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

- 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.

<table>
<thead>
<tr>
<th>Category</th>
<th>Distributed</th>
<th>Responded</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Trustees Member</td>
<td>11</td>
<td>5</td>
<td>45%</td>
</tr>
<tr>
<td>Senior Administrator</td>
<td>21</td>
<td>15</td>
<td>71%</td>
</tr>
<tr>
<td>Faculty Member - Part-time/Adjunct</td>
<td>729</td>
<td>33</td>
<td>5%</td>
</tr>
<tr>
<td>Faculty Member - Full-time</td>
<td>229</td>
<td>108</td>
<td>47%</td>
</tr>
<tr>
<td>Alumni/Foundation</td>
<td>2,682</td>
<td>109</td>
<td>4%</td>
</tr>
<tr>
<td>Staff Member</td>
<td>642</td>
<td>189</td>
<td>29%</td>
</tr>
<tr>
<td>Current Student</td>
<td>3,250</td>
<td>230</td>
<td>7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7,564</strong></td>
<td><strong>689</strong></td>
<td><strong>9%</strong></td>
</tr>
</tbody>
</table>
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: 12%
- 6-10: 10%
- 11-15: 13%
- 16-20: 24%
- More than 20: 41%

Where Alumni Currently Live
- Massachusetts: 77%
- Connecticut: 6%
- Other New England State: 9%
- Outside New England: 6%
Staff/Admin Respondent Characteristics

n=184

Unit Where You Primarily Work

- Academic Affairs: 38%
- Administration and Finance: 23%
- Student Affairs: 23%
- Enrollment Management: 8%
- Office of the President: 4%
- Institutional Advancement: 4%
WSU’s Reputation

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

- Academic Programs: 7.4
- Student Services: 7.1
- Intercollegiate Athletics: 6.7
- Facilities: 6.5
- Community Service/Engagement: 6.2
- Administration: 5.8
- University Foundation and Fundraising: 5.8
- Research: 5.3

All (n=399-414)
WSU’s Reputation

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)
WSU’s Reputation

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

- Academic Programs: 7.0
- Student Services: 6.7
- Facilities: 6.7
- Intercollegiate Athletics: 6.6
- Community Service/Engagement: 6.0
- University Foundation and Fundraising: 5.6
- Administration: 5.6
- Research: 5.1

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)

<table>
<thead>
<tr>
<th>Category</th>
<th>Senior Admin and Board (n=18)</th>
<th>Staff (n=105-113)</th>
<th>Faculty (n=99-113)</th>
<th>Alumni (n=56-62)</th>
<th>Students (n=94-97)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Programs</td>
<td>8.0</td>
<td>6.9</td>
<td>6.5</td>
<td>6.6</td>
<td>6.5</td>
</tr>
<tr>
<td>Student Services</td>
<td>7.9</td>
<td>6.8</td>
<td>6.6</td>
<td>6.4</td>
<td>6.2</td>
</tr>
<tr>
<td>Facilities</td>
<td>7.4</td>
<td>6.6</td>
<td>6.6</td>
<td>5.7</td>
<td>5.3</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>8.1</td>
<td>7.3</td>
<td>6.5</td>
<td>6.4</td>
<td>5.9</td>
</tr>
<tr>
<td>University Foundation and Fundraising</td>
<td>6.7</td>
<td>7.0</td>
<td>6.2</td>
<td>5.4</td>
<td>5.1</td>
</tr>
<tr>
<td>Community Service/Engagement</td>
<td>6.7</td>
<td>5.9</td>
<td>5.9</td>
<td>6.8</td>
<td>5.8</td>
</tr>
<tr>
<td>Administration</td>
<td>6.8</td>
<td>5.7</td>
<td>6.7</td>
<td>6.8</td>
<td>5.0</td>
</tr>
<tr>
<td>Research</td>
<td>5.8</td>
<td>5.3</td>
<td>6.8</td>
<td>5.1</td>
<td>4.7</td>
</tr>
</tbody>
</table>

*Note: The number in parentheses indicates the range of responses.*
Prioritization of Potential Initiatives

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

All

- Improve communications and open discussion across the WSU community: 76
- Emphasize programs that make WSU unique: 74
- Strengthen WSU’s infrastructure to support academic and administrative operations and functions: 73
- Enhance and expand collaboration with academic and community partners: 68
- Offer new academic programs to meet the needs of the Commonwealth: 66
- Increase support and funding through alumni giving and non-state funding sources: 66
- Increase visibility through marketing and branding: 63

All
n=105-397
Prioritization of Potential Initiatives

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

Students

- Improve communications and open discussion across the WSU community: 76
- Offer new academic programs to meet the needs of the Commonwealth: 67
- Emphasize programs that make WSU unique: 66
- Strengthen WSU's infrastructure to support academic and administrative operations and functions: 66
- Enhance and expand collaboration with academic and community partners: 63
- Increase visibility through marketing and branding: 50
- Increase support and funding through alumni giving and non-state funding sources: 49

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

- Strengthen WSU’s infrastructure to support academic and administrative operations and functions: 83
- Increase support and funding through alumni giving and non-state funding sources: 82
- Emphasize programs that make WSU unique: 80
- Offer new academic programs to meet the needs of the Commonwealth: 79
- Increase visibility through marketing and branding: 78
- Improve communications and open discussion across the WSU community: 76
- Enhance and expand collaboration with academic and community partners: 66

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

- Enhance and expand collaboration with academic and community partners: 66
- Increase visibility through marketing and branding: 67
- Offer new academic programs to meet the needs of the Commonwealth: 71
- Increase support and funding through alumni giving and non-state funding sources: 73
- Improve communications and open discussion across the WSU community: 77
- Emphasize programs that make WSU unique: 78
- Strengthen WSU’s infrastructure to support academic and administrative operations and functions: 79
- Other: 82

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

- Improve communications and open discussion across the WSU community: 81
- Strengthen WSU’s infrastructure to support academic and administrative operations and functions: 73
- Emphasize programs that make WSU unique: 71
- Increase support and funding through alumni giving and non-state funding sources: 70
- Enhance and expand collaboration with academic and community partners: 69
- Increase visibility through marketing and branding: 62
- Offer new academic programs to meet the needs of the Commonwealth: 52

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

- Emphasize programs that make WSU unique: 79
- Offer new academic programs to meet the needs of the Commonwealth: 77
- Enhance and expand collaboration with academic and community partners: 76
- Increase visibility through marketing and branding: 73
- Strengthen WSU’s infrastructure to support academic and administrative operations and functions: 71
- Improve communications and open discussion across the WSU community: 68
- Increase support and funding through alumni giving and non-state funding sources: 63

n=9-60
Potential Magnitude of Threats

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

<table>
<thead>
<tr>
<th>Threat</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>8.4</td>
</tr>
<tr>
<td>Budget constraints for salaries, financial assistance, recruitment efforts</td>
<td>7.8</td>
</tr>
<tr>
<td>Lack of responsiveness to changing student expectations and needs</td>
<td>7.4</td>
</tr>
<tr>
<td>Trends that are impacting all of higher education</td>
<td>7.3</td>
</tr>
<tr>
<td>Emphasis on raising graduation rates without attention to quality</td>
<td>7.1</td>
</tr>
<tr>
<td>Increased competition for funding</td>
<td>6.9</td>
</tr>
<tr>
<td>Increased competition for students and faculty</td>
<td>6.8</td>
</tr>
<tr>
<td>Increasing enrollments beyond resource capacity</td>
<td>6.6</td>
</tr>
<tr>
<td>Competition from other institutions</td>
<td>6.3</td>
</tr>
<tr>
<td>Inadequate communication of curricular/policy changes</td>
<td>6.3</td>
</tr>
</tbody>
</table>

All

n=66-399
Potential Magnitude of Threats

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

Students

- Lack of responsiveness to changing student expectations and needs: 7.3
- Trends that are impacting all of higher education: 6.7
- Emphasis on raising graduation rates without attention to quality: 6.6
- Inadequate communication of curricular/policy changes: 6.5
- Budget constraints for salaries, financial assistance, recruitment efforts: 6.5
- Increasing enrollments beyond resource capacity: 6.4
- Other: 6.3
- Increased competition for students and faculty: 6.2
- Competition from other institutions: 5.7
- Increased competition for funding: 5.6

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

- Other: 9.2
- Budget constraints for salaries, financial assistance, recruitment efforts: 8.6
- Trends that are impacting all of higher education: 8.3
- Competition from other institutions: 7.8
- Lack of responsiveness to changing student expectations and needs: 7.8
- Increased competition for funding: 7.7
- Increased competition for students and faculty: 7.4
- Emphasis on raising graduation rates without attention to quality: 6.3
- Inadequate communication of curricular/policy changes: 5.8
- Increasing enrollments beyond resource capacity: 5.5

n=5-16
Potential Magnitude of Threats

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

Staff

<table>
<thead>
<tr>
<th>Threat</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>9.3</td>
</tr>
<tr>
<td>Budget constraints for salaries, financial assistance, recruitment efforts</td>
<td>8.3</td>
</tr>
<tr>
<td>Lack of responsiveness to changing student expectations and needs</td>
<td>7.9</td>
</tr>
<tr>
<td>Trends that are impacting all of higher education</td>
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<tr>
<td>Increased competition for funding</td>
<td>7.5</td>
</tr>
<tr>
<td>Increased competition for students and faculty</td>
<td>7.3</td>
</tr>
<tr>
<td>Emphasis on raising graduation rates without attention to quality</td>
<td>7.1</td>
</tr>
<tr>
<td>Competition from other institutions</td>
<td>6.8</td>
</tr>
<tr>
<td>Increasing enrollments beyond resource capacity</td>
<td>6.6</td>
</tr>
<tr>
<td>Inadequate communication of curricular/policy changes</td>
<td>6.4</td>
</tr>
</tbody>
</table>

n=12-123
Potential Magnitude of Threats

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

Faculty

- Other: 9.4
- Budget constraints for salaries, financial assistance, recruitment efforts: 8.3
- Emphasis on raising graduation rates without attention to quality: 7.7
- Trends that are impacting all of higher education: 7.3
- Lack of responsiveness to changing student expectations and needs: 6.8
- Increased competition for funding: 6.8
- Increased competition for students and faculty: 6.6
- Increasing enrollments beyond resource capacity: 6.5
- Competition from other institutions: 6.1
- Inadequate communication of curricular/policy changes: 6.1

n=23-107
Potential Magnitude of Threats

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

Alumni

- Other: 9.2
- Increasing enrollments beyond resource capacity: 7.6
- Budget constraints for salaries, financial assistance, recruitment efforts: 7.5
- Emphasis on raising graduation rates without attention to quality: 7.4
- Lack of responsiveness to changing student expectations and needs: 7.4
- Increased competition for funding: 7.3
- Trends that are impacting all of higher education: 7.3
- Increased competition for students and faculty: 6.8
- Competition from other institutions: 6.1
- Inadequate communication of curricular/policy changes: 6.1

n=6-58
### Institutional Environment/Culture

<table>
<thead>
<tr>
<th>Item</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSU is a good place to learn.</td>
<td>17%</td>
<td>58%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>WSU is a good place to work.*</td>
<td>18%</td>
<td>50%</td>
<td>22%</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>WSU is student-centered and responsive to student needs.</td>
<td>23%</td>
<td>44%</td>
<td>19%</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>WSU is well positioned to prepare students for success in the future workplace</td>
<td>13%</td>
<td>50%</td>
<td>27%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>WSU is well positioned to prepare students as productive and contributing citizens.</td>
<td>14%</td>
<td>49%</td>
<td>27%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>WSU actively engages with the citizens and business community of the area.*</td>
<td>6%</td>
<td>51%</td>
<td>27%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>WSU is an advocate for social justice.</td>
<td>15%</td>
<td>41%</td>
<td>22%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>WSU offers a sense of family to its undergraduate students.</td>
<td>11%</td>
<td>44%</td>
<td>24%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>WSU is responsive to the needs of donors.*</td>
<td>16%</td>
<td>35%</td>
<td>40%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Indicates an item not displayed to students.

Agreement items were not shared with alumni.
Institutional Environment/Culture (contd.)

All
n=109-353

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSU has a clear and compelling vision.</td>
<td>9%</td>
<td>39%</td>
<td>31%</td>
<td>17%</td>
<td>5%</td>
</tr>
<tr>
<td>WSU is well positioned to prepare students to thrive in a global economy.</td>
<td>10%</td>
<td>34%</td>
<td>37%</td>
<td>14%</td>
<td>6%</td>
</tr>
<tr>
<td>WSU is responsive to local needs and issues.*</td>
<td>5%</td>
<td>38%</td>
<td>38%</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>WSU engages commuter students in the academic community.</td>
<td>5%</td>
<td>37%</td>
<td>31%</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>WSU is responsive to statewide needs and issues.*</td>
<td>8%</td>
<td>33%</td>
<td>44%</td>
<td>11%</td>
<td>4%</td>
</tr>
<tr>
<td>Vendors find it easy to do business with WSU.*</td>
<td>4%</td>
<td>27%</td>
<td>40%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>WSU is responsive to alumni needs.*</td>
<td>2%</td>
<td></td>
<td></td>
<td>26%</td>
<td>47%</td>
</tr>
<tr>
<td>WSU is responsive to faculty/staff needs.*</td>
<td>1%</td>
<td>22%</td>
<td>40%</td>
<td>26%</td>
<td>8%</td>
</tr>
</tbody>
</table>

*Indicates an item not displayed to students.
Agreement items were not shared with alumni.
Institutional Environment/Culture

Students
n=100-109

WSU is a good place to learn.
24% Strongly Agree 45% Agree 24% Neutral 4% Disagree 4% Strongly Disagree

WSU is well positioned to prepare students for success in the future.
21% Strongly Agree 44% Agree 29% Neutral 6% Disagree

WSU is well positioned to prepare students as productive and...
18% Strongly Agree 40% Agree 32% Neutral 5% Disagree 5% Strongly Disagree

WSU is student-centered and responsive to student needs.
15% Strongly Agree 35% Agree 23% Neutral 14% Disagree 13% Strongly Disagree

WSU is well positioned to prepare students to thrive in a global...
15% Strongly Agree 32% Agree 40% Neutral 8% Disagree 6% Strongly Disagree

WSU is an advocate for social justice.
18% Strongly Agree 29% Agree 26% Neutral 14% Disagree 13% Strongly Disagree

WSU has a clear and compelling vision.
10% Strongly Agree 35% Agree 36% Neutral 13% Disagree 6% Strongly Disagree

WSU offers a sense of family to its undergraduate students.
11% Strongly Agree 30% Agree 29% Neutral 16% Disagree 13% Strongly Disagree

WSU engages commuter students in the academic community.
8% Strongly Agree 30% Agree 32% Neutral 16% Disagree 14% Strongly Disagree
Institutional Environment/Culture

Senior Admin and Board
n=13-18

- WSU is a good place to learn:
  - Strongly Agree: 39%
  - Agree: 61%
  - Disagree: 6%
- WSU is well positioned to prepare students as productive and contributing citizens:
  - Strongly Agree: 17%
  - Agree: 72%
  - Disagree: 6%
  - Strongly Disagree: 6%
- WSU offers a sense of family to its undergraduate students:
  - Strongly Agree: 22%
  - Agree: 61%
  - Disagree: 17%
- WSU is student-centered and responsive to student needs:
  - Strongly Agree: 50%
  - Agree: 28%
  - Disagree: 22%
- WSU is a good place to work:
  - Strongly Agree: 24%
  - Agree: 53%
  - Disagree: 6%
  - Strongly Disagree: 18%
- WSU is well positioned to prepare students for success in the future workplace:
  - Strongly Agree: 6%
  - Agree: 67%
  - Disagree: 11%
  - Strongly Disagree: 17%
- WSU is an advocate for social justice:
  - Strongly Agree: 11%
  - Agree: 56%
  - Disagree: 28%
  - Strongly Disagree: 6%
- WSU has a clear and compelling vision:
  - Strongly Agree: 6%
  - Agree: 56%
  - Disagree: 22%
  - Strongly Disagree: 17%
### Institutional Environment/Culture (contd.)

#### Senior Admin and Board

*n=13-18*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSU actively engages with the citizens and business.</td>
<td>17%</td>
<td>44%</td>
<td>17%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>WSU is responsive to local needs and issues.</td>
<td>12%</td>
<td>41%</td>
<td>29%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>WSU is responsive to statewide needs and issues.</td>
<td>11%</td>
<td>39%</td>
<td>28%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>WSU engages commuter students in the academic community.</td>
<td>0%</td>
<td>41%</td>
<td>29%</td>
<td>24%</td>
<td>6%</td>
</tr>
<tr>
<td>WSU is responsive to faculty/staff needs.</td>
<td>12%</td>
<td>29%</td>
<td>47%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>WSU is responsive to the needs of donors.</td>
<td>13%</td>
<td>27%</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WSU is well positioned to prepare students to thrive in a...</td>
<td>6%</td>
<td>33%</td>
<td>39%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Vendors find it easy to do business with WSU.</td>
<td>8%</td>
<td>23%</td>
<td>46%</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>WSU is responsive to alumni needs.</td>
<td>0%</td>
<td>29%</td>
<td>57%</td>
<td>14%</td>
<td></td>
</tr>
</tbody>
</table>
### Institutional Environment/Culture

#### Staff

- **n=60-124**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSU is a good place to learn.</td>
<td>16%</td>
<td>68%</td>
<td>14%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>WSU is student-centered and responsive to student needs.</td>
<td>19%</td>
<td>49%</td>
<td>21%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>WSU is a good place to work.</td>
<td>15%</td>
<td>51%</td>
<td>24%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>WSU is well positioned to prepare students for success in the...</td>
<td>8%</td>
<td>56%</td>
<td>25%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>WSU is well positioned to prepare students as productive and...</td>
<td>8%</td>
<td>54%</td>
<td>29%</td>
<td>6%</td>
<td>3%</td>
</tr>
<tr>
<td>WSU offers a sense of family to its undergraduate students.</td>
<td>8%</td>
<td>51%</td>
<td>21%</td>
<td>16%</td>
<td>4%</td>
</tr>
<tr>
<td>WSU actively engages with the citizens and business...</td>
<td>4%</td>
<td>56%</td>
<td>29%</td>
<td>8%</td>
<td>3%</td>
</tr>
<tr>
<td>WSU is an advocate for social justice.</td>
<td>10%</td>
<td>50%</td>
<td>21%</td>
<td>16%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Institutional Environment/Culture (contd.)

Staff
n = 60-124

- WSU is responsive to the needs of donors: 18% Strongly Agree, 38% Agree, 37% Neutral, 2% Disagree, 5% Strongly Disagree
- WSU has a clear and compelling vision: 8% Strongly Agree, 40% Agree, 31% Neutral, 18% Disagree, 3% Strongly Disagree
- WSU engages commuter students in the academic community: 3% Strongly Agree, 41% Agree, 26% Neutral, 21% Disagree, 8% Strongly Disagree
- WSU is well positioned to prepare students to thrive in a...: 5% Strongly Agree, 38% Agree, 40% Neutral, 12% Disagree, 4% Strongly Disagree
- WSU is responsive to local needs and issues: 3% Strongly Agree, 40% Agree, 44% Neutral, 11% Disagree, 1% Strongly Disagree
- WSU is responsive to statewide needs and issues: 5% Strongly Agree, 32% Agree, 56% Neutral, 6% Disagree, 1% Strongly Disagree
- Vendors find it easy to do business with WSU: 3% Strongly Agree, 31% Agree, 36% Neutral, 14% Disagree, 16% Strongly Disagree
- WSU is responsive to alumni needs: 1% Strongly Agree, 30% Agree, 44% Neutral, 13% Disagree, 11% Strongly Disagree
- WSU is responsive to faculty/staff needs: 2% Strongly Agree, 23% Agree, 36% Neutral, 32% Disagree, 7% Strongly Disagree
Faculty
n=34-109

Institutional Environment/Culture

WSU is a good place to learn:
- 23% Strongly Agree
- 60% Agree
- 15% Neutral
- 1% Disagree
- 2% Strongly Disagree

WSU is student-centered and responsive to student needs:
- 29% Strongly Agree
- 51% Agree
- 11% Neutral
- 8% Disagree
- 1% Strongly Disagree

WSU is a good place to work:
- 19% Strongly Agree
- 50% Agree
- 23% Neutral
- 7% Disagree
- 1% Strongly Disagree

WSU is well positioned to prepare students as productive and...:
- 17% Strongly Agree
- 47% Agree
- 25% Neutral
- 9% Disagree
- 2% Strongly Disagree

WSU is well positioned to prepare students for success in the...:
- 12% Strongly Agree
- 49% Agree
- 29% Neutral
- 8% Disagree
- 2% Strongly Disagree

WSU is an advocate for social justice:
- 19% Strongly Agree
- 41% Agree
- 19% Neutral
- 18% Disagree
- 4% Strongly Disagree

WSU offers a sense of family to its undergraduate students:
- 10% Strongly Agree
- 48% Agree
- 25% Neutral
- 15% Disagree
- 2% Strongly Disagree

WSU actively engages with the citizens and business...:
- 5% Strongly Agree
- 46% Agree
- 28% Neutral
- 17% Disagree
- 4% Strongly Disagree
Faculty
n=34-109

- WSU has a clear and compelling vision.
- WSU is responsive to statewide needs and issues.
- WSU is responsive to the needs of donors.
- WSU engages commuter students in the academic community.
- WSU is well positioned to prepare students to thrive in a global... (data visualization)
- WSU is responsive to local needs and issues.
- Vendors find it easy to do business with WSU.
- WSU is responsive to faculty/staff needs.
- WSU is responsive to alumni needs.

Strongly Agree  Agree  Neutral  Disagree  Strongly Disagree

[Graph showing responses to WSU's performance in various aspects]
WSU students are encouraged to be involved in internships.  

- Strongly Agree: 19%  
- Agree: 58%  
- Neutral: 14%  
- Disagree: 6%  
- Strongly Disagree: 3%

WSU adequately prepares students for employment opportunities.  

- Strongly Agree: 13%  
- Agree: 55%  
- Neutral: 25%  
- Disagree: 6%  
- Strongly Disagree: 2%

WSU students are encouraged to be involved in study abroad.  

- Strongly Agree: 12%  
- Agree: 54%  
- Neutral: 24%  
- Disagree: 7%  
- Strongly Disagree: 3%

WSU encourages students to think critically.  

- Strongly Agree: 16%  
- Agree: 51%  
- Neutral: 24%  
- Disagree: 9%  
- Strongly Disagree: 3%

WSU is a high-quality institution.  

- Strongly Agree: 15%  
- Agree: 48%  
- Neutral: 28%  
- Disagree: 7%  
- Strongly Disagree: 2%

WSU students are encouraged to be involved in civic engagement.  

- Strongly Agree: 14%  
- Agree: 49%  
- Neutral: 28%  
- Disagree: 7%  
- Strongly Disagree: 2%

WSU improves students’ communication skills.  

- Strongly Agree: 10%  
- Agree: 49%  
- Neutral: 29%  
- Disagree: 10%  
- Strongly Disagree: 2%

WSU students are encouraged to be involved in undergraduate research.  

- Strongly Agree: 13%  
- Agree: 43%  
- Neutral: 29%  
- Disagree: 11%  
- Strongly Disagree: 4%

WSU adequately prepares students for graduate school.  

- Strongly Agree: 10%  
- Agree: 46%  
- Neutral: 30%  
- Disagree: 12%  
- Strongly Disagree: 3%

WSU is academically rigorous.  

- Strongly Agree: 9%  
- Agree: 37%  
- Neutral: 39%  
- Disagree: 12%  
- Strongly Disagree: 3%

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

**n=101-109**

- WSU students are encouraged to be involved in internships: 23% Strongly Agree, 47% Agree, 16% Neutral, 8% Disagree, 7% Strongly Disagree
- WSU encourages students to think critically: 25% Strongly Agree, 42% Agree, 24% Neutral, 6% Disagree, 3% Strongly Disagree
- WSU adequately prepares students for employment opportunities: 19% Strongly Agree, 47% Agree, 21% Neutral, 10% Disagree, 4% Strongly Disagree
- WSU improves students’ communication skills: 11% Strongly Agree, 51% Agree, 27% Neutral, 8% Disagree, 3% Strongly Disagree
- WSU students are encouraged to be involved in study abroad: 16% Strongly Agree, 43% Agree, 26% Neutral, 8% Disagree, 8% Strongly Disagree
- WSU adequately prepares students for graduate school: 17% Strongly Agree, 42% Agree, 28% Neutral, 7% Disagree, 8% Strongly Disagree
- WSU students are encouraged to be involved in civic engagement: 16% Strongly Agree, 40% Agree, 30% Neutral, 9% Disagree, 7% Strongly Disagree
- WSU is a high-quality institution: 20% Strongly Agree, 33% Agree, 34% Neutral, 9% Disagree, 5% Strongly Disagree
- WSU is academically rigorous: 16% Strongly Agree, 35% Agree, 40% Neutral, 5% Disagree, 5% Strongly Disagree
- WSU students are encouraged to be involved in undergraduate research: 17% Strongly Agree, 31% Agree, 28% Neutral, 15% Disagree, 10% Strongly Disagree
Senior Admin and Board
n=17-18

WSU is a high-quality institution.

- Strongly Agree: 22%
- Agree: 67%
- Neutral: 6%
- Disagree: 6%
- Strongly Disagree: 6%

WSU improves students’ communication skills.

- Strongly Agree: 6%
- Agree: 76%
- Neutral: 18%

WSU students are encouraged to be involved in civic engagement.

- Strongly Agree: 6%
- Agree: 72%
- Neutral: 17%
- Disagree: 6%

WSU students are encouraged to be involved in internships.

- Strongly Agree: 17%
- Agree: 61%
- Neutral: 18%
- Disagree: 6%

WSU students are encouraged to be involved in undergraduate research.

- Strongly Agree: 18%
- Agree: 59%
- Neutral: 17%
- Disagree: 6%

WSU encourages students to think critically.

- Strongly Agree: 6%
- Agree: 71%
- Neutral: 24%
- Disagree: 6%

WSU adequately prepares students for employment opportunities.

- Strongly Agree: 17%
- Agree: 50%
- Neutral: 28%
- Disagree: 6%

WSU students are encouraged to be involved in study abroad.

- Strongly Agree: 6%
- Agree: 59%
- Neutral: 24%
- Disagree: 12%

WSU adequately prepares students for graduate school.

- Strongly Agree: 11%
- Agree: 44%
- Neutral: 39%
- Disagree: 6%

WSU is academically rigorous.

- Strongly Agree: 6%
- Agree: 50%
- Neutral: 33%
- Disagree: 11%
<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSU students are encouraged to be involved in internships.</td>
<td>9%</td>
<td>69%</td>
<td>15%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>WSU students are encouraged to be involved in study abroad.</td>
<td>7%</td>
<td>62%</td>
<td>25%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>WSU is a high-quality institution.</td>
<td>11%</td>
<td>56%</td>
<td>25%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>WSU adequately prepares students for employment...</td>
<td>6%</td>
<td>61%</td>
<td>29%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>WSU students are encouraged to be involved in civic...</td>
<td>10%</td>
<td>55%</td>
<td>28%</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>WSU adequately prepares students for graduate school.</td>
<td>4%</td>
<td>53%</td>
<td>32%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>WSU encourages students to think critically.</td>
<td>3%</td>
<td>54%</td>
<td>26%</td>
<td>12%</td>
<td>5%</td>
</tr>
<tr>
<td>WSU students are encouraged to be involved in...</td>
<td>7%</td>
<td>47%</td>
<td>35%</td>
<td>9%</td>
<td>2%</td>
</tr>
<tr>
<td>WSU improves students' communication skills.</td>
<td>4%</td>
<td>42%</td>
<td>39%</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>WSU is academically rigorous.</td>
<td>2%</td>
<td>39%</td>
<td>40%</td>
<td>15%</td>
<td>4%</td>
</tr>
<tr>
<td>n = 89-119</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Academics

Faculty
n=102-108

- WSU students are encouraged to be involved in internships: 26% Strongly Agree, 59% Agree, 10% Neutral, 5% Disagree, 1% Strongly Disagree
- WSU students are encouraged to be involved in study abroad: 15% Strongly Agree, 58% Agree, 22% Neutral, 5% Disagree, 1% Strongly Disagree
- WSU adequately prepares students for employment: 12% Strongly Agree, 58% Agree, 24% Neutral, 4% Disagree, 2% Strongly Disagree
- WSU encourages students to think critically: 16% Strongly Agree, 53% Agree, 21% Neutral, 9% Disagree, 1% Strongly Disagree
- WSU students are encouraged to be involved in civic activities: 17% Strongly Agree, 48% Agree, 30% Neutral, 5% Disagree, 1% Strongly Disagree
- WSU is a high-quality institution: 15% Strongly Agree, 50% Agree, 29% Neutral, 6% Disagree
- WSU improves students' communication skills: 15% Strongly Agree, 50% Agree, 23% Neutral, 12% Disagree
- WSU students are encouraged to be involved in...: 14% Strongly Agree, 48% Agree, 27% Neutral, 10% Disagree, 1% Strongly Disagree
- WSU adequately prepares students for graduate school: 9% Strongly Agree, 42% Agree, 28% Neutral, 19% Disagree, 2% Strongly Disagree
- WSU is academically rigorous: 9% Strongly Agree, 35% Agree, 36% Neutral, 18% Disagree, 2% Strongly Disagree
Student Engagement

All
n=279-346

WSU cares about student success.
- 30% Strongly Agree
- 52% Agree
- 14% Neutral
- 3% Disagree
- 2% Strongly Disagree

WSU offers appropriate academic support for students.
- 24% Strongly Agree
- 54% Agree
- 15% Neutral
- 6% Disagree
- 2% Strongly Disagree

WSU offers appropriate social support for students.
- 12% Strongly Agree
- 46% Agree
- 18% Neutral
- 18% Disagree
- 5% Strongly Disagree

WSU meets student expectations outside the classroom.
- 6% Strongly Agree
- 36% Agree
- 35% Neutral
- 19% Disagree
- 4% Strongly Disagree

Agreement items were not shared with alumni.
Student Engagement

Students
n=96-102

- WSU offers appropriate academic support for students:
  - Strongly Agree: 28%
  - Agree: 47%
  - Neutral: 18%
  - Disagree: 3%
  - Strongly Disagree: 4%

- WSU cares about student success:
  - Strongly Agree: 26%
  - Agree: 41%
  - Neutral: 21%
  - Disagree: 6%
  - Strongly Disagree: 7%

- WSU offers appropriate social support for students:
  - Strongly Agree: 20%
  - Agree: 34%
  - Neutral: 18%
  - Disagree: 20%
  - Strongly Disagree: 8%

- WSU meets student expectations outside the classroom:
  - Strongly Agree: 9%
  - Agree: 33%
  - Neutral: 33%
  - Disagree: 18%
  - Strongly Disagree: 7%
Senior Admin and Board
n=15-18

- **WSU cares about student success.**
  - Strongly Agree: 56%
  - Agree: 39%
  - Neutral: 6%

- **WSU offers appropriate academic support for students.**
  - Strongly Agree: 22%
  - Agree: 61%
  - Neutral: 11%
  - Disagree: 6%

- **WSU offers appropriate social support for students.**
  - Strongly Agree: 6%
  - Agree: 71%
  - Neutral: 12%
  - Disagree: 12%

- **WSU meets student expectations outside the classroom.**
  - Strongly Agree: 67%
  - Agree: 33%

The diagram uses the following color scheme:
- Dark blue: Strongly Agree
- Light blue: Agree
- Gray: Neutral
- Black: Disagree
- Red: Strongly Disagree
Student Engagement

Staff
n=89-118

- WSU cares about student success: 25% Strongly Agree, 61% Agree, 12% Neutral, 3% Disagree
- WSU offers appropriate academic support for students: 15% Strongly Agree, 61% Agree, 18% Neutral, 4% Disagree
- WSU offers appropriate social support for students: 7% Strongly Agree, 56% Agree, 18% Neutral, 17% Disagree
- WSU meets student expectations outside the classroom: 1% Strongly Agree, 37% Agree, 40% Neutral, 19% Disagree
Student Engagement

Faculty
n=77-109

- WSU cares about student success: 35% Strongly Agree, 54% Agree, 10% Neutral, 1% Disagree
- WSU offers appropriate academic support for students: 28% Strongly Agree, 53% Agree, 9% Neutral, 10% Disagree
- WSU offers appropriate social support for students: 11% Strongly Agree, 42% Agree, 20% Neutral, 20% Disagree, 8% Strongly Disagree
- WSU meets student expectations outside the classroom: 9% Strongly Agree, 34% Agree, 31% Neutral, 23% Disagree, 3% Strongly Disagree
Communication

All
n=162-309

Communication between academic departments and students is good.
- Strongly Agree: 11%
- Agree: 39%
- Neutral: 27%
- Disagree: 17%
- Strongly Disagree: 6%

Communication between WSU and the community are good.*
- Strongly Agree: 4%
- Agree: 36%
- Neutral: 37%
- Disagree: 16%
- Strongly Disagree: 6%

Communication between administrative units and students is good.
- Strongly Agree: 7%
- Agree: 29%
- Neutral: 31%
- Disagree: 22%
- Strongly Disagree: 11%

WSU communication is top-down, and bottom-up.*
- Strongly Agree: 9%
- Agree: 21%
- Neutral: 31%
- Disagree: 26%
- Strongly Disagree: 13%

Communication between the WSU administration and faculty/staff is good.*
- Strongly Agree: 3%
- Agree: 24%
- Neutral: 23%
- Disagree: 34%
- Strongly Disagree: 16%

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

Students
n=103-104

Communication between academic departments and students is good.
- 14% Strongly Agree
- 35% Agree
- 27% Neutral
- 16% Disagree
- 8% Strongly Disagree

Communication between administrative units and students is good.
- 9% Strongly Agree
- 22% Agree
- 34% Neutral
- 17% Disagree
- 18% Strongly Disagree
Senior Admin and Board
n=16-18

Communication between administrative units and students is good.
- Strongly Agree: 67%
- Agree: 22%
- Neutral: 11%

WSU communication is top-down, and bottom-up.
- Strongly Agree: 6%
- Agree: 53%
- Neutral: 12%
- Disagree: 29%

Communication between WSU and the community are good.
- Strongly Agree: 56%
- Agree: 38%
- Neutral: 6%
- Disagree: 13%

Communication between academic departments and students is good.
- Strongly Agree: 6%
- Agree: 38%
- Neutral: 31%
- Disagree: 13%
- Strongly Disagree: 13%

Communication between the WSU administration and faculty/staff is good.
- Strongly Agree: 24%
- Agree: 35%
- Neutral: 35%
- Disagree: 6%
Communication

Staff
n=85-120

- Communication between WSU and the community are good.
  - Strongly Agree: 6%
  - Agree: 40%
  - Neutral: 38%
  - Disagree: 14%
  - Strongly Disagree: 2%

- Communication between academic departments and students is good.
  - Strongly Agree: 7%
  - Agree: 32%
  - Neutral: 33%
  - Disagree: 24%
  - Strongly Disagree: 5%

- Communication between administrative units and students is good.
  - Strongly Agree: 4%
  - Agree: 33%
  - Neutral: 33%
  - Disagree: 27%
  - Strongly Disagree: 4%

- Communication between the WSU administration and faculty/staff is good.
  - Strongly Agree: 3%
  - Agree: 28%
  - Neutral: 26%
  - Disagree: 30%
  - Strongly Disagree: 14%

- WSU communication is top-down, and bottom-up.
  - Strongly Agree: 7%
  - Agree: 19%
  - Neutral: 36%
  - Disagree: 24%
  - Strongly Disagree: 13%
Communication

Faculty
n=59-108

Communication between academic departments and students is good.
13% Strongly Agree 51% Agree 21% Neutral 12% Disagree 4% Strongly Disagree

Communication between administrative units and students is good.
9% Strongly Agree 24% Agree 28% Neutral 28% Disagree 12% Strongly Disagree

WSU communication is top-down, and bottom-up.
12% Strongly Agree 17% Agree 29% Neutral 28% Disagree 14% Strongly Disagree

Communication between WSU and the community are good.
3% Strongly Agree 25% Agree 36% Neutral 22% Disagree 14% Strongly Disagree

Communication between the WSU administration and faculty/staff is good.
4% Strongly Agree 20% Agree 18% Neutral 38% Disagree 20% Strongly Disagree
Agreement items were not shared with alumni.

- WSU library is appropriate to meet the needs of the institution: 20% Strongly Agree, 58% Agree, 16% Neutral, 6% Disagree, 1% Strongly Disagree.
- WSU athletic facilities and equipment are appropriate to meet the needs of the institution: 20% Strongly Agree, 53% Agree, 18% Neutral, 5% Disagree, 4% Strongly Disagree.
- WSU student housing facilities are appropriate to meet the needs of the institution: 15% Strongly Agree, 57% Agree, 15% Neutral, 10% Disagree, 3% Strongly Disagree.
- WSU student service facilities are appropriate to meet the needs of the institution: 14% Strongly Agree, 49% Agree, 22% Neutral, 11% Disagree, 4% Strongly Disagree.
- WSU academic support facilities are appropriate to meet the needs of the institution: 15% Strongly Agree, 48% Agree, 19% Neutral, 16% Disagree, 3% Strongly Disagree.
- WSU student activity facilities are appropriate to meet the needs of the institution: 16% Strongly Agree, 46% Agree, 23% Neutral, 12% Disagree, 3% Strongly Disagree.

All
n=257-313
Facilities

Students
n=79-95

- WSU library is appropriate to meet the needs of the institution:
  - Strongly Agree: 32%
  - Agree: 52%
  - Neutral: 15%
  - Disagree: 1%
  - Strongly Disagree: 1%

- WSU academic support facilities are appropriate to meet the needs of the institution:
  - Strongly Agree: 29%
  - Agree: 46%
  - Neutral: 21%
  - Disagree: 2%
  - Strongly Disagree: 2%

- WSU athletic facilities and equipment are appropriate to meet the needs of the institution:
  - Strongly Agree: 25%
  - Agree: 46%
  - Neutral: 23%
  - Disagree: 1%
  - Strongly Disagree: 5%

- WSU student activity facilities are appropriate to meet the needs of the institution:
  - Strongly Agree: 21%
  - Agree: 49%
  - Neutral: 19%
  - Disagree: 8%
  - Strongly Disagree: 3%

- WSU student service facilities are appropriate to meet the needs of the institution:
  - Strongly Agree: 21%
  - Agree: 45%
  - Neutral: 27%
  - Disagree: 4%
  - Strongly Disagree: 3%

- WSU student housing facilities are appropriate to meet the needs of the institution:
  - Strongly Agree: 16%
  - Agree: 44%
  - Neutral: 18%
  - Disagree: 16%
  - Strongly Disagree: 6%
Senior Admin and Board  
\(n = 15-18\)

- WSU student housing facilities are appropriate to meet the needs of the institution.
  - Strongly Agree: 24%
  - Agree: 71%
  - Neutral: 6%
  - Disagree: 6%
  - Strongly Disagree: 6%

- WSU athletic facilities and equipment are appropriate to meet the needs of the institution.
  - Strongly Agree: 38%
  - Agree: 56%
  - Neutral: 6%
  - Disagree: 6%
  - Strongly Disagree: 6%

- WSU library is appropriate to meet the needs of the institution.
  - Strongly Agree: 13%
  - Agree: 73%
  - Neutral: 13%
  - Disagree: 13%
  - Strongly Disagree: 13%

- WSU student activity facilities are appropriate to meet the needs of the institution.
  - Strongly Agree: 20%
  - Agree: 60%
  - Neutral: 13%
  - Disagree: 7%
  - Strongly Disagree: 13%

- WSU academic support facilities are appropriate to meet the needs of the institution.
  - Strongly Agree: 53%
  - Agree: 12%
  - Neutral: 24%
  - Disagree: 29%
  - Strongly Disagree: 35%

- WSU student service facilities are appropriate to meet the needs of the institution.
  - Strongly Agree: 6%
  - Agree: 41%
  - Neutral: 24%
  - Disagree: 29%
  - Strongly Disagree: 41%
Staff
n=88-100

WSU student housing facilities are appropriate to meet the needs of the institution.
- Strongly Agree: 13%
- Agree: 62%
- Neutral: 13%
- Disagree: 10%
- Strongly Disagree: 2%

WSU library is appropriate to meet the needs of the institution.
- Strongly Agree: 11%
- Agree: 64%
- Neutral: 20%
- Disagree: 3%
- Strongly Disagree: 1%

WSU athletic facilities and equipment are appropriate to meet the needs of the institution.
- Strongly Agree: 14%
- Agree: 52%
- Neutral: 18%
- Disagree: 12%
- Strongly Disagree: 4%

WSU student service facilities are appropriate to meet the needs of the institution.
- Strongly Agree: 9%
- Agree: 49%
- Neutral: 23%
- Disagree: 13%
- Strongly Disagree: 6%

WSU academic support facilities are appropriate to meet the needs of the institution.
- Strongly Agree: 6%
- Agree: 46%
- Neutral: 24%
- Disagree: 18%
- Strongly Disagree: 5%

WSU student activity facilities are appropriate to meet the needs of the institution.
- Strongly Agree: 10%
- Agree: 41%
- Neutral: 28%
- Disagree: 17%
- Strongly Disagree: 4%
Facilities
n=69-106

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

- Strongly Agree: 17%
- Agree: 62%
- Neutral: 17%
- Disagree: 1%
- Strongly Disagree: 3%

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

- Strongly Agree: 14%
- Agree: 62%
- Neutral: 16%
- Disagree: 6%
- Strongly Disagree: 1%

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

- Strongly Agree: 16%
- Agree: 57%
- Neutral: 13%
- Disagree: 13%
- Strongly Disagree: 1%

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

- Strongly Agree: 13%
- Agree: 55%
- Neutral: 15%
- Disagree: 14%
- Strongly Disagree: 3%

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

- Strongly Agree: 17%
- Agree: 47%
- Neutral: 23%
- Disagree: 12%
- Strongly Disagree: 1%

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

- Strongly Agree: 13%
- Agree: 49%
- Neutral: 13%
- Disagree: 22%
- Strongly Disagree: 3%
Agreement items were not shared with alumni.
Technology

Students
n=94-100

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

- 23% Strongly Agree
- 50% Agree
- 16% Neutral
- 7% Disagree
- 4% Strongly Disagree

WSU incorporates technology in learning methods.

- 20% Strongly Agree
- 53% Agree
- 20% Neutral
- 3% Disagree
- 4% Strongly Disagree

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

- 31% Strongly Agree
- 37% Agree
- 18% Neutral
- 10% Disagree
- 4% Strongly Disagree

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

- 11% Strongly Agree
- 24% Agree
- 17% Neutral
- 24% Disagree
- 22% Strongly Disagree
Senior Admin and Board
n=15-17

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

7% 67% 13% 13%

WSU incorporates technology in learning methods.

7% 47% 33% 13%

WSU incorporates technology to realize administrative efficiencies.

41% 12% 29% 18%

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

18% 18% 29% 29% 6%

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

12% 12% 35% 18% 24%
Access to computers at WSU is adequate to meet the needs of students, faculty, and staff.

WSU incorporates technology in learning methods.

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

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

WSU incorporates technology to realize administrative efficiencies.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Survey Response:
- Access to computers: 12% Strongly Agree, 57% Agree, 16% Neutral, 13% Disagree, 3% Strongly Disagree
- WSU technology in learning: 7% Strongly Agree, 55% Agree, 27% Neutral, 8% Disagree, 2% Strongly Disagree
- Internet reliability: 8% Strongly Agree, 43% Agree, 11% Neutral, 25% Disagree, 12% Strongly Disagree
- WSU website adequacy: 11% Strongly Agree, 38% Agree, 27% Neutral, 17% Disagree, 7% Strongly Disagree
- Technology for efficiencies: 5% Strongly Agree, 41% Agree, 24% Neutral, 22% Disagree, 8% Strongly Disagree
Faculty
n=80-109

WSU incorporates technology in learning methods.

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

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

WSU incorporates technology to realize administrative efficiencies.

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