration
- Favoritism towards new programs
- Lack of communication & transparency
- Funding inequities/low aid pkg
- Operational inefficiencies
- Campus diversity issues
- New College organization

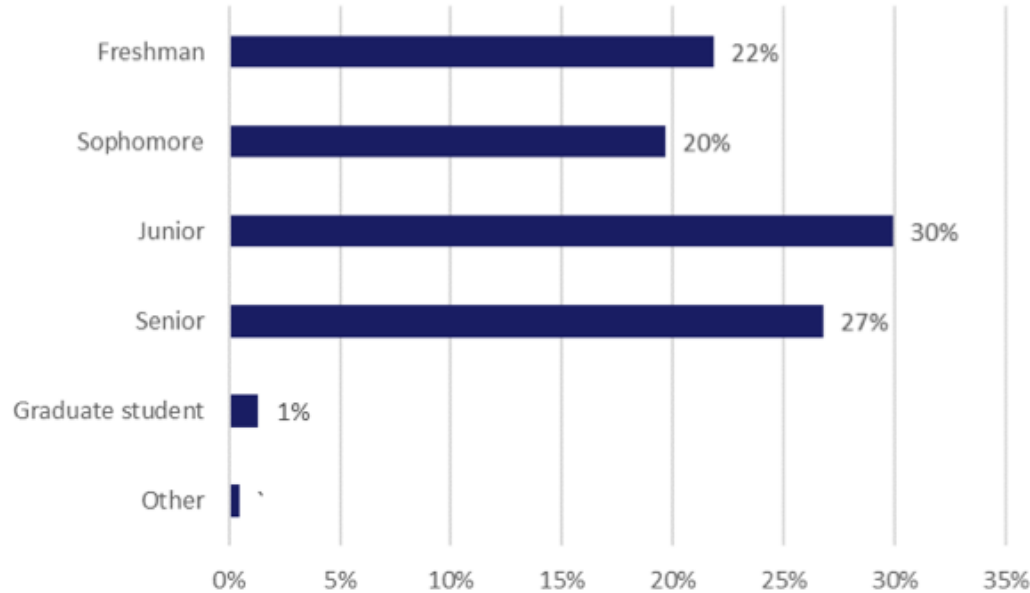
SWOT Survey Results

- An online survey was created to collect data from WSU constituents on their impressions of the College's strengths, weaknesses, opportunities, and threats in November 2017. On November 13th, the survey link was sent successfully via an e-mail notice to 7,564 stakeholders. Multiple reminders were sent, and the survey remained open until November 27th, allowing respondents two weeks to complete the instrument.
- The online survey was completed by 689 Westfield constituents, yielding a 9% overall response rate. Response rates by category are shown below.

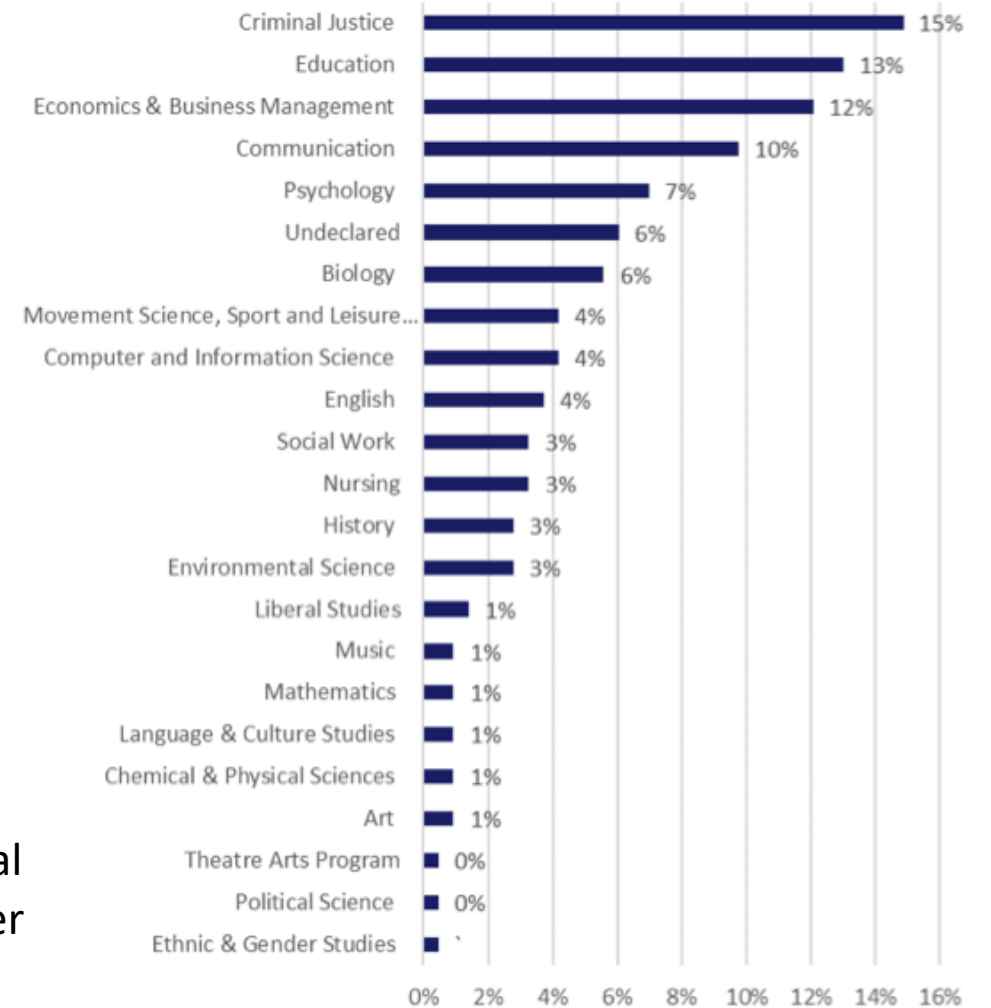
	Distributed	Responded	Response Rate
Board of Trustees Member	11	5	45%
Senior Administrator	21	15	71%
Faculty Member - Part-time/Adjunct	729	33	5%
Faculty Member - Full-time	229	108	47%
Alumni/Foundation	2,682	109	4%
Staff Member	642	189	29%
Current Student	3,250	230	7%
TOTAL	7,564	689	9%

Student Respondent Characteristics

n=230



- 97% of student respondents are enrolled full-time, and an equal share take most of their classes on the Westfield campus (rather than online).

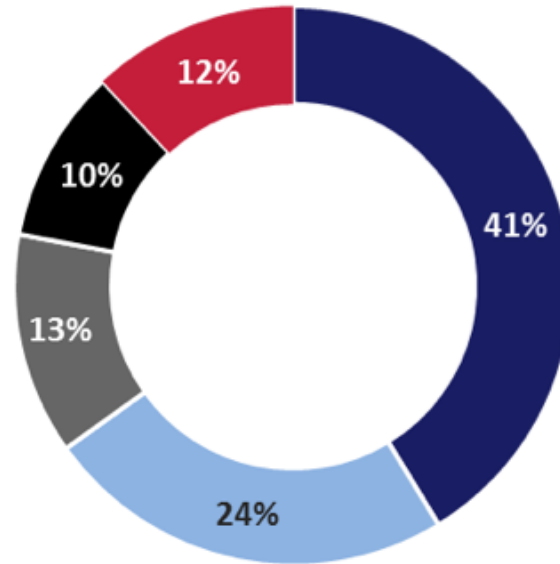


Alumni Respondent Characteristics

n=109

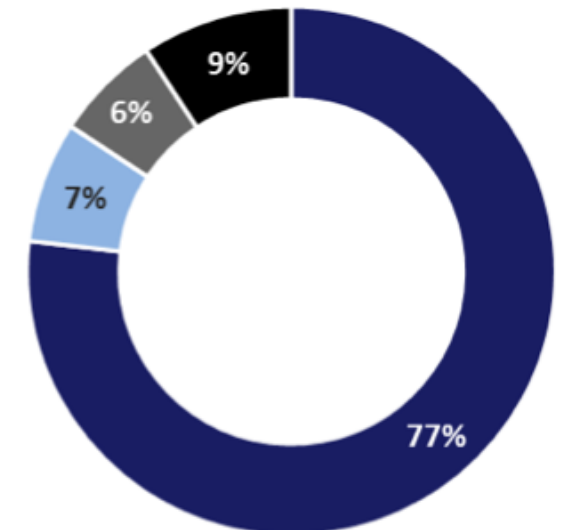
Years Since Graduation

- 1-5
- 6-10
- 11-15
- 16-20
- More than 20



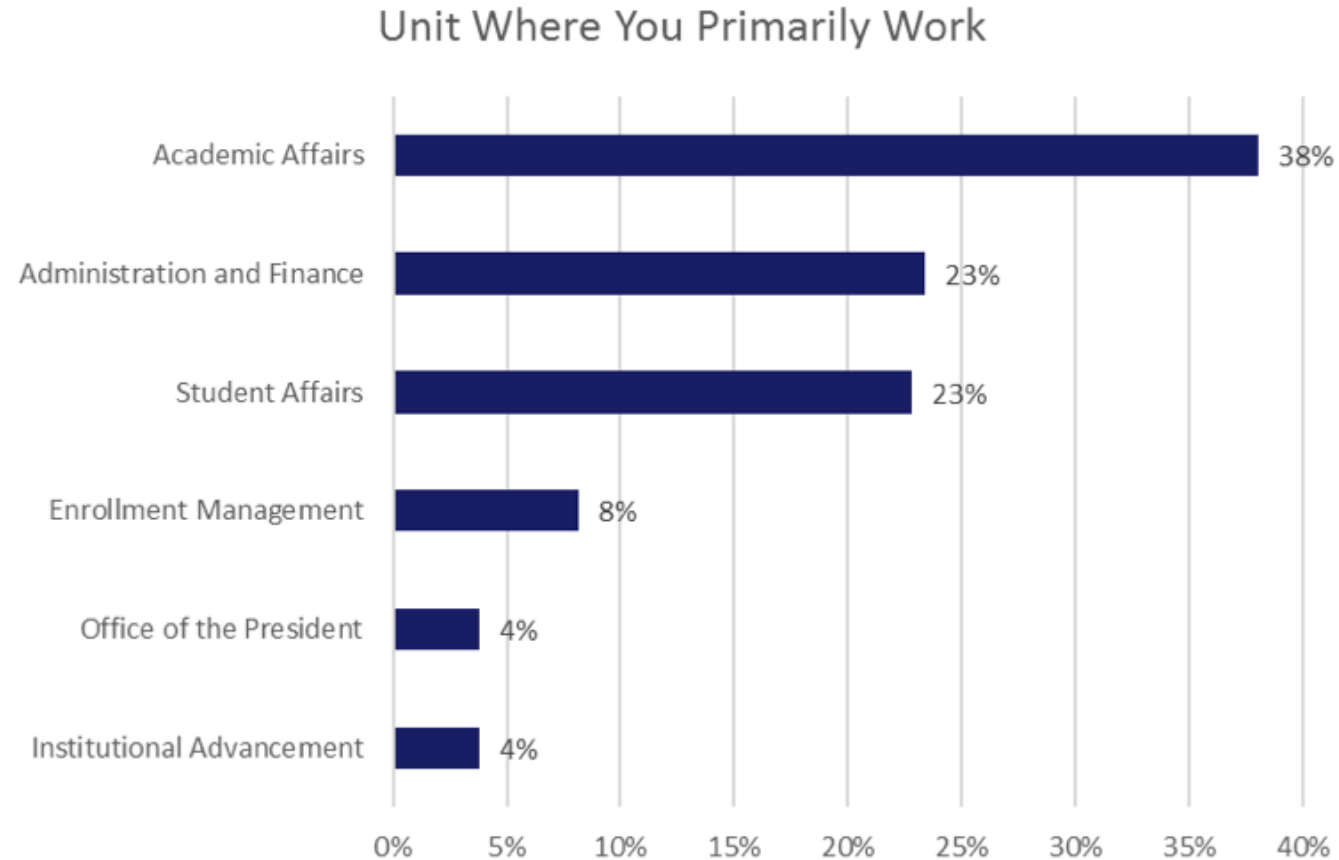
Where Alumni Currently Live

- Massachusetts
- Connecticut
- Other New England State
- Outside New England

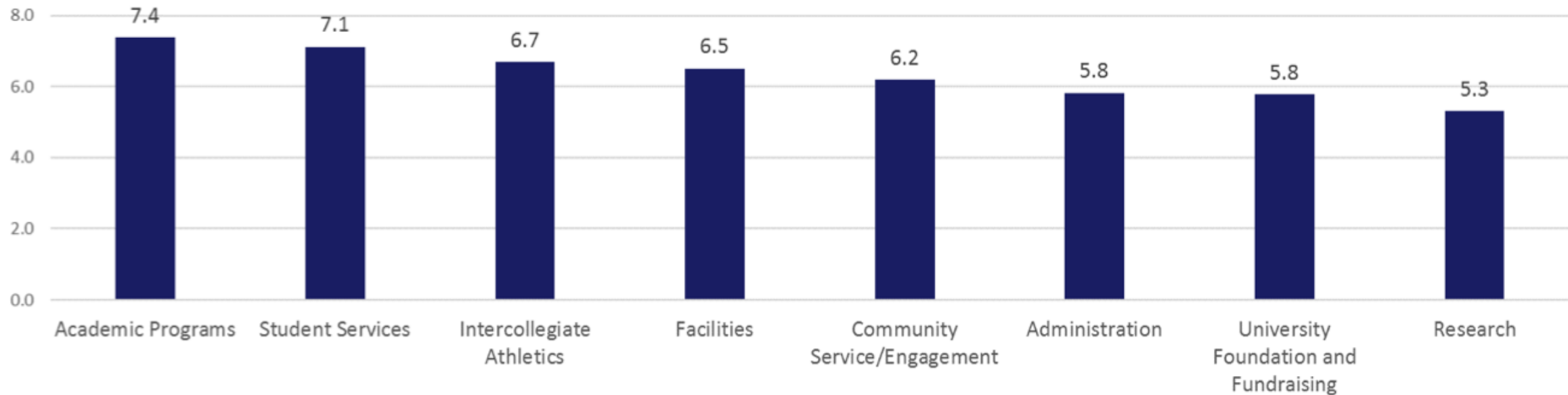


Staff/Admin Respondent Characteristics

n=184

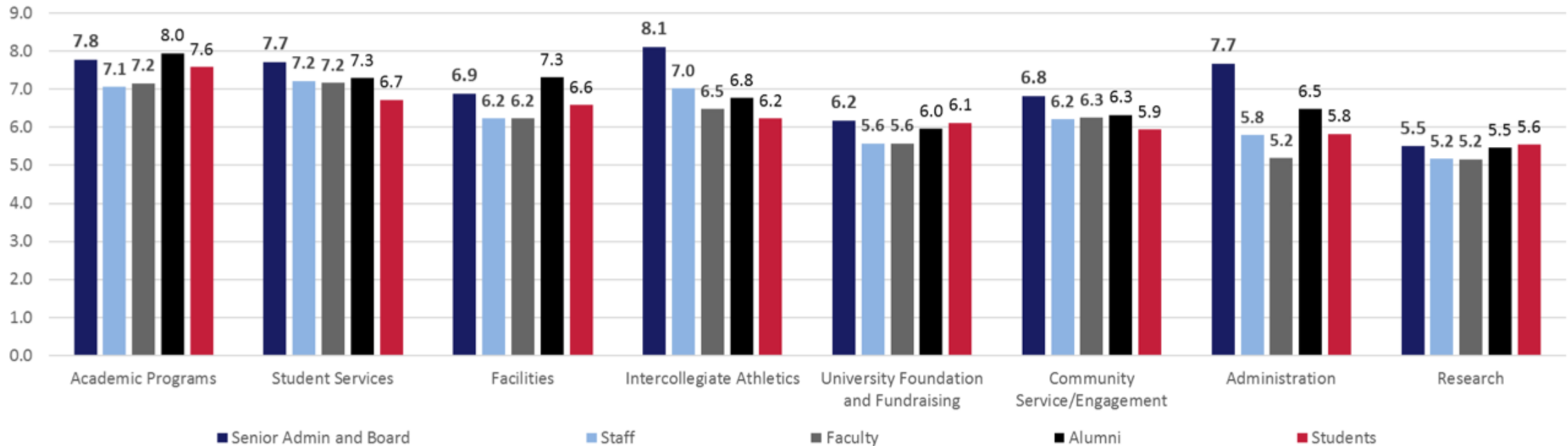


Ratings of WSU's Reputation From a Personal Perspective On a scale of 1 (Poor) to 10 (Excellent)



All (n=399-414)

Ratings of WSU's Reputation From a Personal Perspective On a scale of 1 (Poor) to 10 (Excellent) *(Ordered by magnitude of student response)*



Senior Admin and Board (n=18)

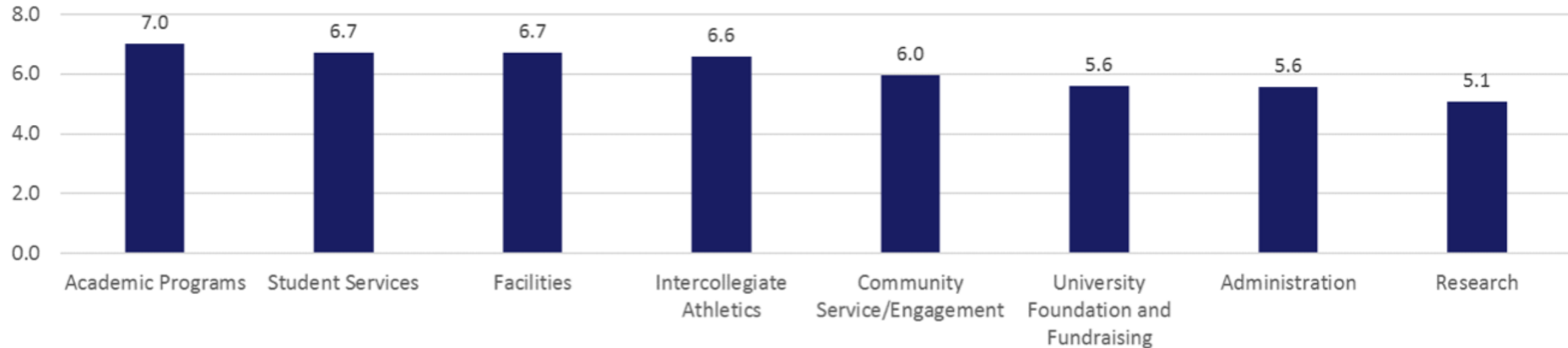
Staff (n=122-125)

Faculty (n=106-110)

Alumni (n=57-65)

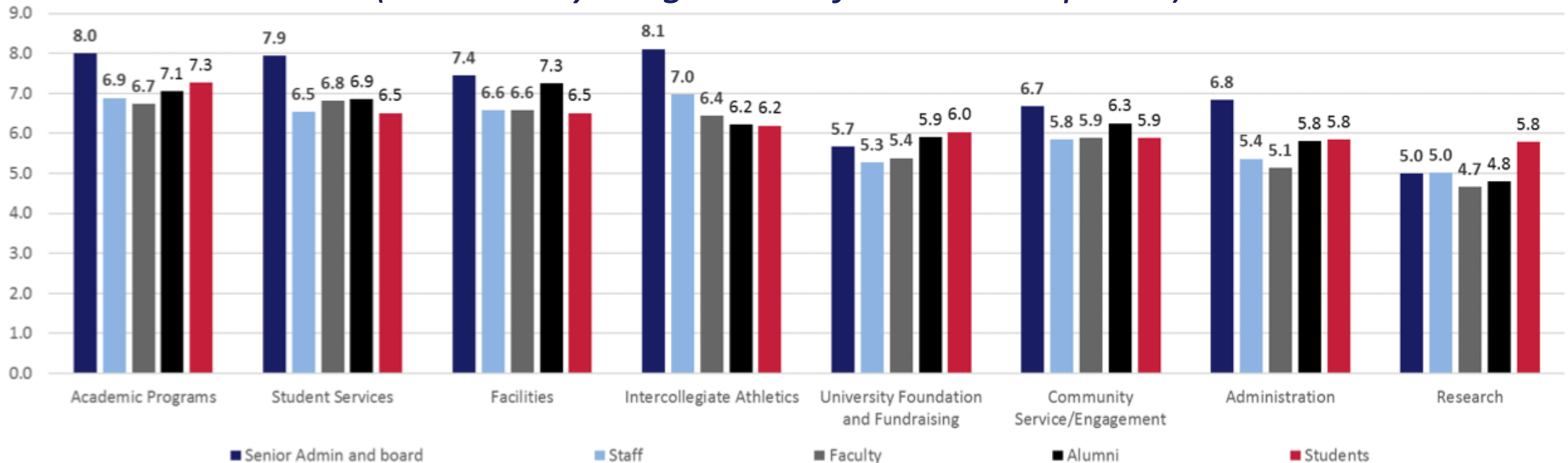
Students (n=93-98)

Ratings of WSU's Reputation From the General Public's Perspective On a scale of 1 (Poor) to 10 (Excellent)



All (n=373-393)

Ratings of WSU's Reputation From the General Public's Perspective On a scale of 1 (Poor) to 10 (Excellent) *(Ordered by magnitude of student response)*



Senior Admin and Board (n=18)

Staff (n=105-113)

Faculty (n=99-113)

Alumni (n=56-62)

Students (n=94-97)

Prioritization of Potential Initiatives

Average Ratings of Potential University Initiatives on a Scale of 1 (Low Priority) to 100 High Priority)

All



Prioritization of Potential Initiatives

Average Ratings of Potential University Initiatives on a Scale of 1 (Low Priority) to 100 High Priority)

Students

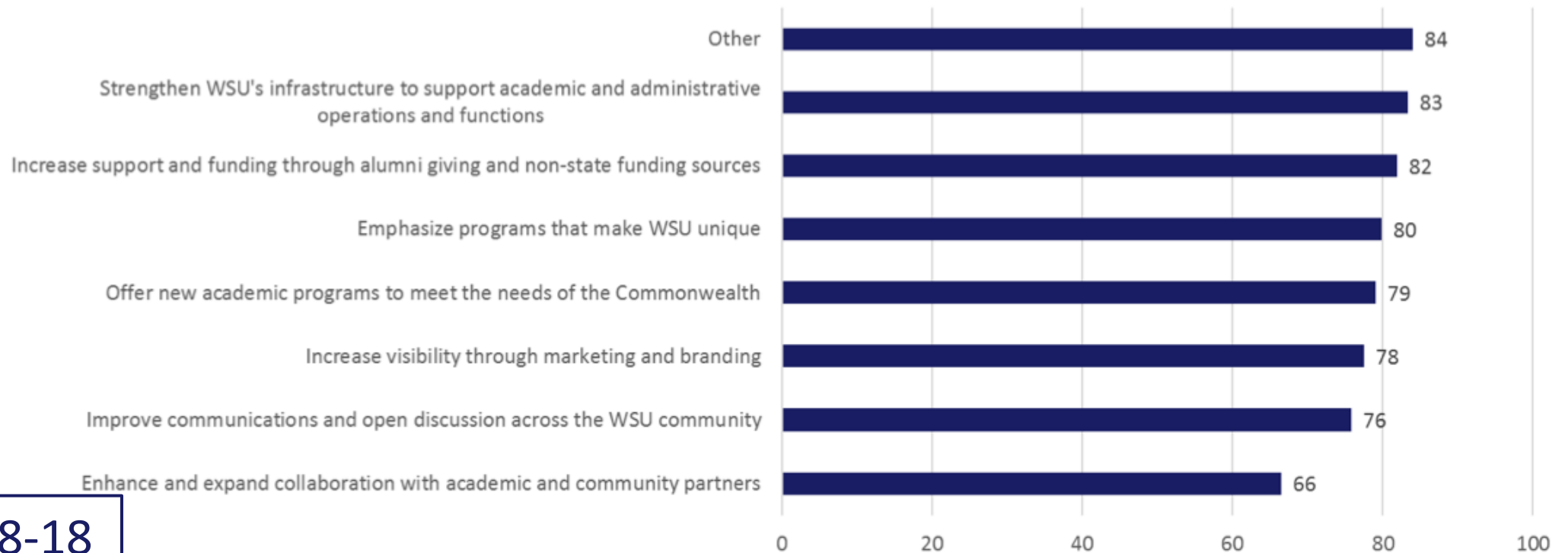


n=26-95

Prioritization of Potential Initiatives

Average Ratings of Potential University Initiatives on a Scale of 1 (Low Priority) to 100 High Priority)

Senior Administrators and Board of Trustees

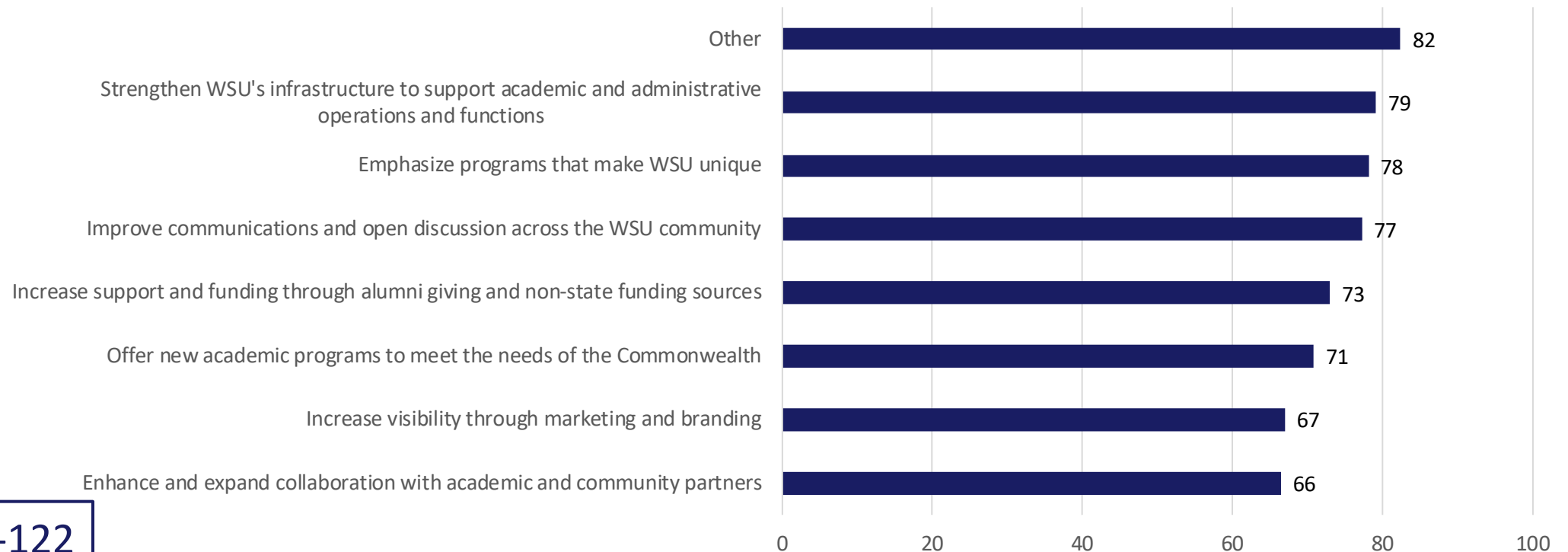


n=8-18

Prioritization of Potential Initiatives

Average Ratings of Potential University Initiatives on a Scale of 1 (Low Priority) to 100 High Priority)

Staff

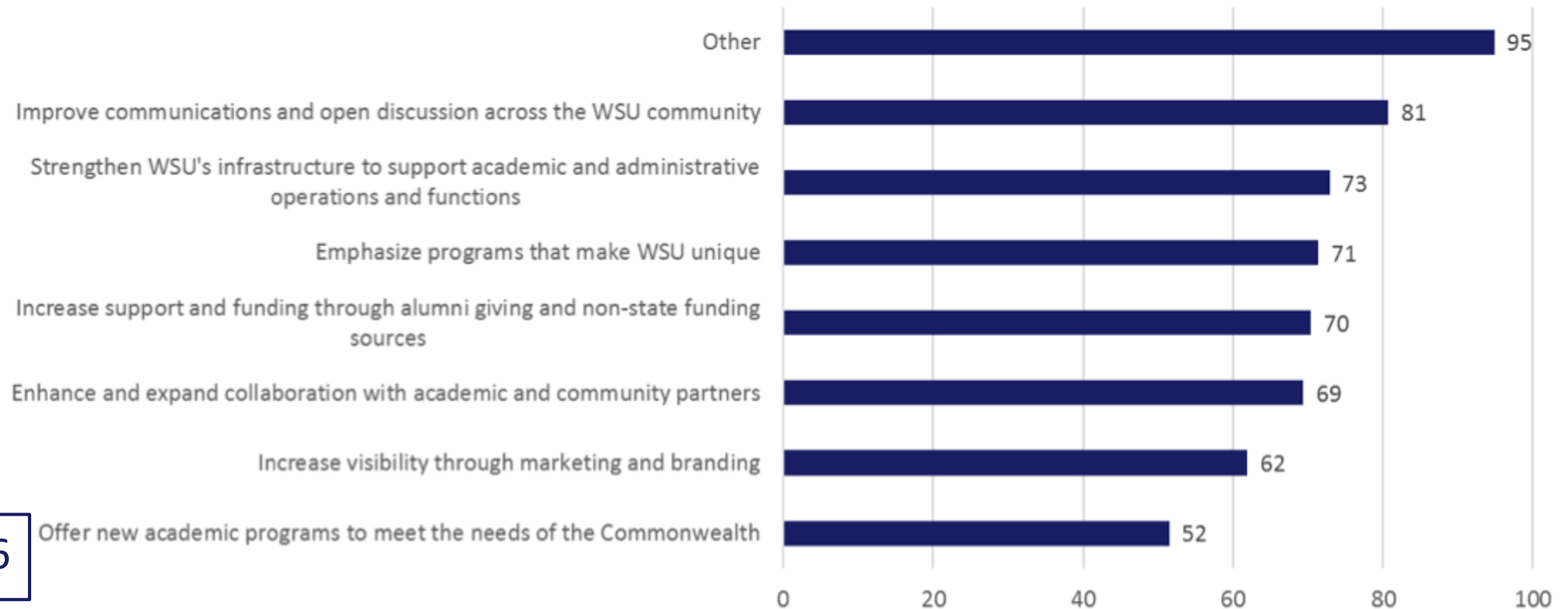


n=28-122

Prioritization of Potential Initiatives

Average Ratings of Potential University Initiatives on a Scale of 1 (Low Priority) to 100 High Priority)

Faculty



n=34-106

Prioritization of Potential Initiatives

Average Ratings of Potential University Initiatives on a Scale of 1 (Low Priority) to 100 High Priority)

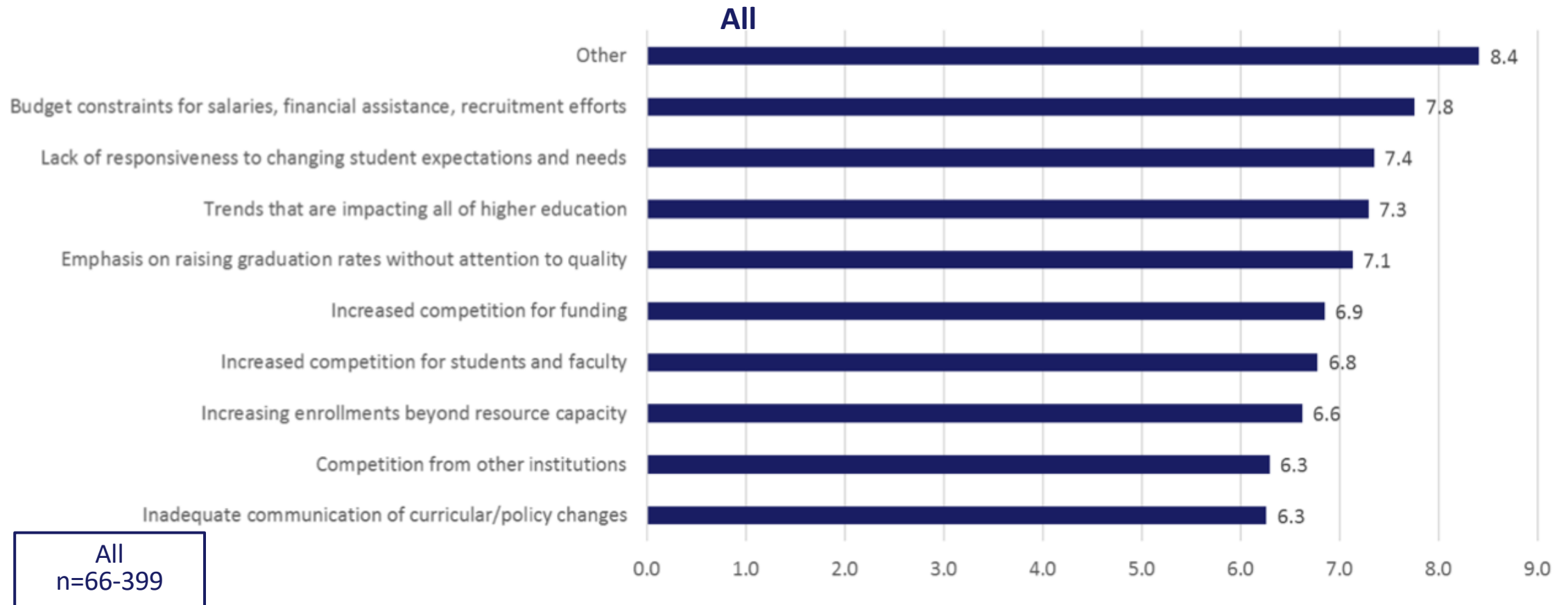
Alumni



n=9-60

Potential Magnitude of Threats

Average Ratings on a Scale of 1 (Minimal Threat) to 10 (Great Threat)



Potential Magnitude of Threats

Average Ratings on a Scale of 1 (Minimal Threat) to 10 (Great Threat)

Students

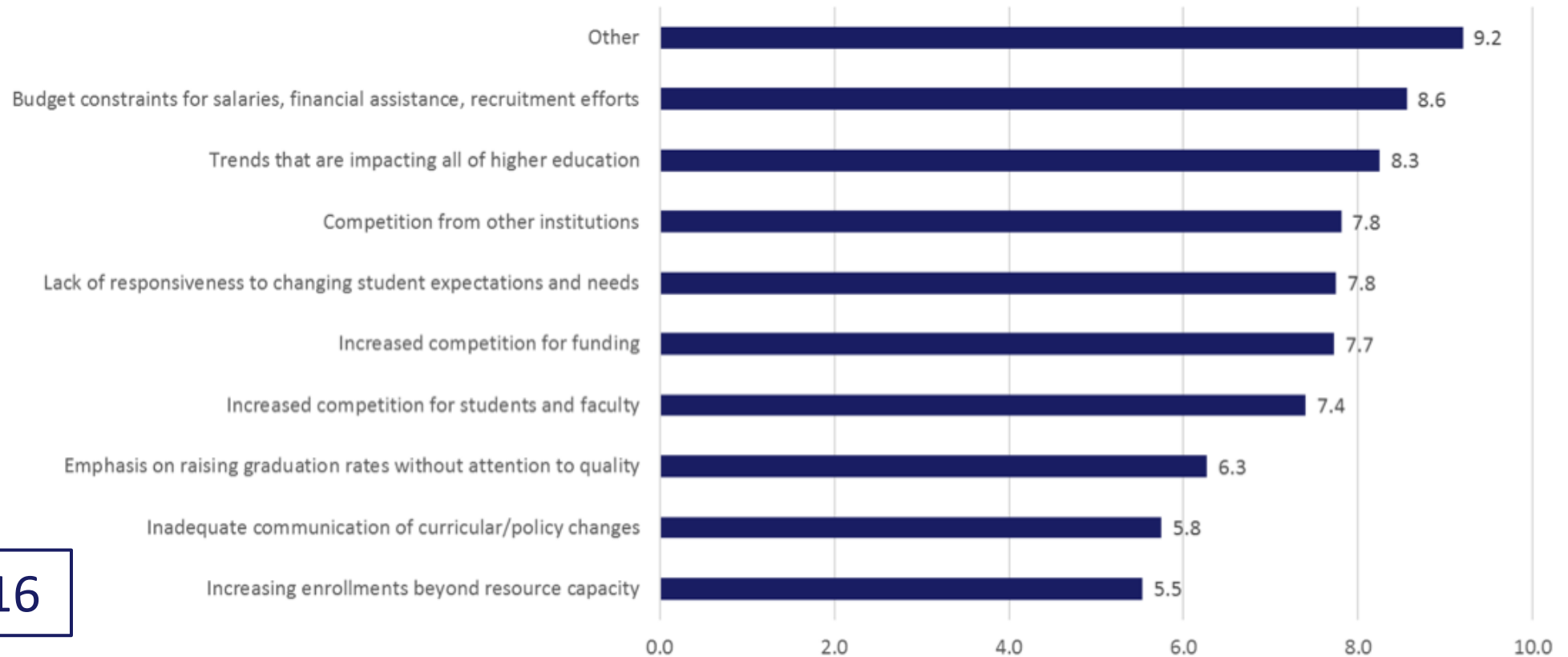


n=20-95

Potential Magnitude of Threats

Average Ratings on a Scale of 1 (Minimal Threat) to 10 (Great Threat)

Senior Administrators and Board of Trustees

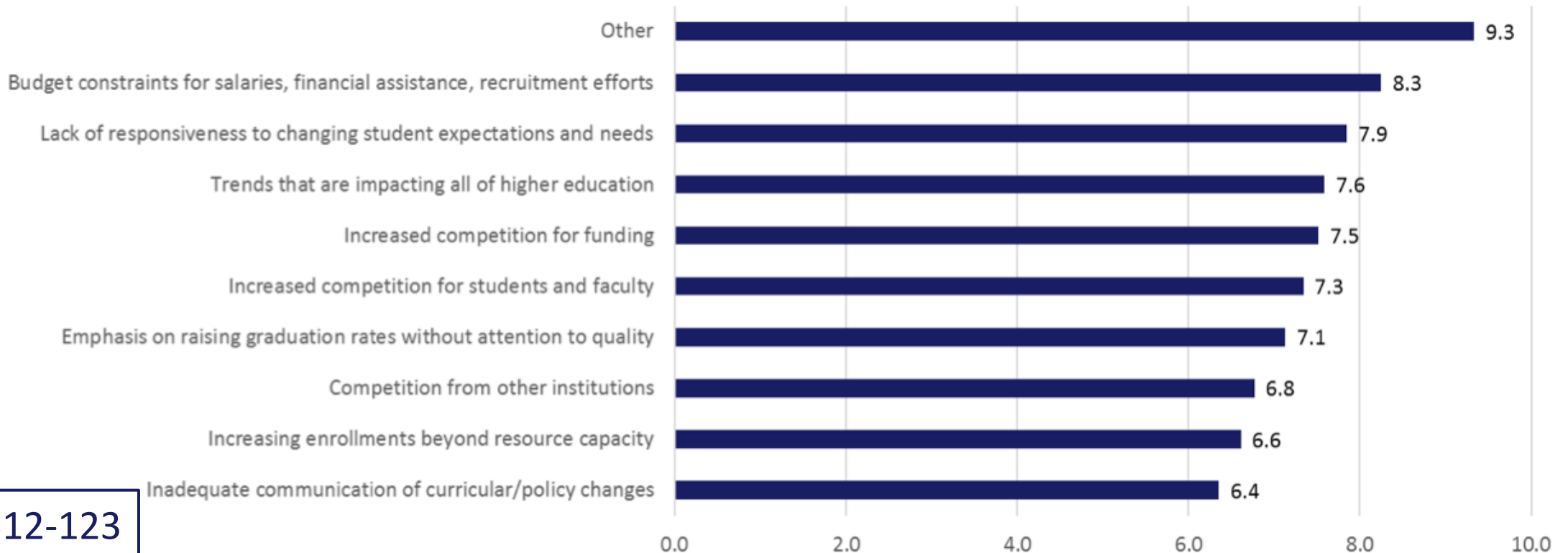


n=5-16

Potential Magnitude of Threats

Average Ratings on a Scale of 1 (Minimal Threat) to 10 (Great Threat)

Staff

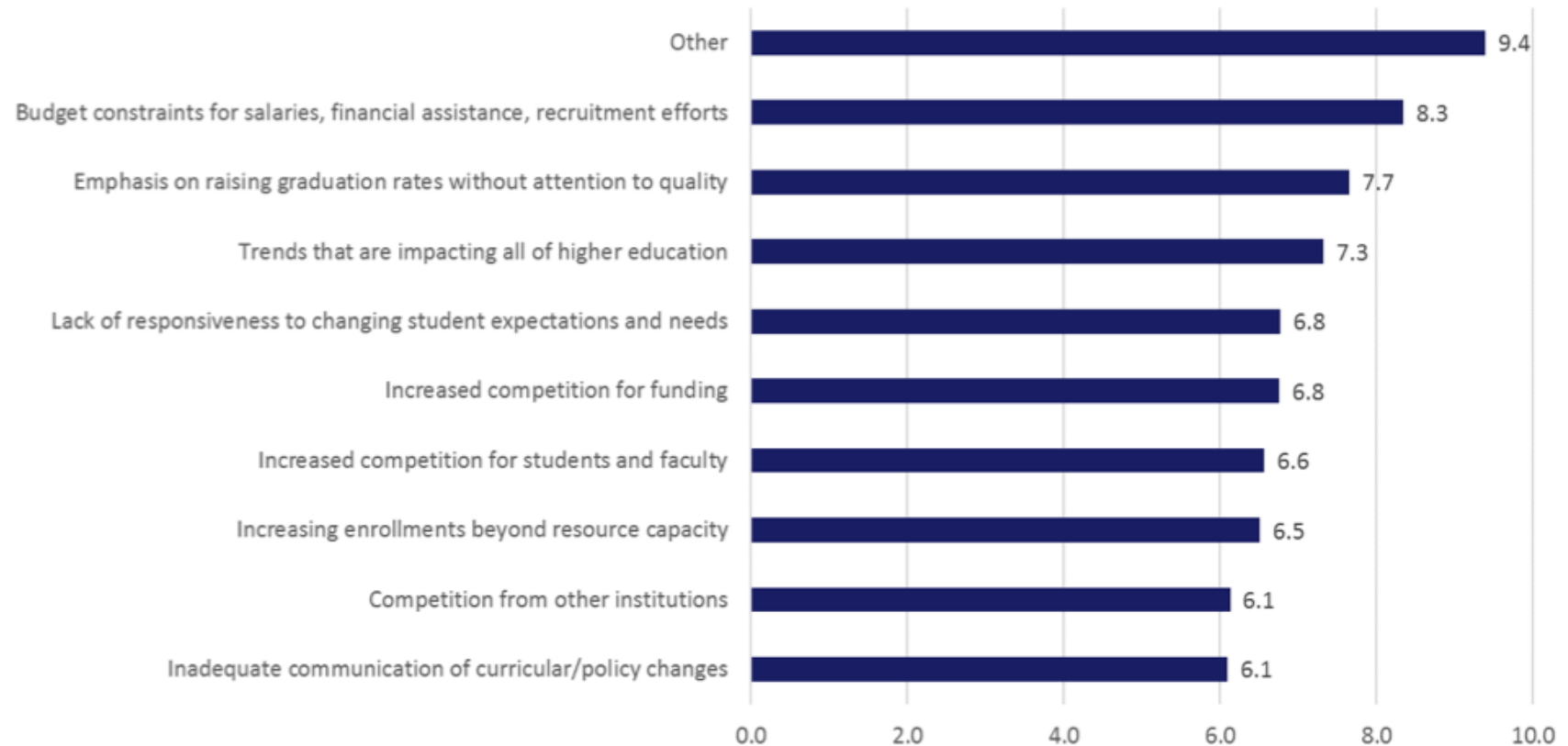


n=12-123

Potential Magnitude of Threats

Average Ratings on a Scale of 1 (Minimal Threat) to 10 (Great Threat)

Faculty

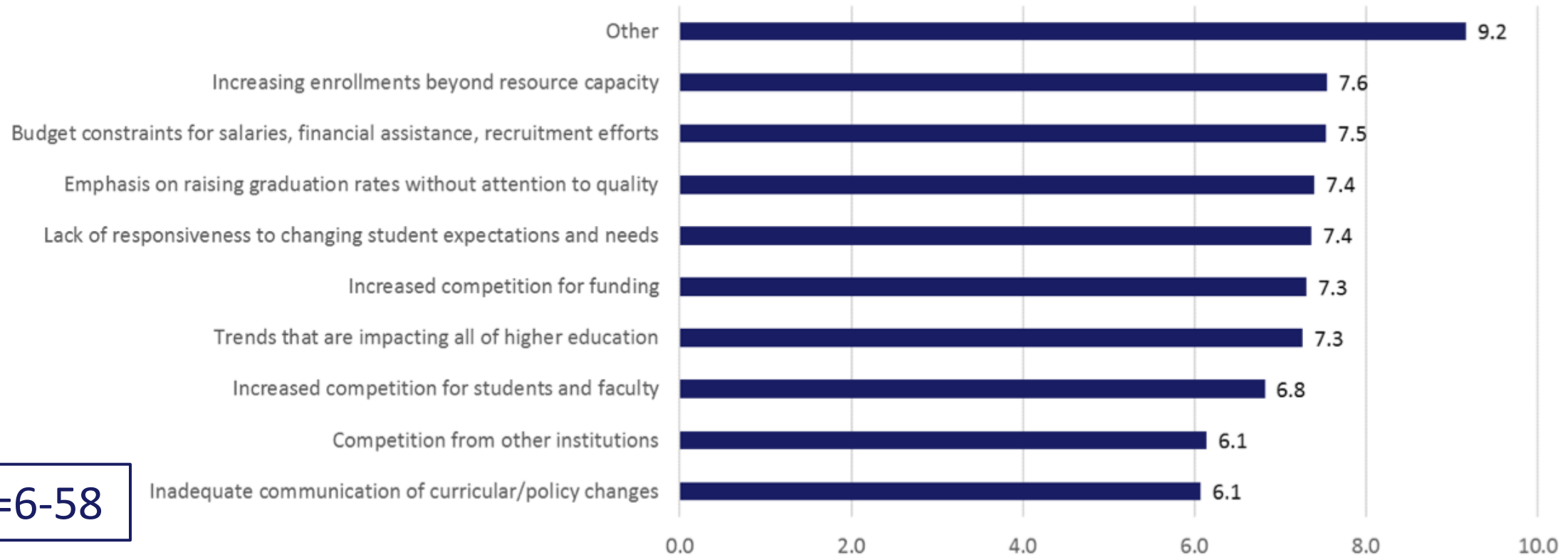


n=23-107

Potential Magnitude of Threats

Average Ratings on a Scale of 1 (Minimal Threat) to 10 (Great Threat)

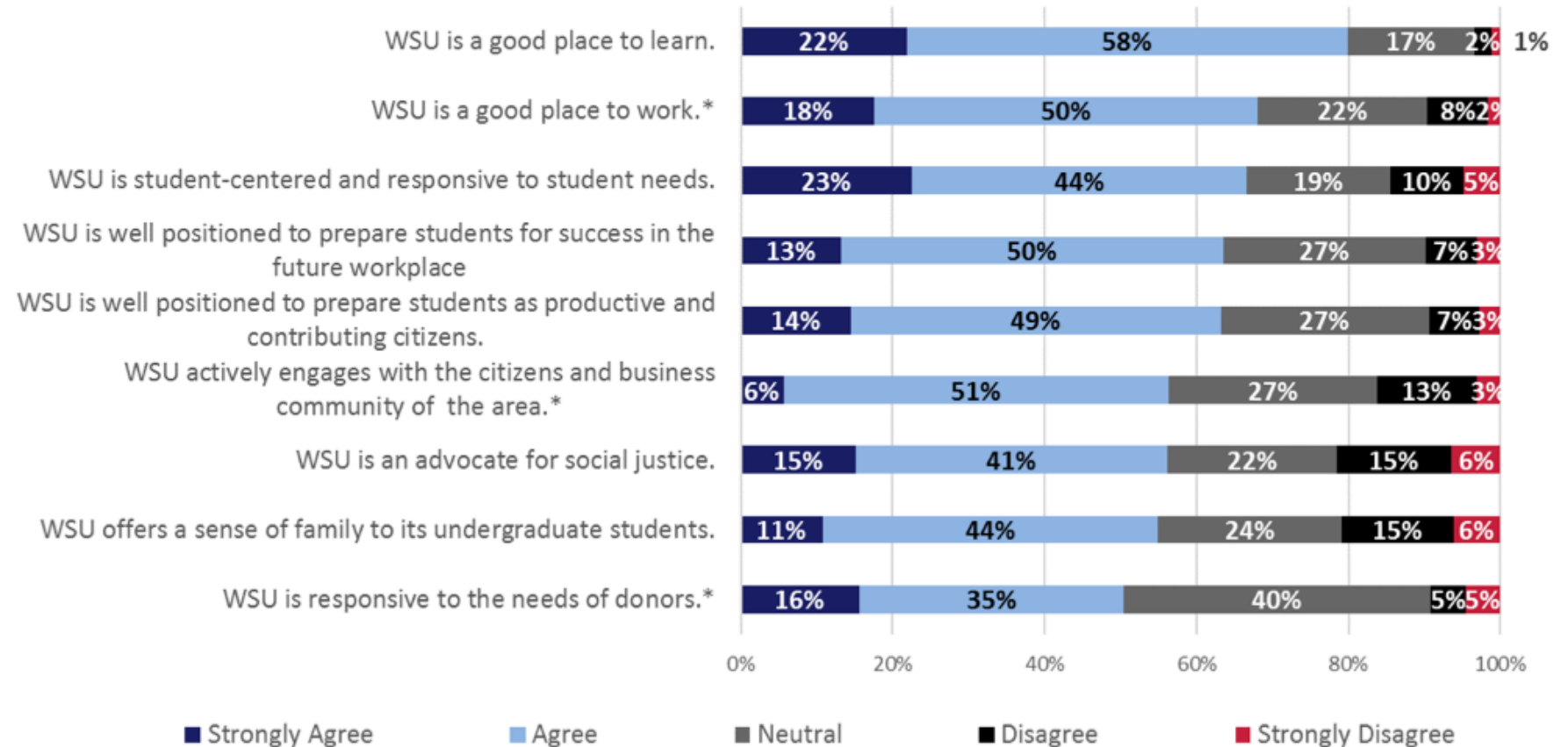
Alumni



n=6-58

Institutional Environment/Culture

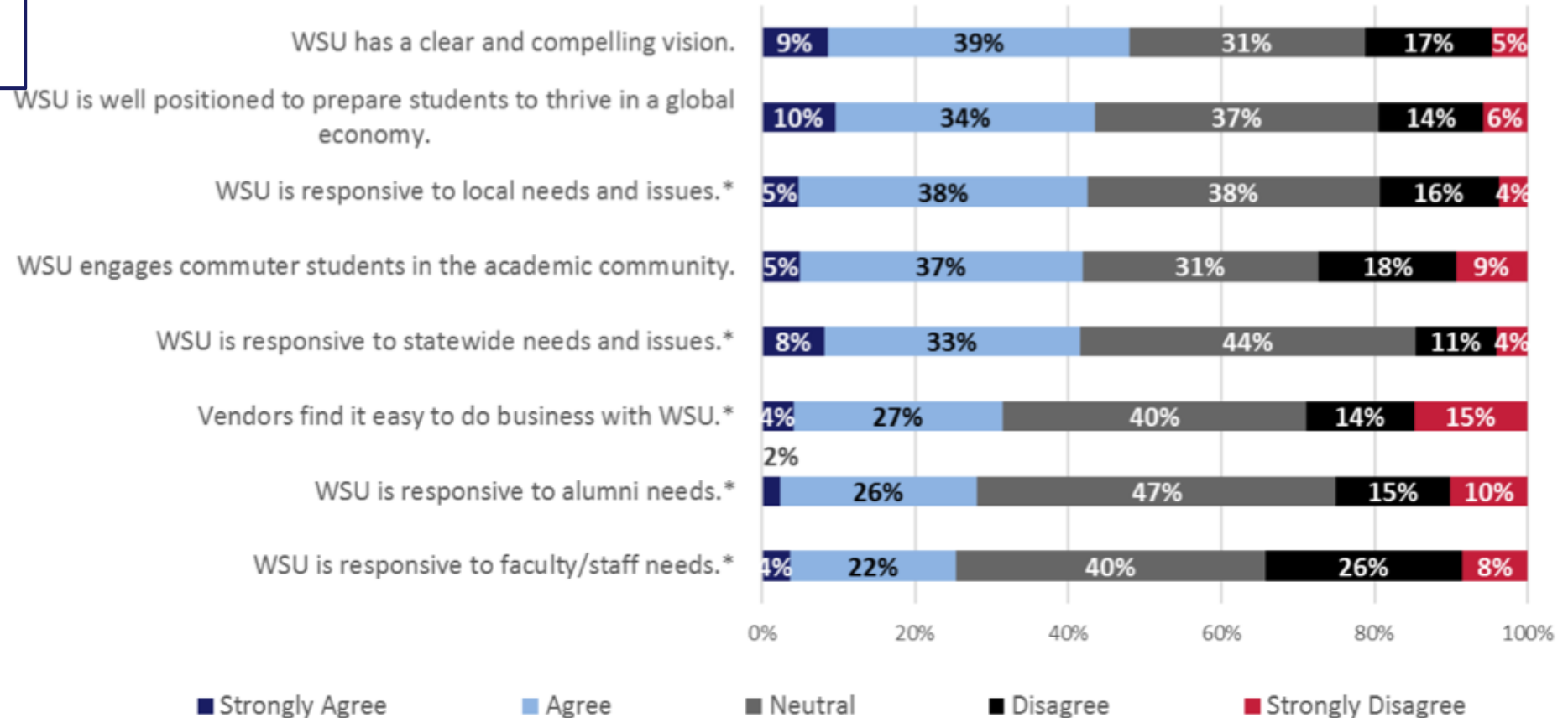
All
n=109-353



*Indicates an item not displayed to students.
Agreement items were not shared with alumni.

Institutional Environment/Culture (contd.)

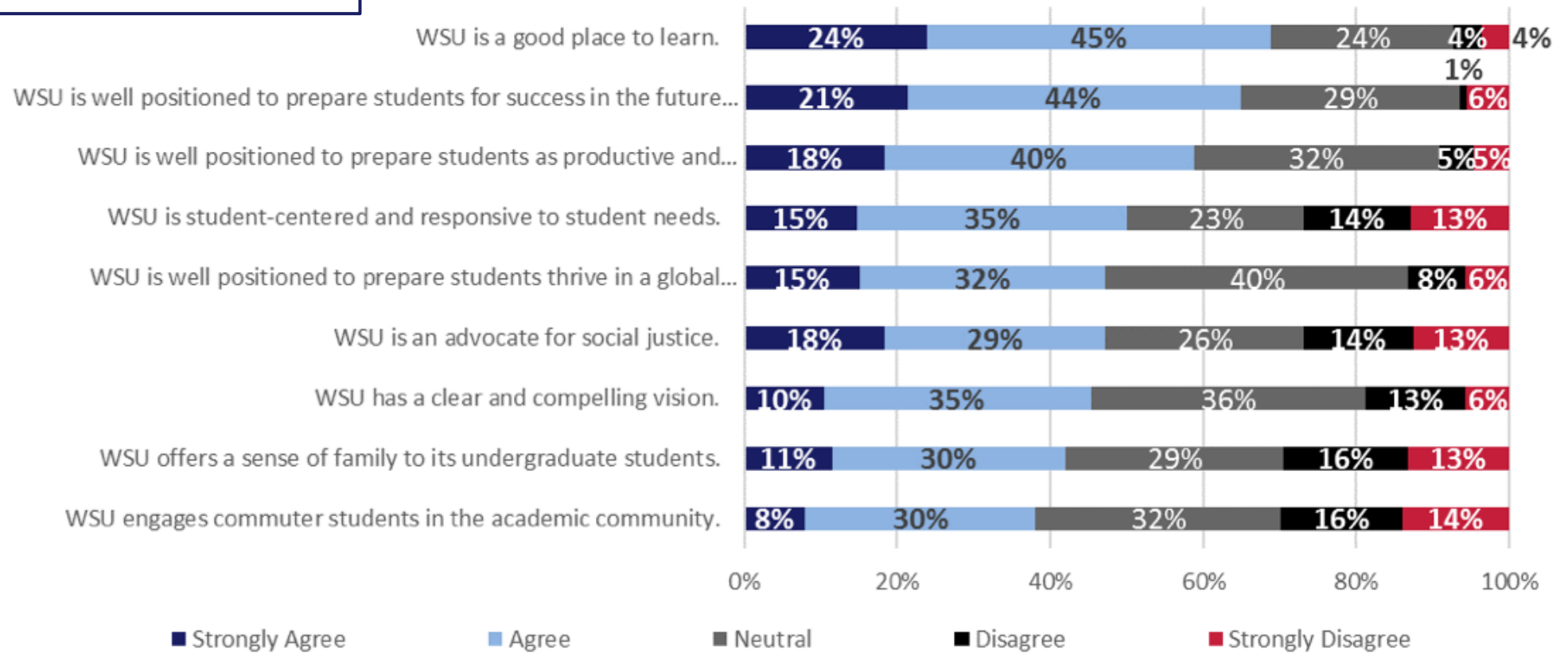
All
n=109-353



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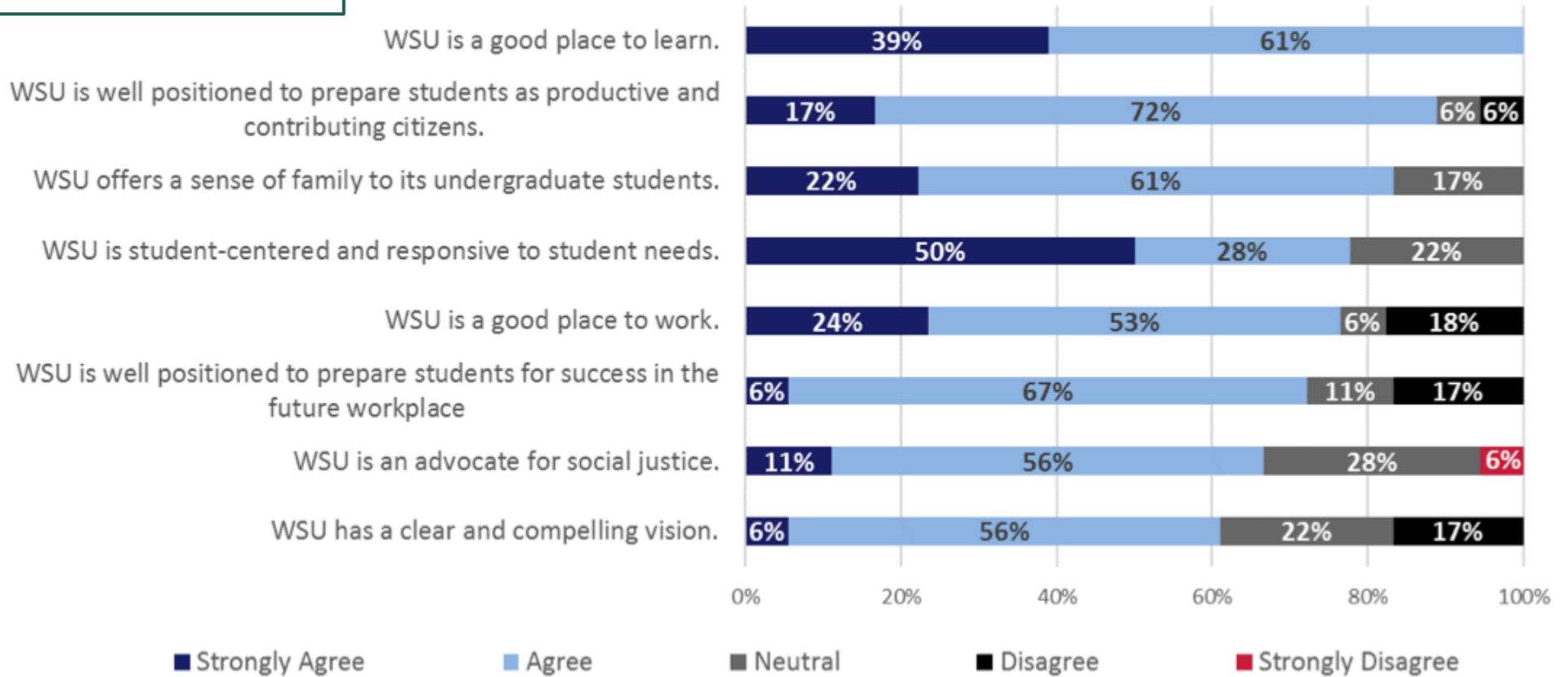
Institutional Environment/Culture

Students
n=100-109



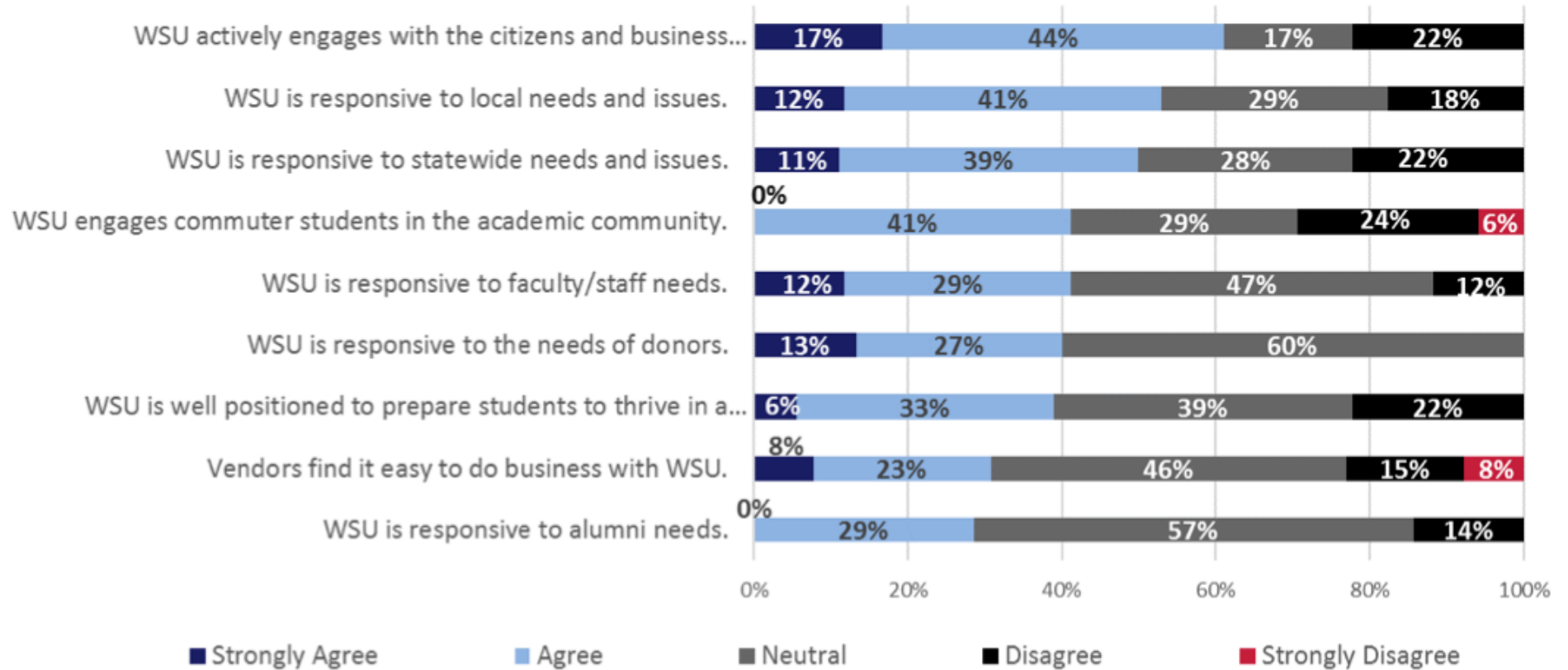
Institutional Environment/Culture

Senior Admin and Board n=13-18



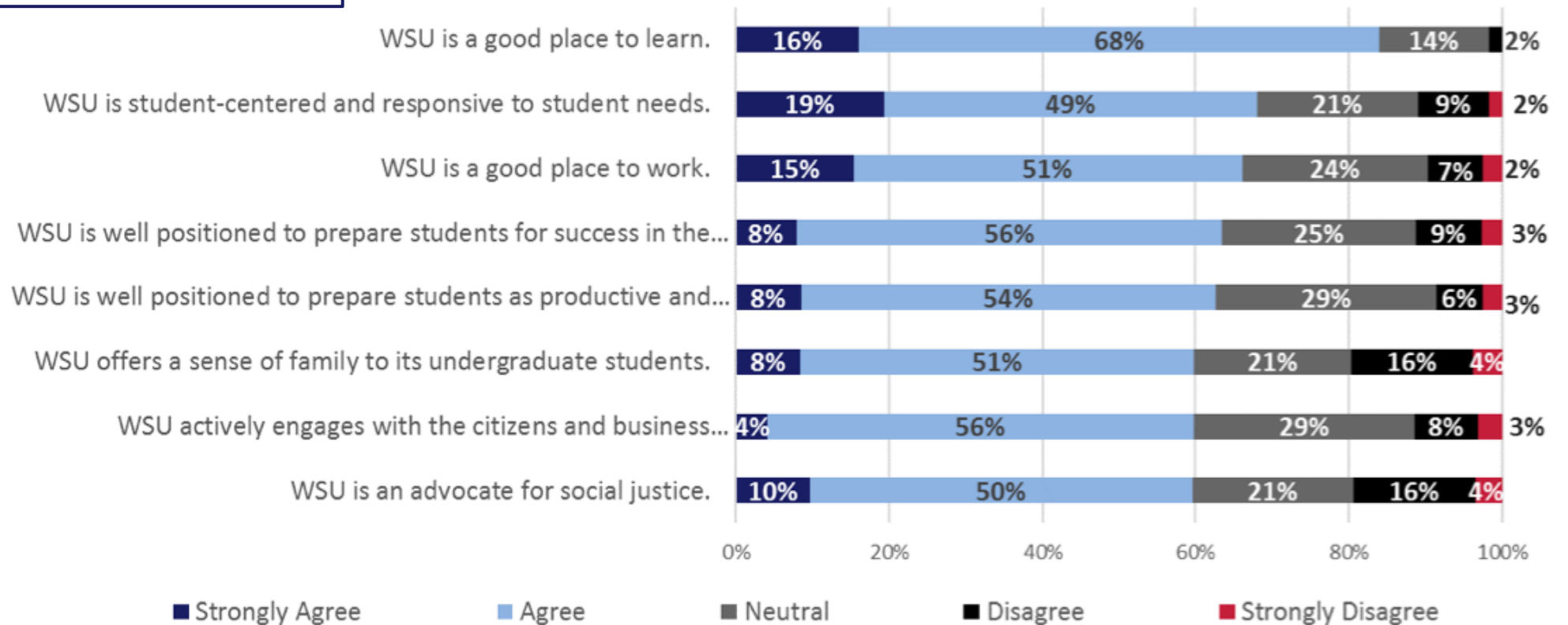
Institutional Environment/Culture (contd.)

Senior Admin and Board
n=13-18



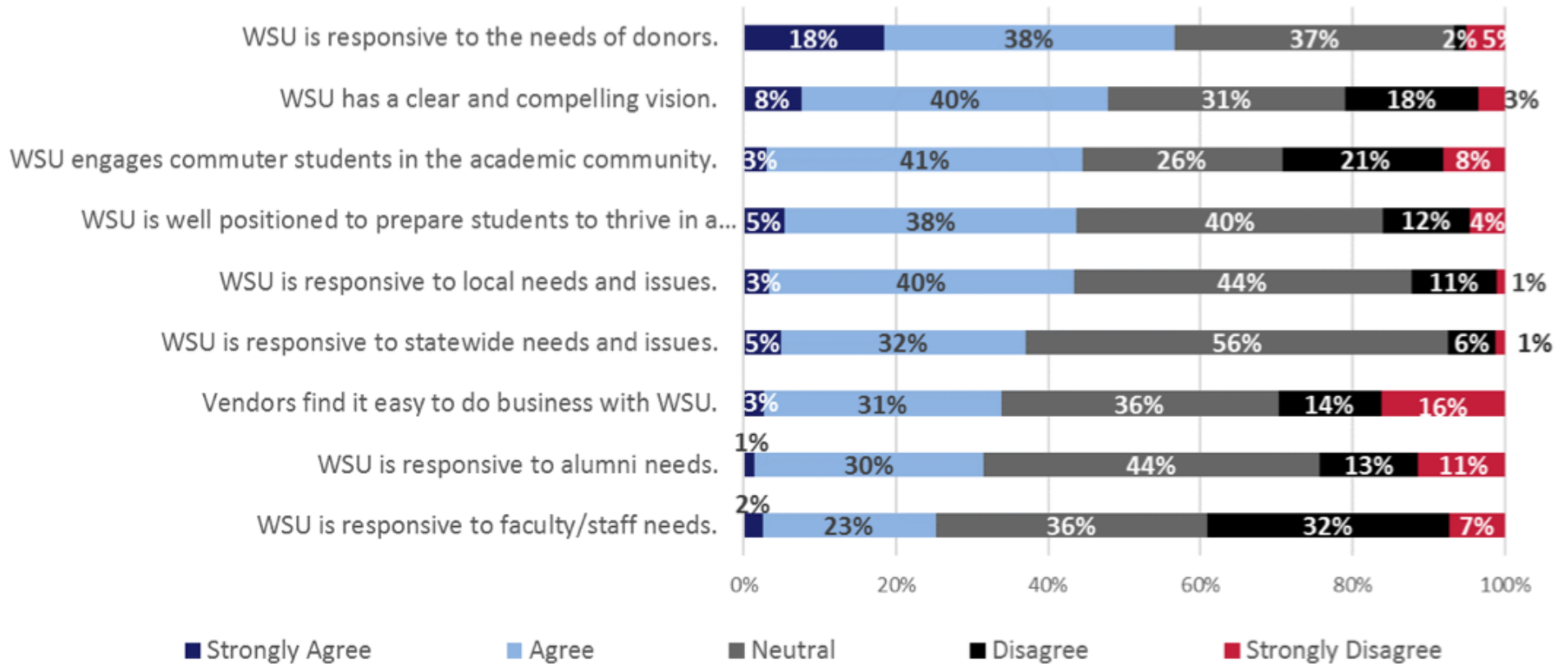
Institutional Environment/Culture

Staff
n=60-124



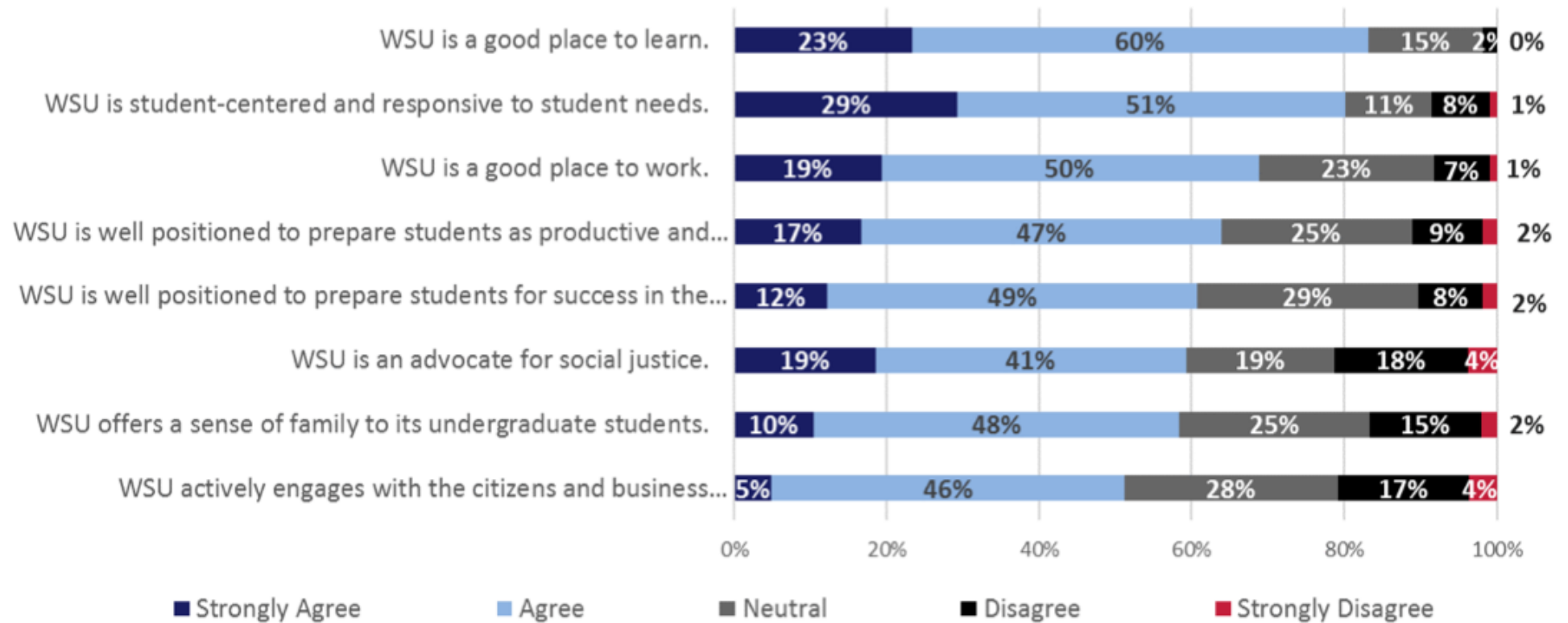
Institutional Environment/Culture (contd.)

Staff
n= 60-124



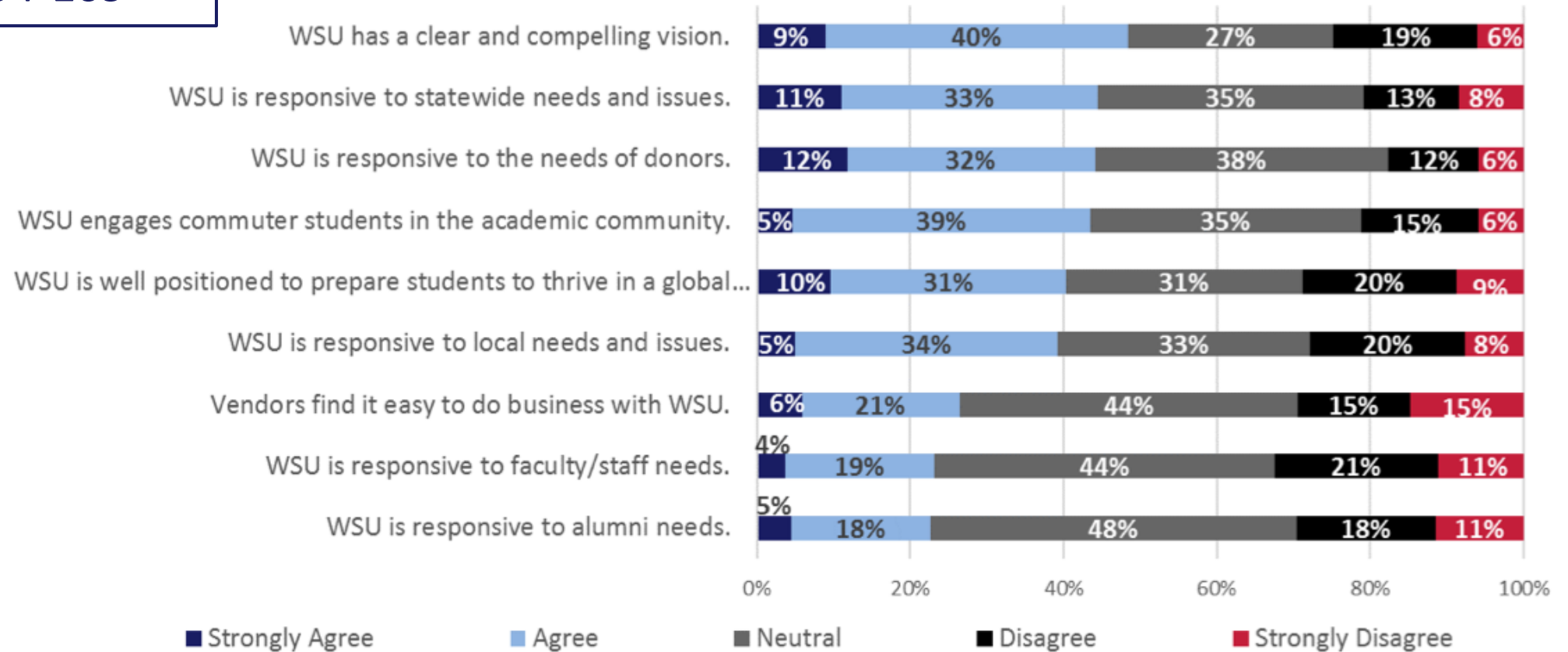
Institutional Environment/Culture

Faculty
n=34-109

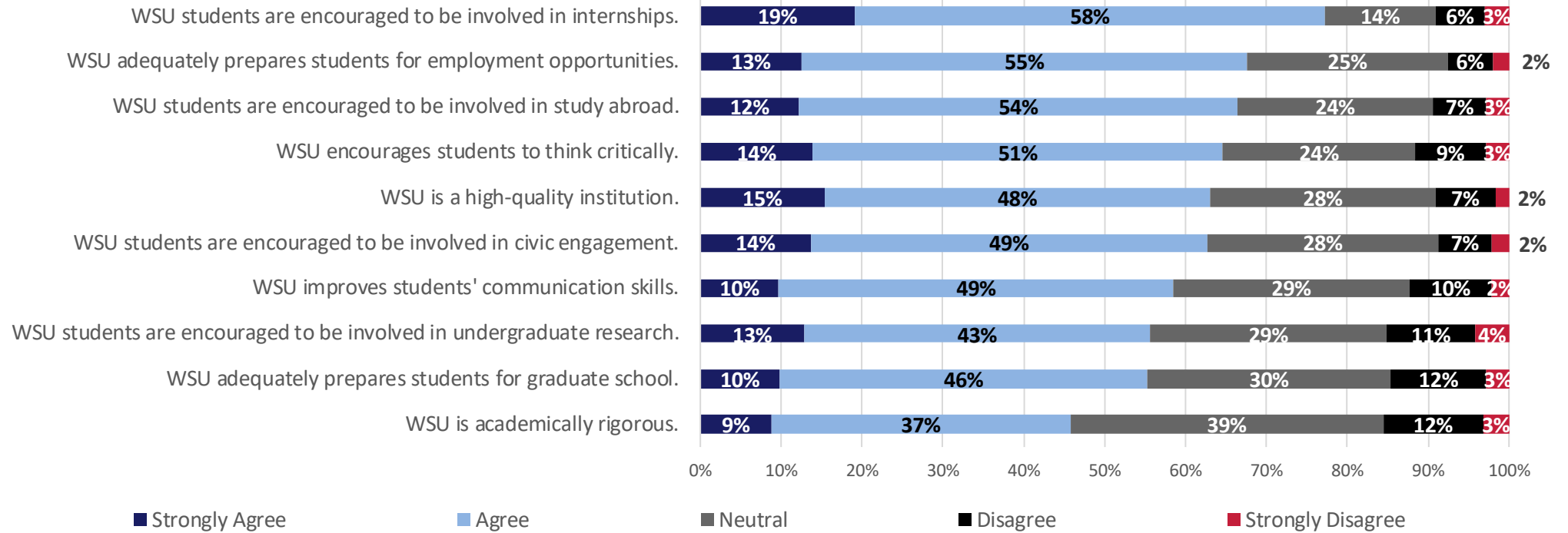


Institutional Environment/Culture (contd.)

Faculty
n=34-109

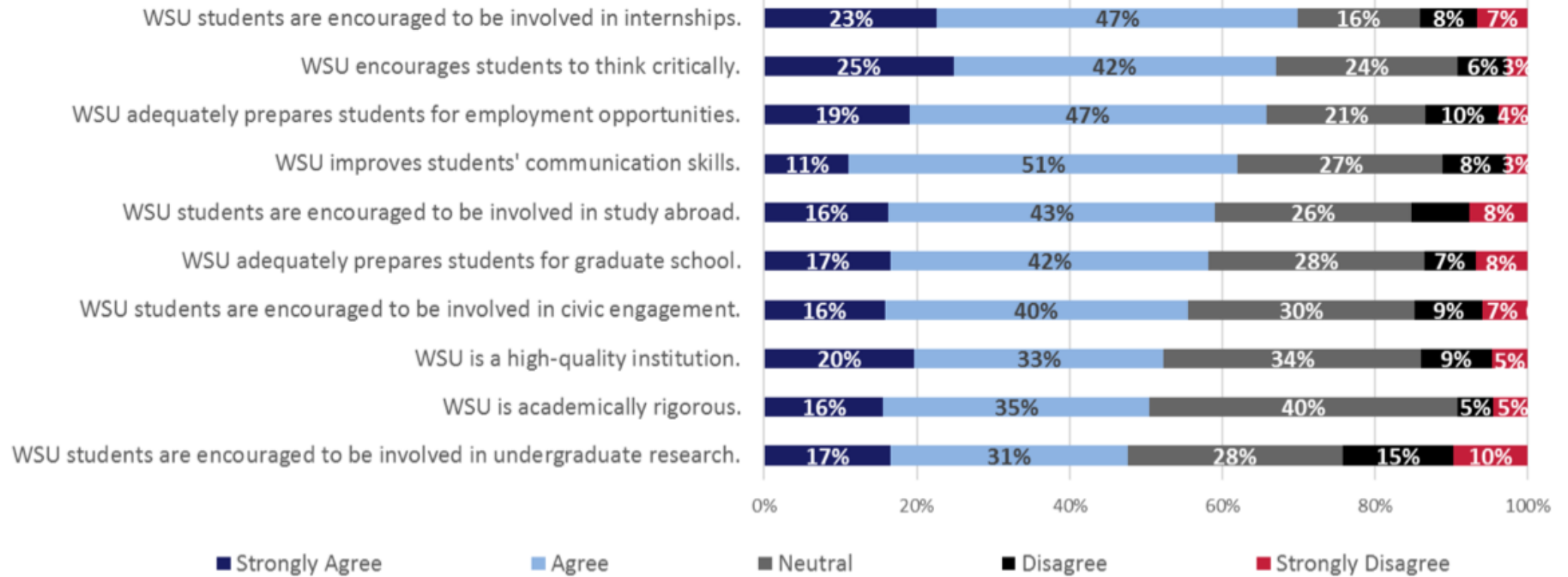


All
n=311-352

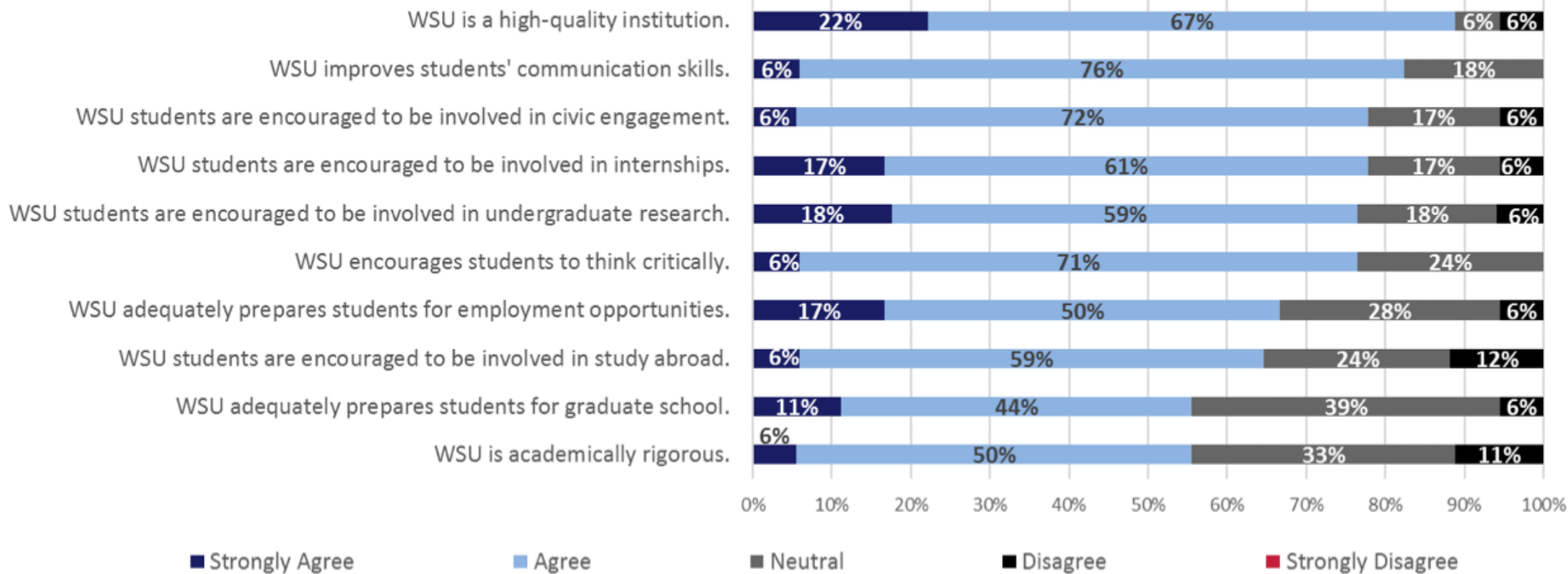


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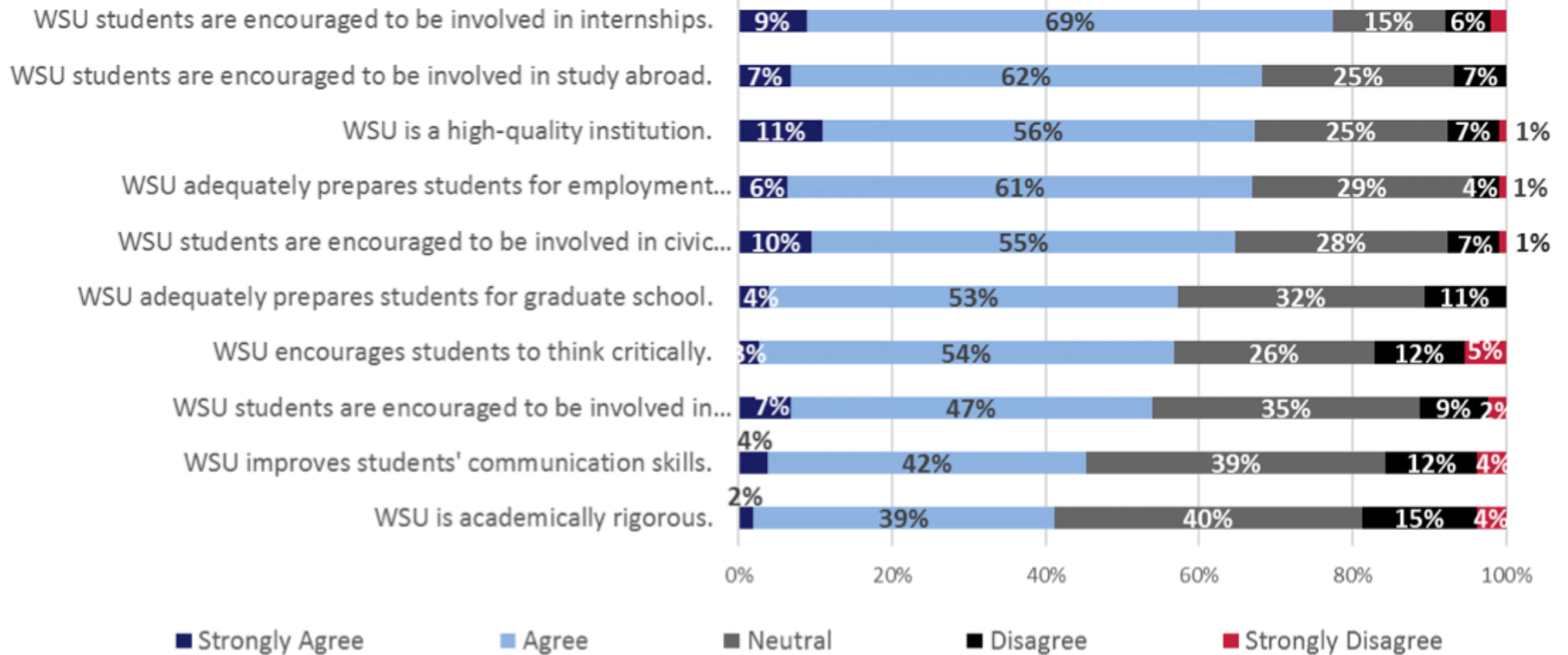
Students n=101-109



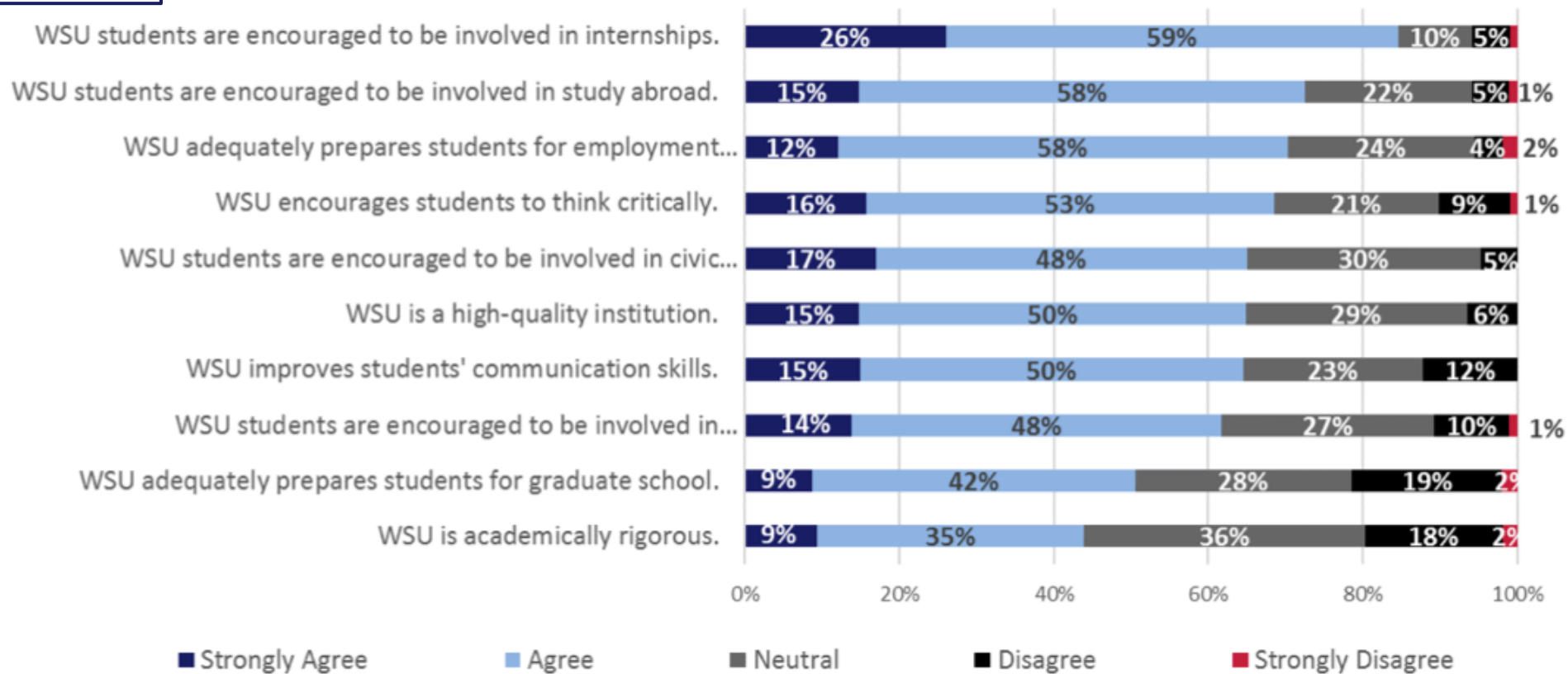
Senior Admin and Board n=17-18



Staff
n= 89-119

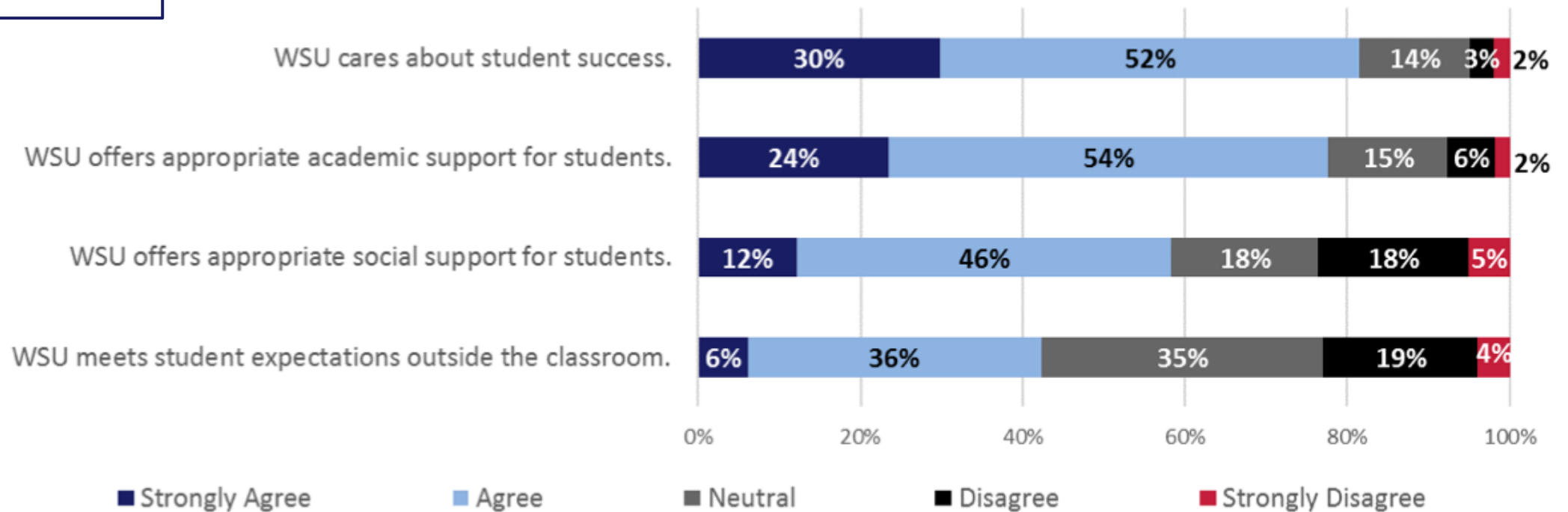


Faculty n=102-108



Student Engagement

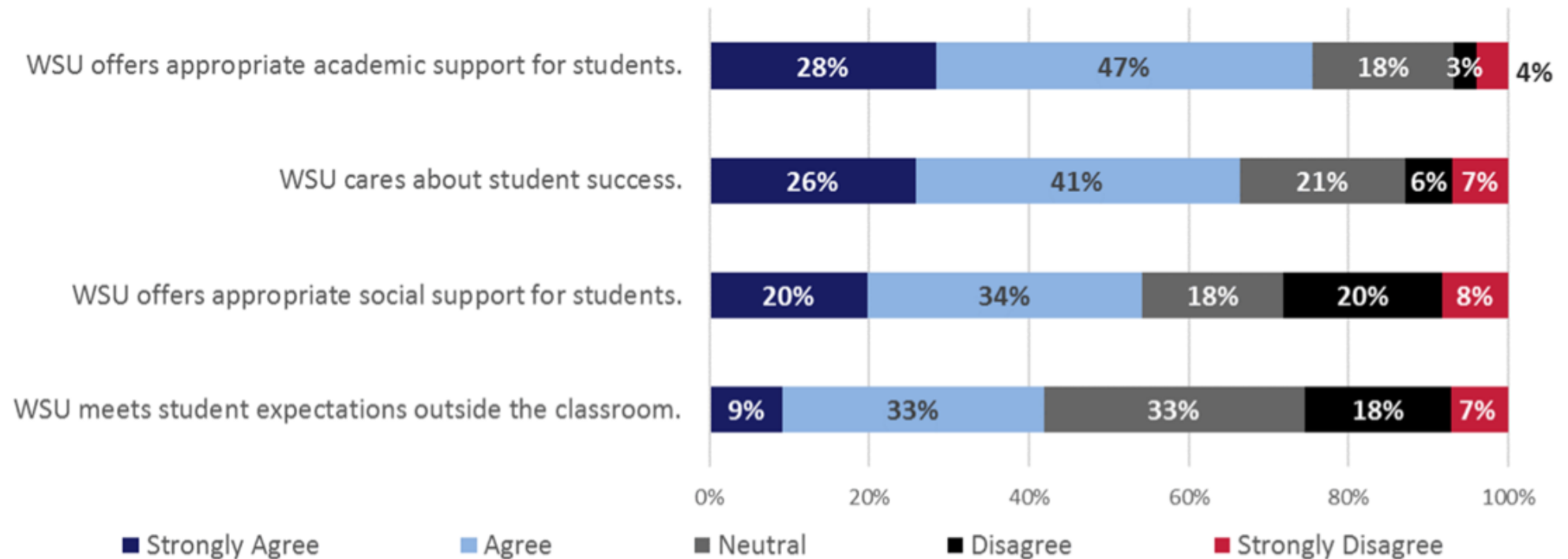
All
n=279-346



Agreement items were not shared with alumni.

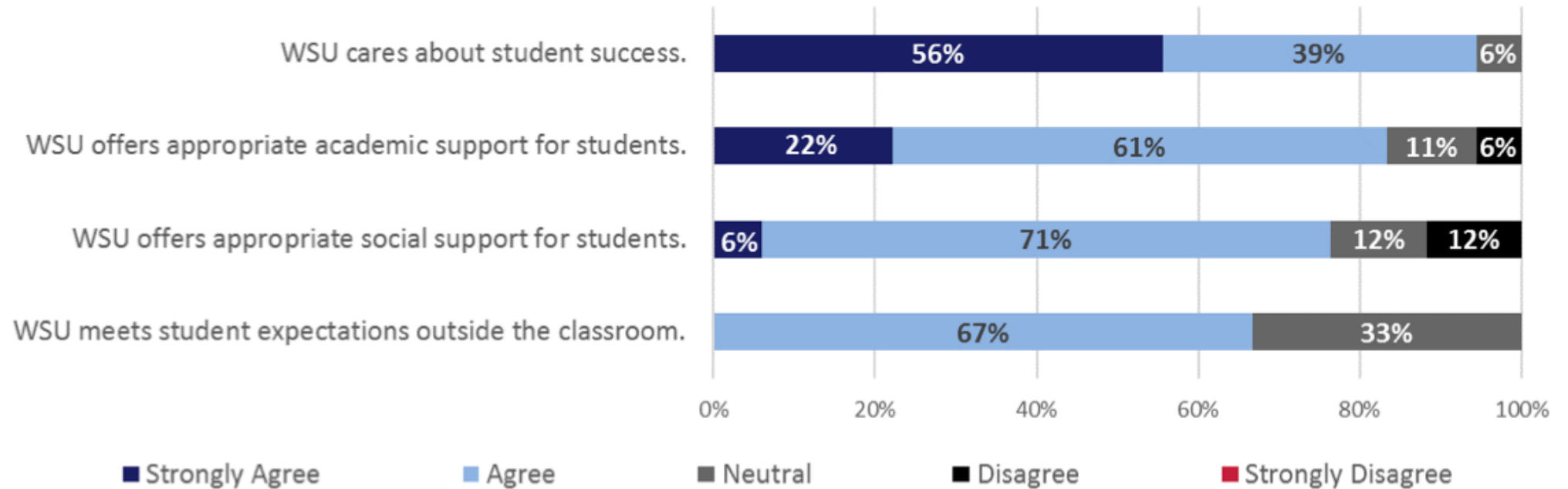
Student Engagement

Students
n=96-102



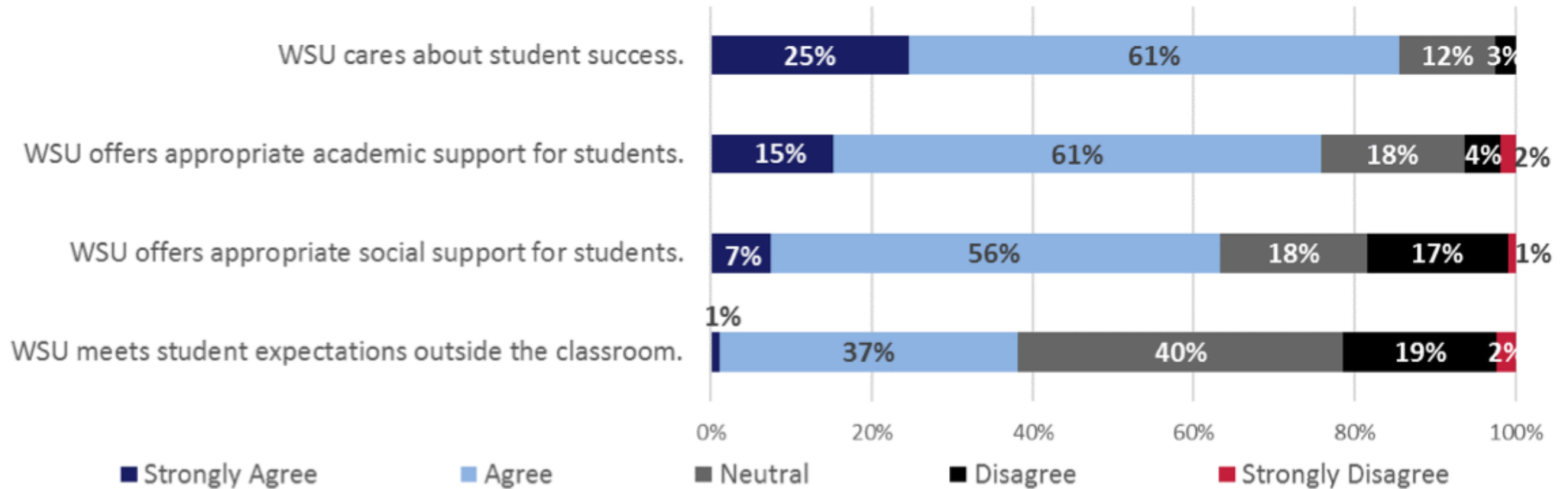
Student Engagement

Senior Admin and Board
n=15-18



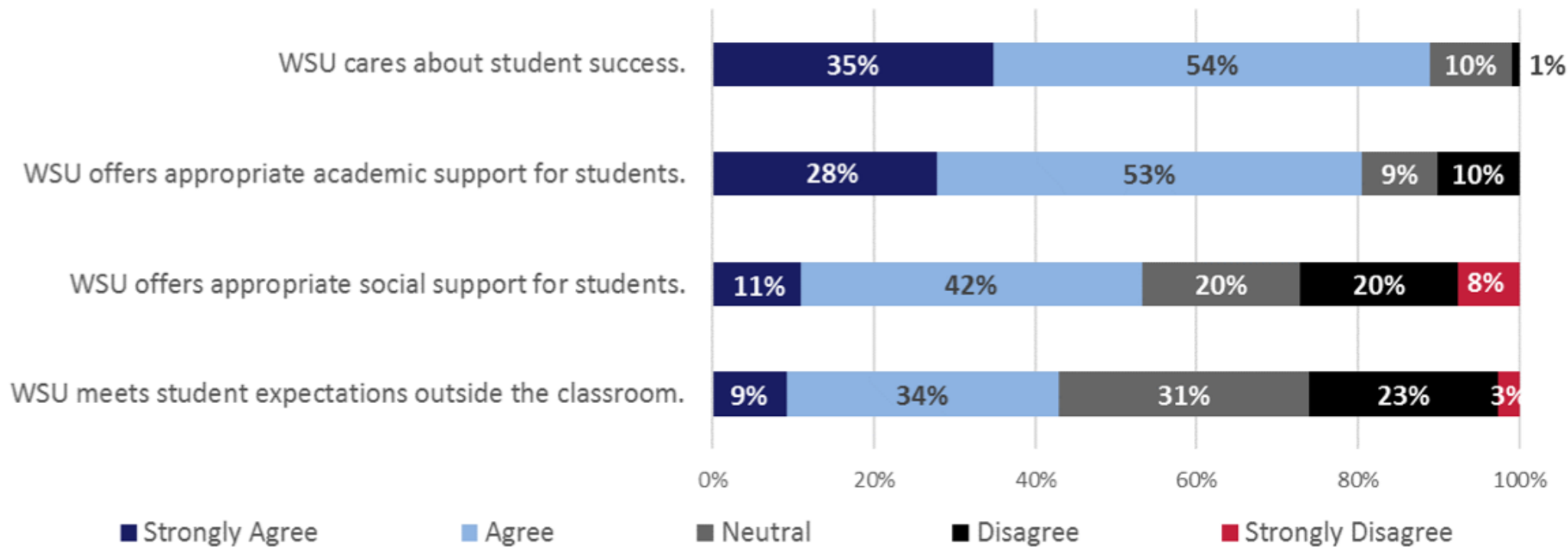
Student Engagement

Staff
n=89-118



Student Engagement

Faculty
n=77-109



All
n=162-309

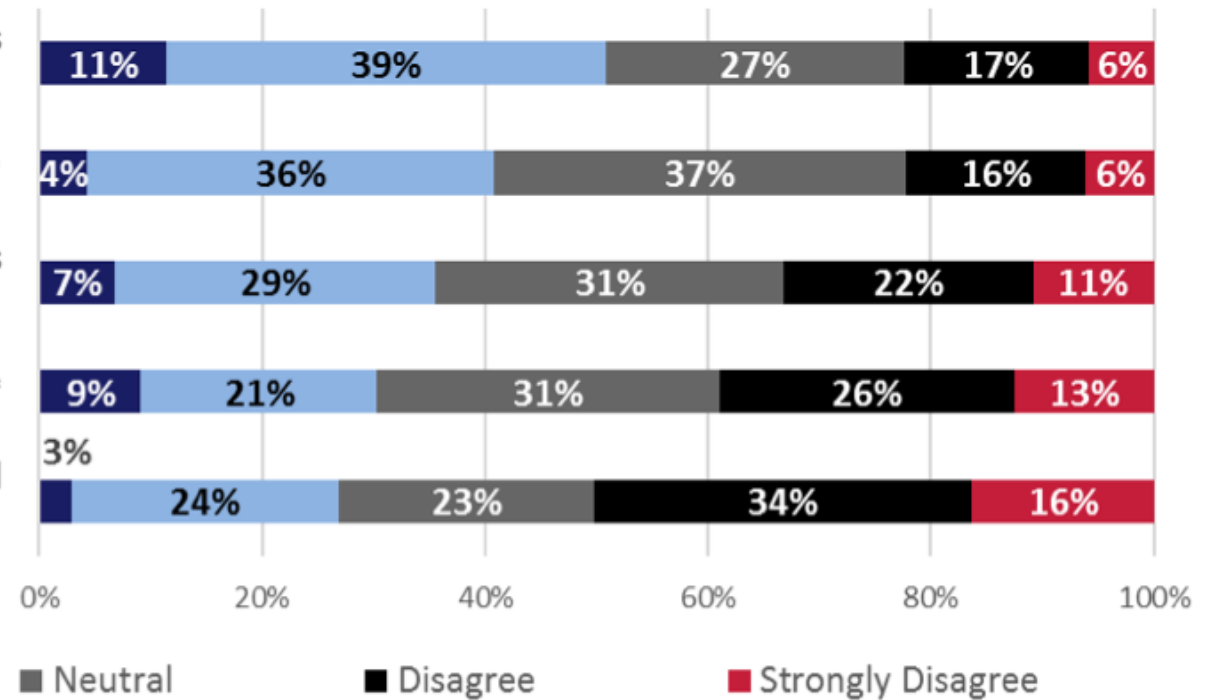
Communication between academic departments and students is good.

Communication between WSU and the community are good.*

Communication between administrative units and students is good.

WSU communication is top-down, and bottom-up.*

Communication between the WSU administration and faculty/staff is good.*

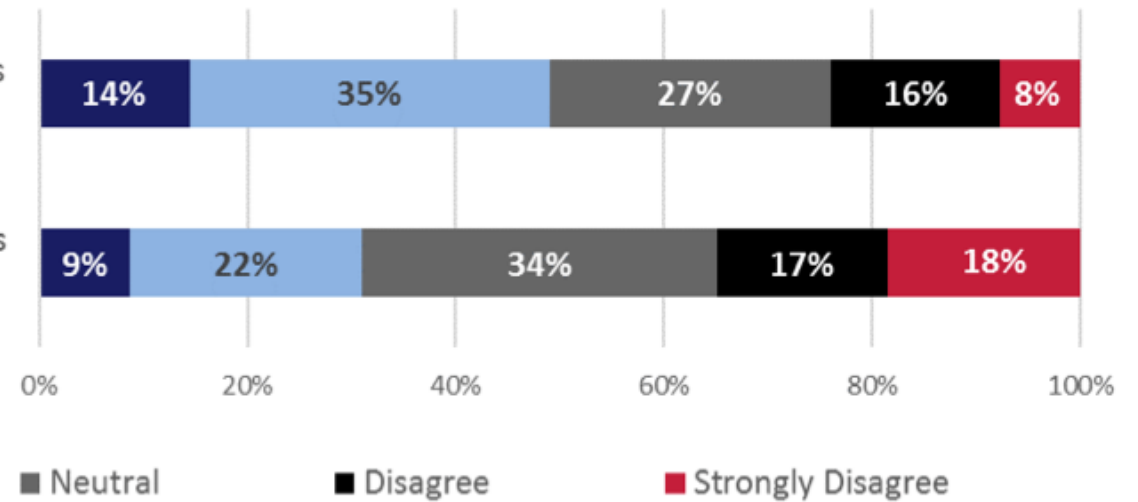


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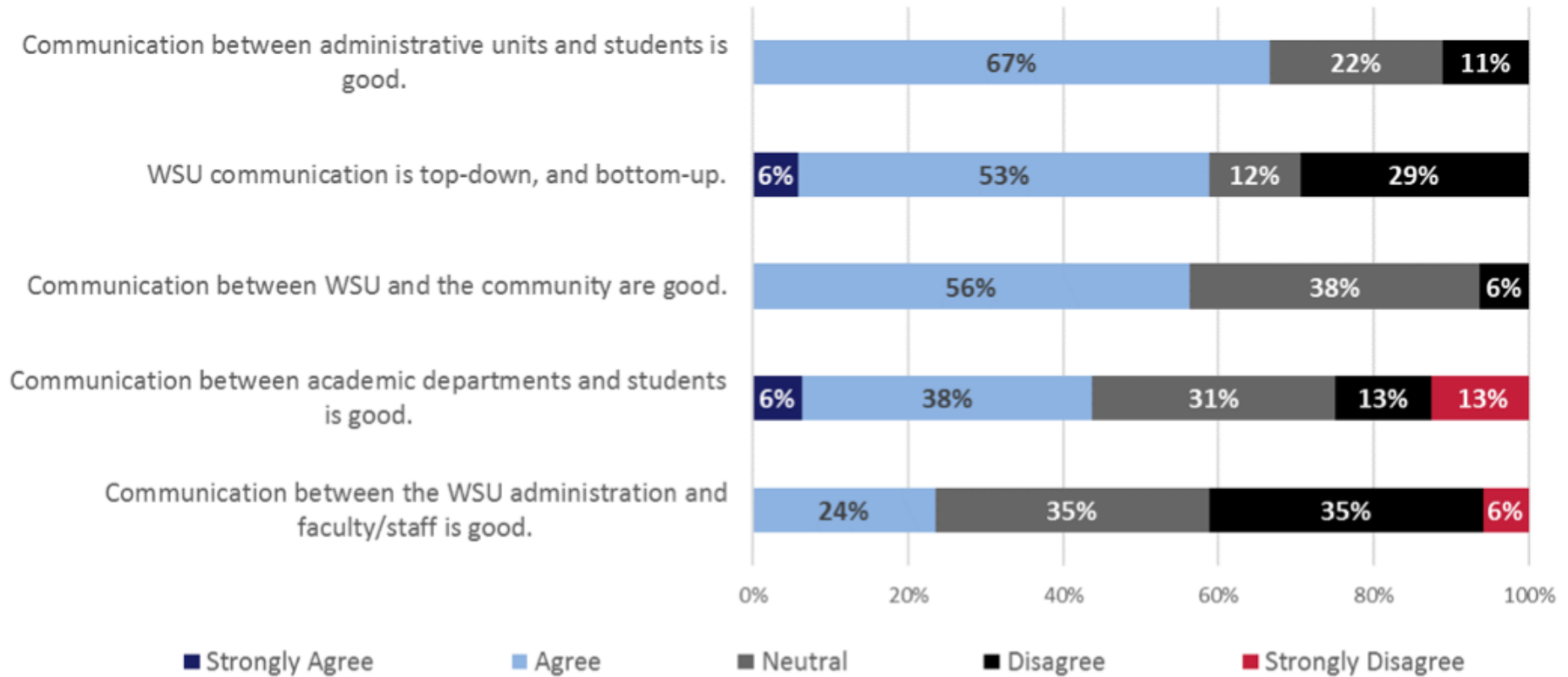
Students
n=103-104

Communication between academic departments and students is good.

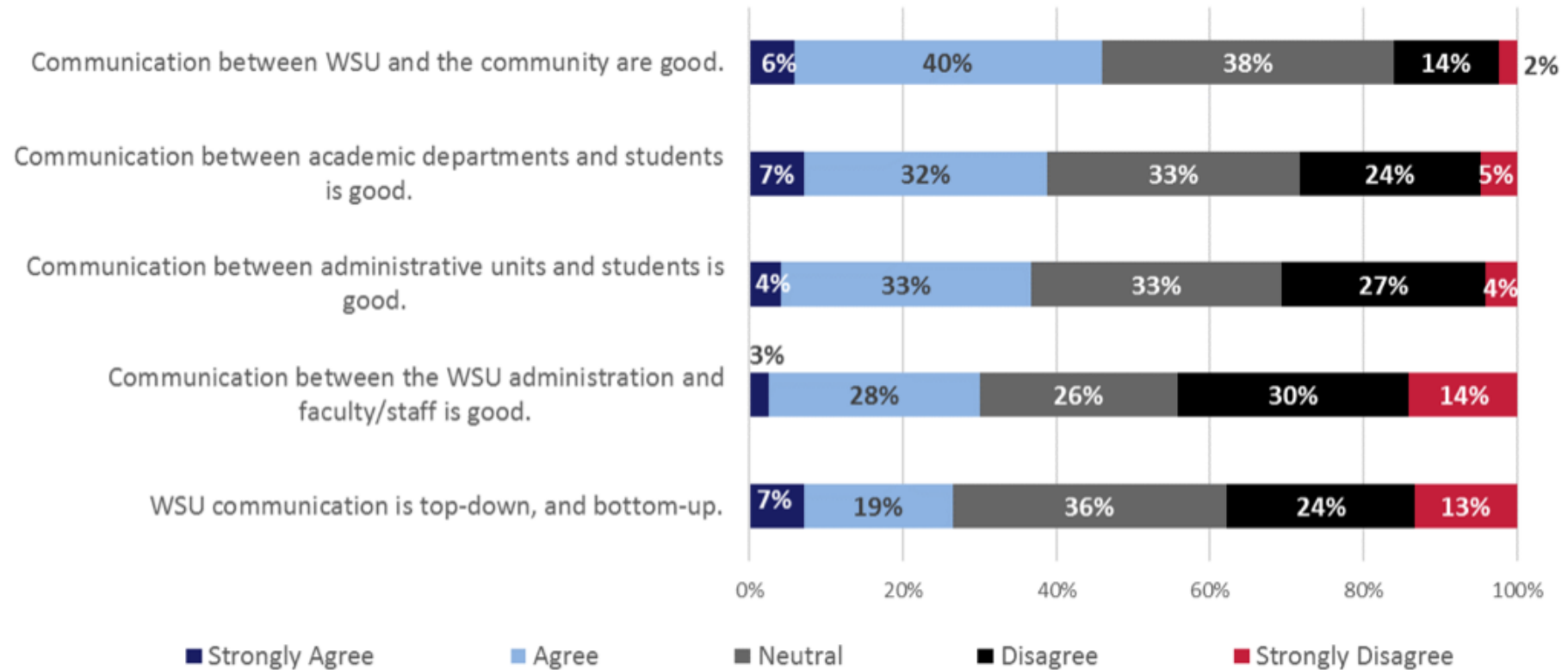
Communication between administrative units and students is good.



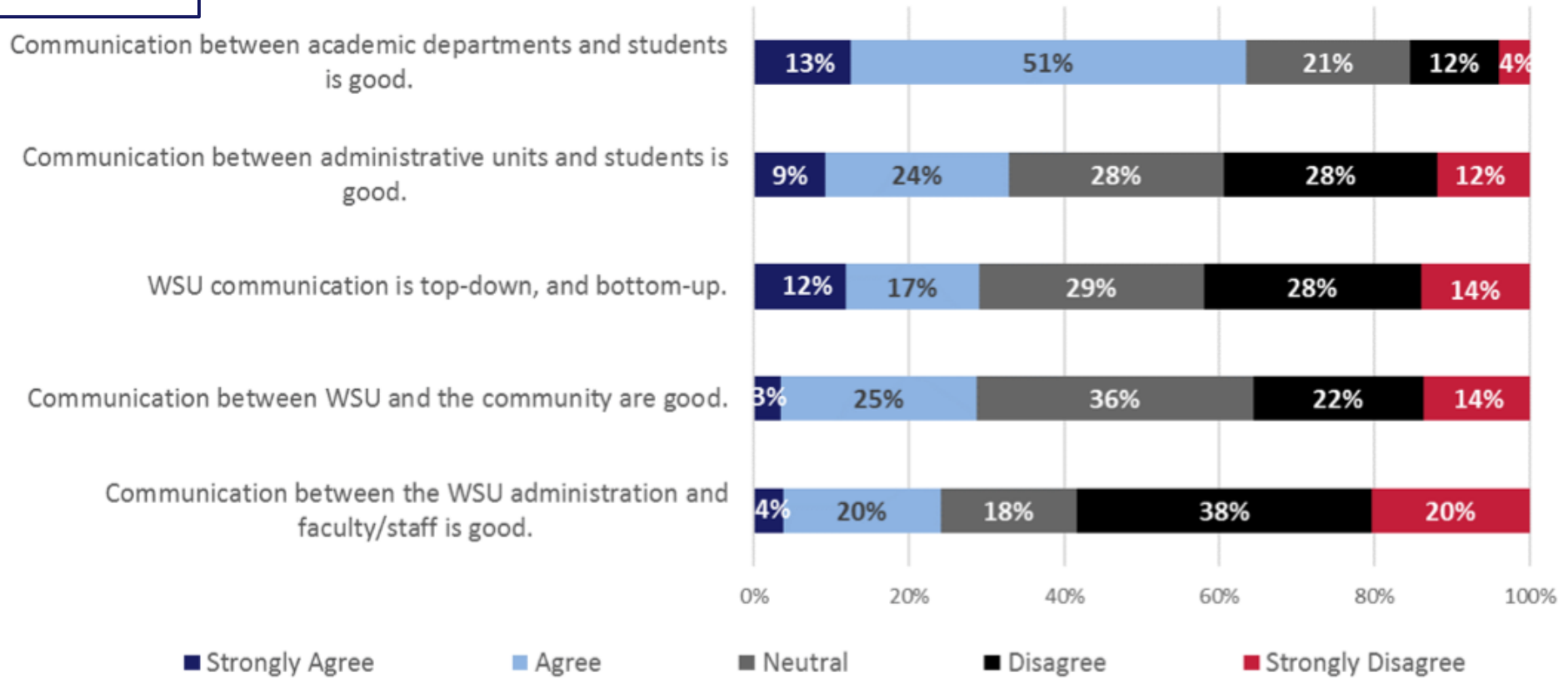
Senior Admin and Board n=16-18



Staff
n=85-120



Faculty
n=59-108



All
n=257-313

WSU library is appropriate to meet the needs of the institution.

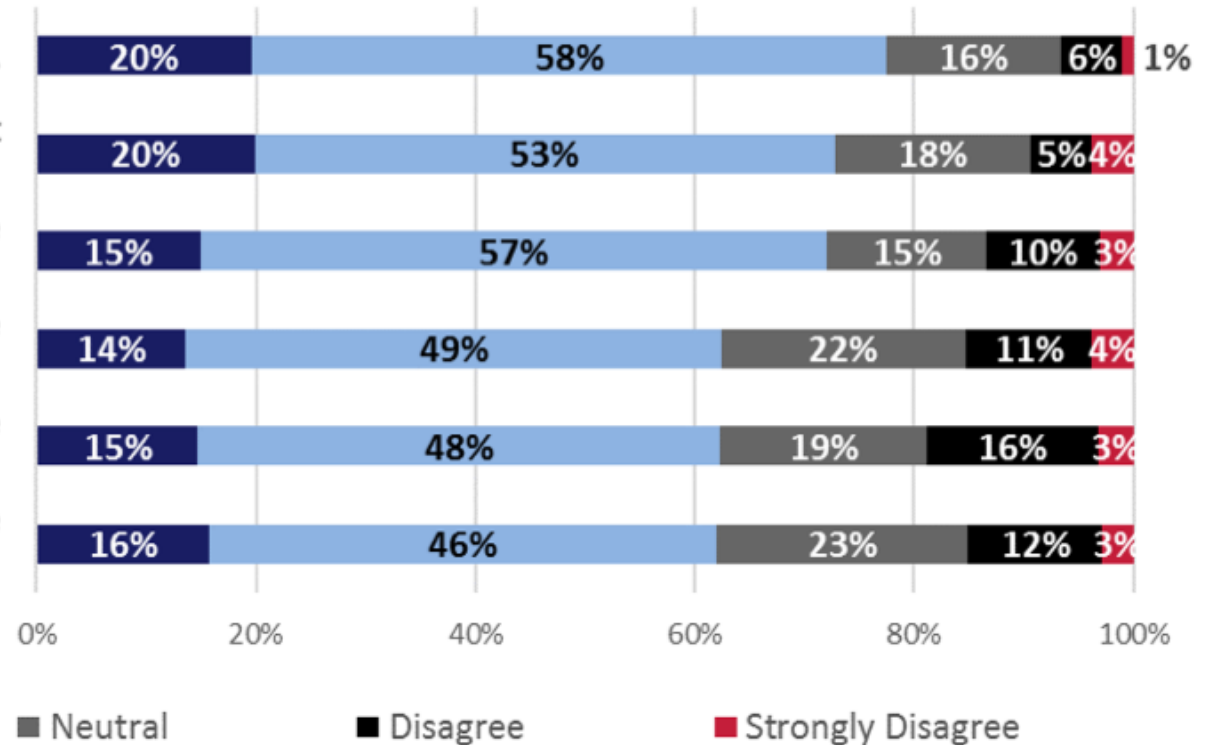
WSU athletic facilities and equipment are appropriate to meet the needs of the institution.

WSU student housing facilities are appropriate to meet the needs of the institution.

WSU student service facilities are appropriate to meet the needs of the institution.

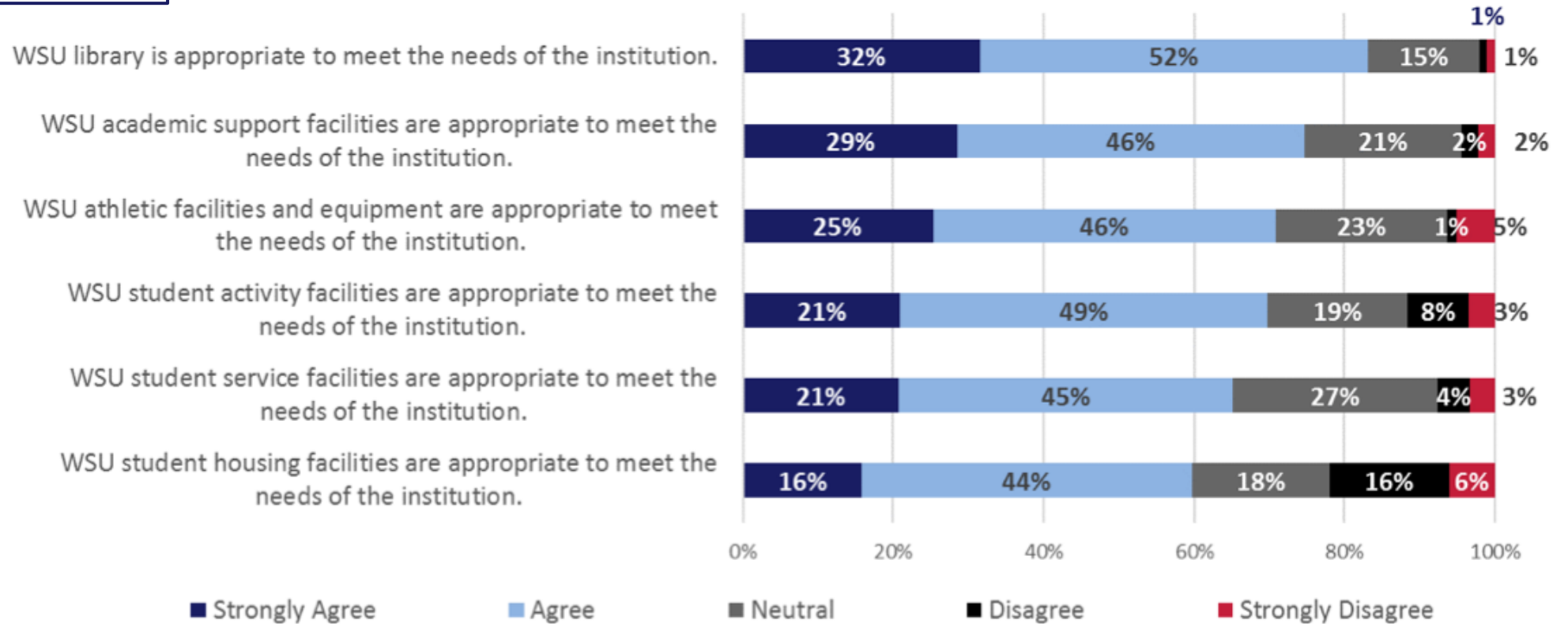
WSU academic support facilities are appropriate to meet the needs of the institution.

WSU student activity facilities are appropriate to meet the needs of the institution.

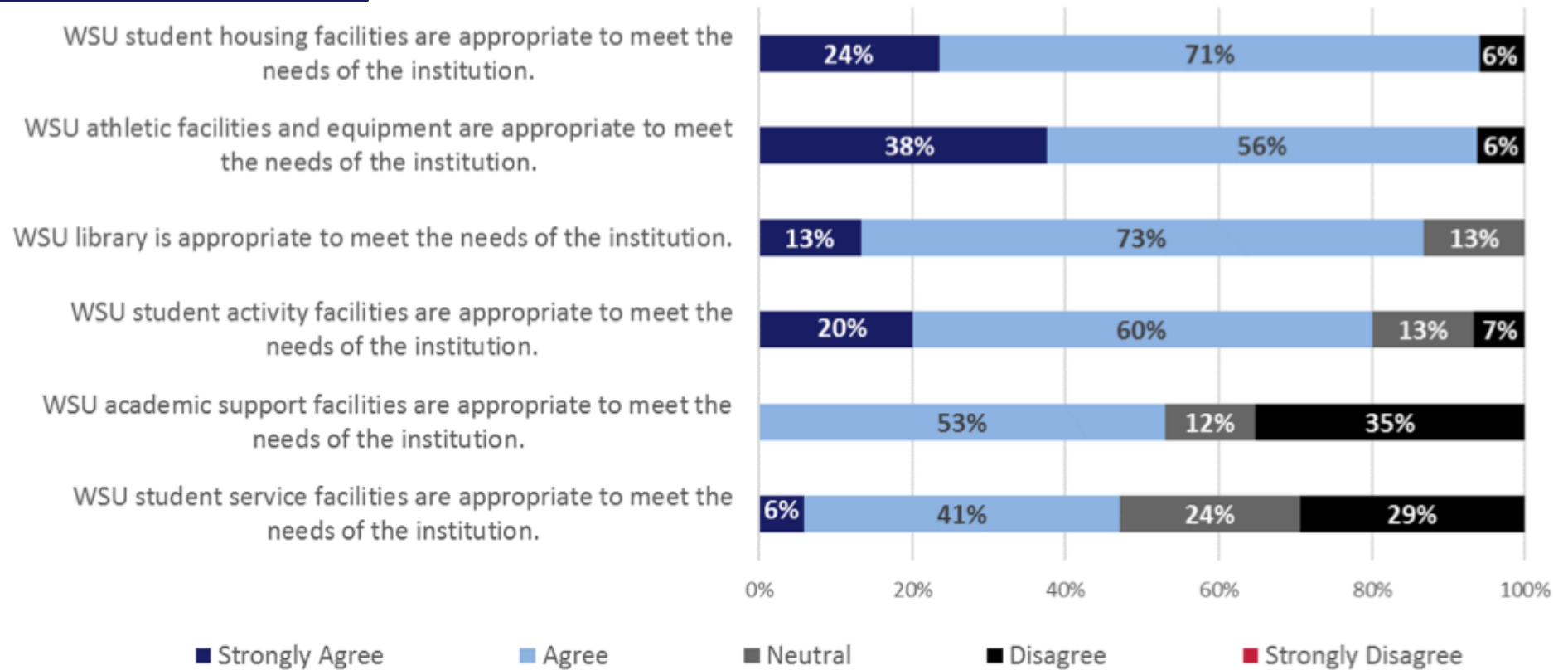


Agreement items were not shared with alumni.

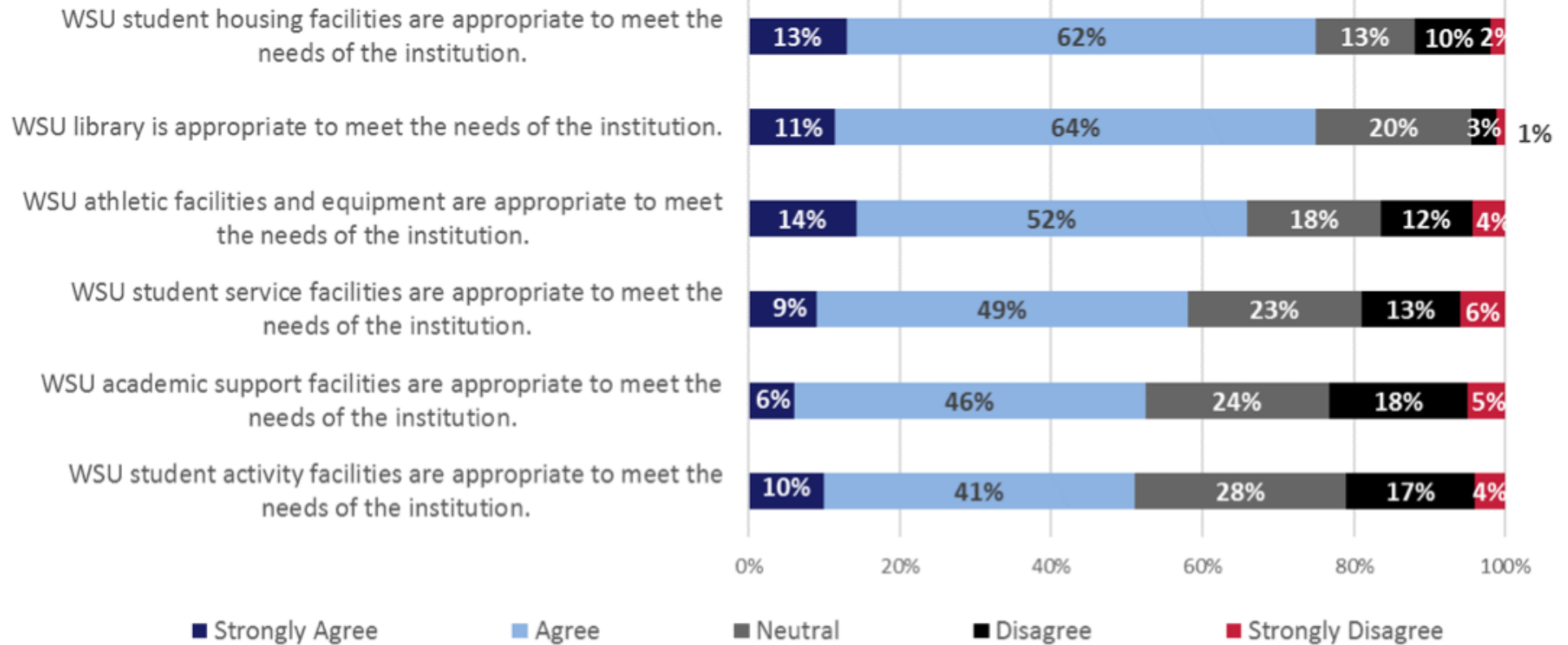
Students
n=79-95



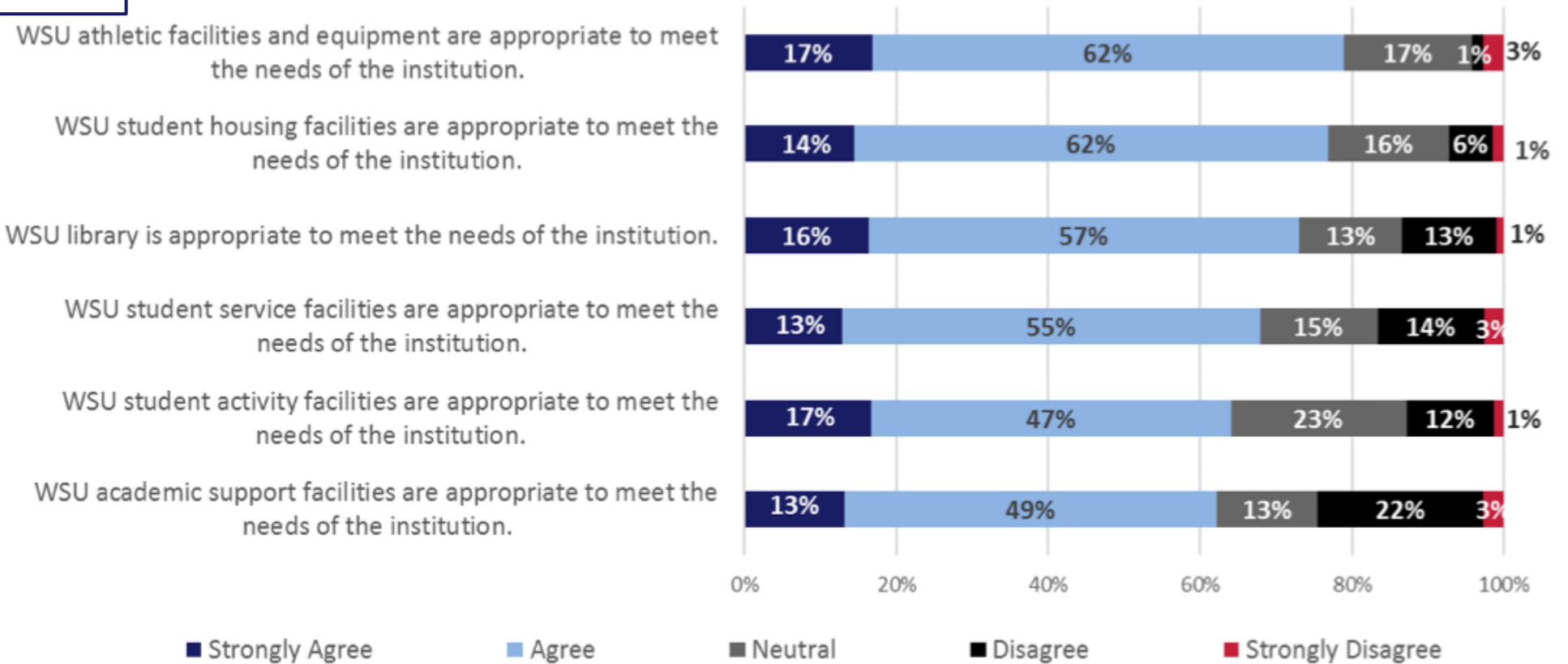
Senior Admin and Board n=15-18



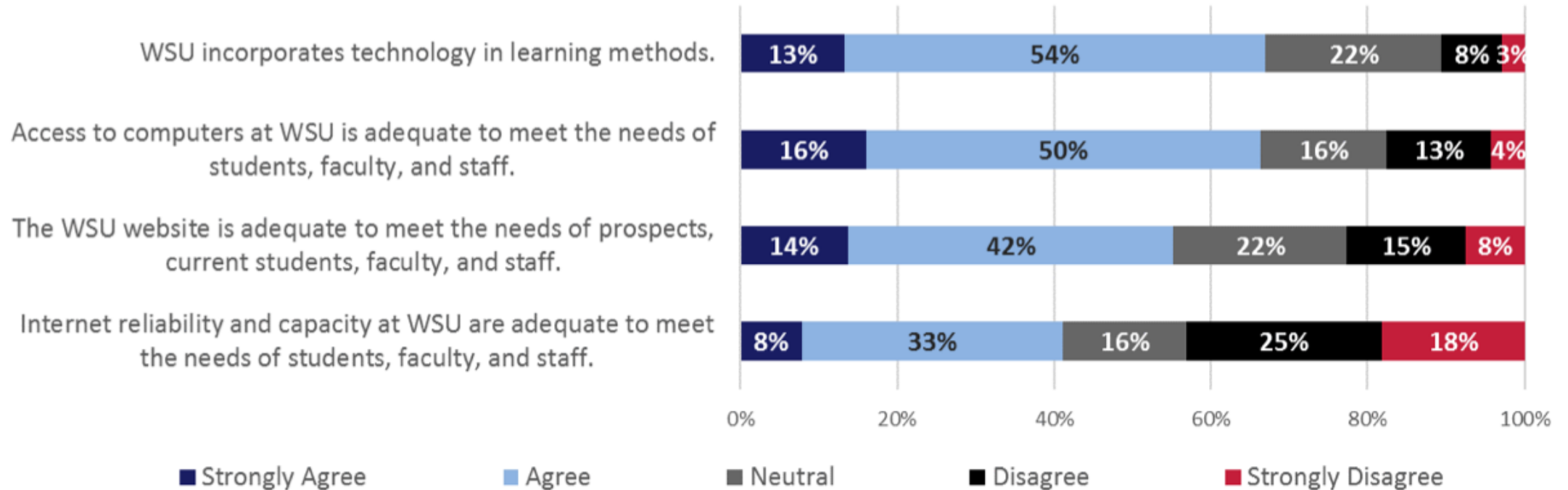
Staff
n=88-100



Faculty n=69-106

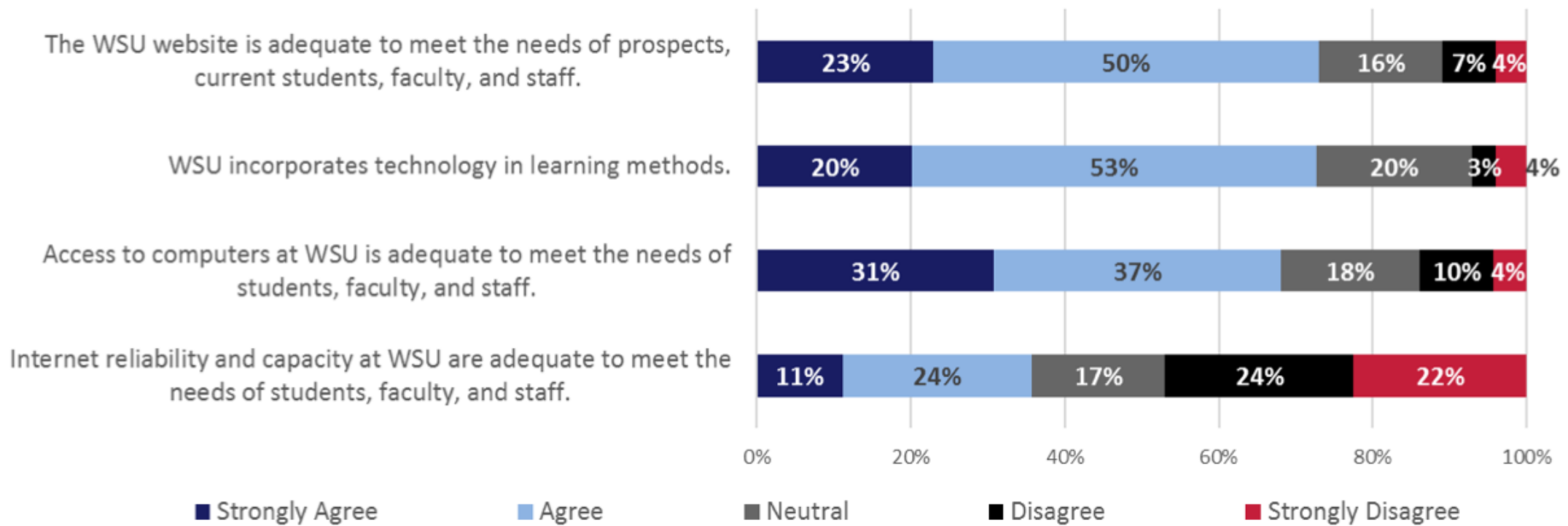


All
n=303-346



Agreement items were not shared with alumni.

Students
n=94-100



Senior Admin and Board n=15-17

Access to computers at WSU is adequate to meet the needs of students, faculty, and staff.



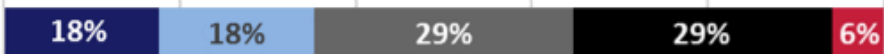
WSU incorporates technology in learning methods.



WSU incorporates technology to realize administrative efficiencies.



The WSU website is adequate to meet the needs of prospects, current students, faculty, and staff.



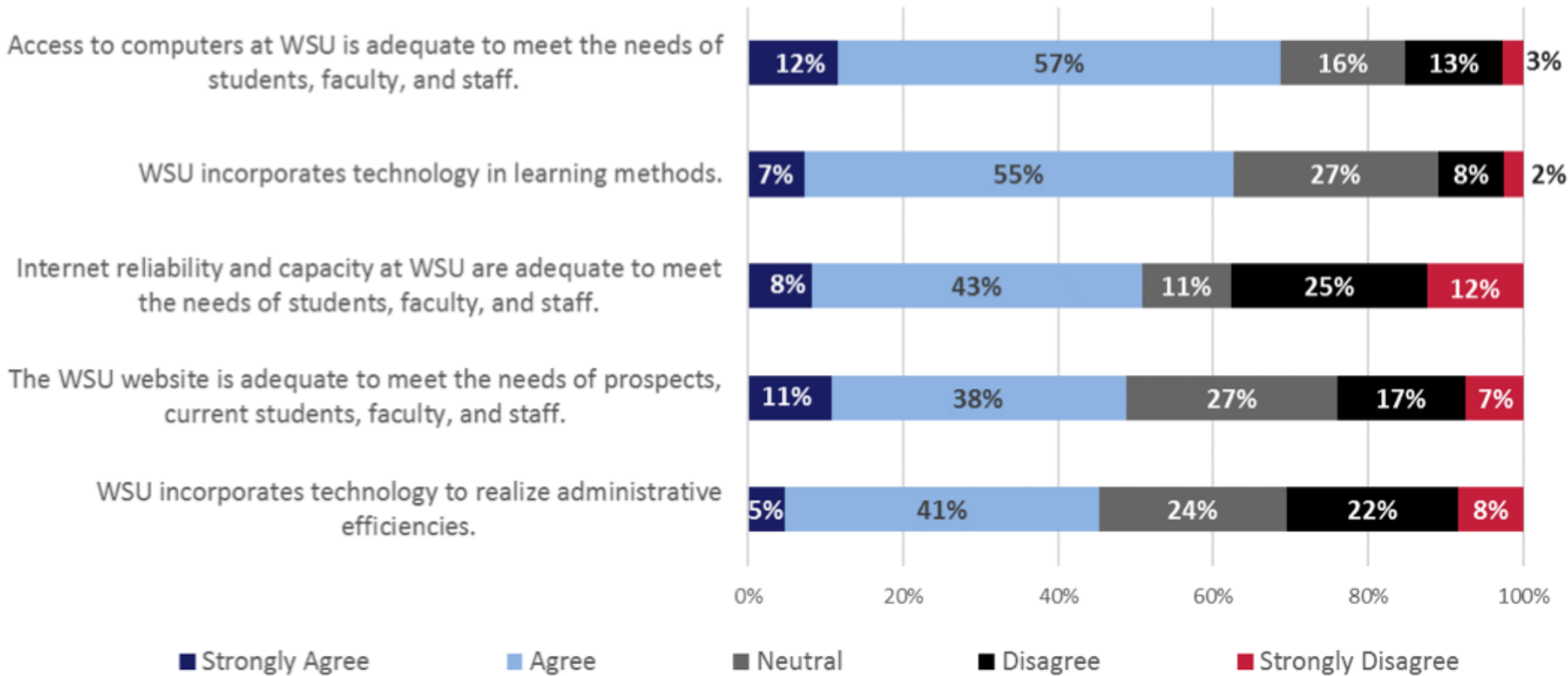
Internet reliability and capacity at WSU are adequate to meet the needs of students, faculty, and staff.



0% 20% 40% 60% 80% 100%

Strongly Agree Agree Neutral Disagree Strongly Disagree

Staff
n=83-122



Faculty n=80-109

