Strategic Planning Dialogue Sessions

2/27/18, 2/28/18, 3/2/18

Student experience:

What is an exceptional student?

- Experience: Dining suc= Students feel positively about dining services. Enhance student experience. Big part of quality of life
- Welcoming Environment & responds to feedback about what students say they need – Res Life, Technology, Academics
- Culture of respect & compassion from everyone
- Move away from "We can't do that" to "Lets figure it out"
- Need to be holistic
- Poll wide array of students on campus to get their info
- Exit interview of those who leave
- Invest in tech. don't wait for projects, upgrade
- Keep CGCE students fore frontal in the "student experience" mission focus
- Online flexibility & cost to meet all students needs
- Better communication w/ students for all services online & on campus for both CGCE& day – better transparency between both
- Challenging academic environment
- Affordable
- Meeting individual needs
- Culture
- Safe environment
- Encouraging self-reflection, self-motivation, self-encouragement
- Resources
- Residential richness
    o Co-curricular opportunities
- Students have lots to do, students feel connected to university and each other (not isolated), students feel connected to and feel like they have someone they can go to.
- More graduate programs (MBA)
- Better accommodate traditional students
- More accessible to career changes (online for example)
- Offer college credit classes to high school students
- More good publicity, less bad publicity
- Alums: better job of attracting alums to event and come back to WSU
- Better support: move resources to student support services (counseling, career, advising, Trio, etc.) so students know of their resources and can readily use them.
- Engage outside classrooms
- Transformational experiences
- Input from students?
- Informed academic assistance
- Language: verbs do not put as much agency with the students.
- How do we work with students?

- Learning and education are not listed here.
- Emphasize what students are doing.
- Create a learning environment.
- Recognize demographics are changing, and does this impact what we do?
- Being a part of a cohort is an important experience.
- Feel like you are a part of this group.
- Faculty and staff are missing as a piece of this.
- Exciting opportunities for learning.
- Seems light on academics, too diluted.
- Scholarships need to be included here.
- It is important that students are connected.
- Emphasis on building a community.
- Faculty should seek stronger connection between student involvement inside and outside of the classroom.
- Being challenged aids student's growth and will improve their experience.
- How do we equitably give students opportunities for positive experiences?
- Challenge: students finding offices that are hidden locations (basements, etc.)
- Non-gender specific application process.
- Small teacher-to- student ratio
- There are niches on campus
- Make sure SGA and other WSU leaders promote WSU culture.
- Include and encourage study abroad, internships, etc.
- Understand students who are working
- Safety

Enrollment:

- Attract more international students
- Investing in tech will attract/ retain students
- Poor internet & streaming
- $ Investment, upgrade service that directly impact students. It helps retention
- "Out of Box" programming parents want their kids employed
- Invest in technology support. Lowers frustration of students & workers
- Updated & efficient infrastructure as important as Academic experience
- Expand international students & related programming
- Increase staffing for both Westfield promise & dual-enrollment to anticipate low millennial # in next 5 years
- Increase customer service & "Amazon"- like web responsiveness
- Personal touch, faculty more involved in student admissions
- Enhance advising – Personal touch, time commitments to advising, faculty dedicated to advising center
- Focus on our uniqueness and strengths – don't try to be all things to all people
- Widen the funnel of admissions/recruitment
- Ente
- Marketing focus
- Emphasize advising

- Retention efforts need to pinpoint; make resources better known and funded
- Attract non-traditionals
- More flexibility
- Accelerated programs?
- CC transfer → promote/streamline
- Showcase student accomplishments
- Unique programs at WSU
- Emphasize student-teacher interaction potential
- Alumni-faculty activities
- Resident hall experiences
- We need to ensure that we support and enhance the great ideas and concepts we are already doing.
- Personal, face-to-face contact with prospective students.
- Taking time to meet and talk with potential students.
- Making sure students feel comfortable.
- How we connect with different departments?
- Students of color feel they are being used too much for photo opportunities, which has a negative impact on their experience.
- Be transparent with who we are, and what we aspire to be.
- Personal relationships with each other.
- There is only one sentence on what we will do to help the students who are here.
- Early connection with prospective students.
- Outreach
- Need to be welcoming to diverse students.
- Innovative/attractive programs
- Provide students with sufficient funds.
- Marketing: reflect our identity and what we offer.
- Fix advising issues
- Build a strong connection between student and faculty.
- Experiential education, especially early on.
- Need resources to help students succeed.
- Build strong relationships with community colleges.
- Improve space
- CJ is well known; need to do the same for other departments that exist.
- Students don't always seem motivated to learn.
- Cradle to grave → Lifelong enrollment
- Networking events between alums and current students
- More awareness of support services
- More online degrees
- More grad. Degrees and certificates
- Increase diversity of marketing
- Attract vocational students
- Out of state students
- Create a customized major

Culture:

- There is no shared values/culture currently @ WSU
- We don't know how to be mid-sized school yet
- Need more team building, more collaboration between depts. offices
- We are currently fragmented
- Need more international experiences
- Dining suc. Feels like there is a culture/bonding/socialize
- At DC, turned into a campus ctr more than Ely
- Staff DC know students
- DC is gathering area (music entertainment)
- Shift from "suitcase campus"
- Let students decide what they want
- Develop a student entertainment committee w/a budget
- Getting the word out to the area (and colleges) and illustrations & agencies
- Increase transparency
- Respect, listen to, and reward people w/knowledge & skills already here
- Less ego- The "me" syndrome & "us v. them" thinking
- More shared and anticipatory governance
  (Focus on needs & less on identities)
- Student focused/ WSU is a teaching institution [Our history]
- Emphasize our percentage of residential students.
- Un-silo
- Need to live our values.
- Equity should be across campus= staff, departments, family day, orientation, commencement,
- Public use of our campus
- Like: diversity, staff being invested in the students/ everyone, not just direct student support services)
- Change: more inclusivity, people don't feel unwelcome
- Very important
- Social fabric
- Traditions
- Atmosphere
- Social interactions → enhances
- Town/gown interactions
- We're all invested, but it takes time and energy.
- Need to make sure what is possible.
- More opportunities for faculty to discuss and converse.
- We compete with institutions that are 2-2 and 3-3.
- Students are exhausted too, because they are overworked and so there is little sense of community.
- Improve on transfer student experience.
- Our culture is on edge, some toxicity.
- How do we reduce toxic relationships?
- Inequity may be resulting in resentment.
- Students are so busy, even if we create events they do not have time to attend.
- Build relationships.

- Don't shift to purely career development
- Need more dialogue
- Value collaboration and patience to realize them.
- Value process of learning
- How do we give opportunities for non-traditional students?
- How do we get more involved with students?
- Friendly campus
- Make sure campus is proactive not reactive.
- On campus events that highlight different cultures.
- A well-coordinated master calendar all together, instead of blast after blast.
- More evening activity options
- Tight-knit community
- People can speak freely
- We need to really be transparent (Dean search).
- Uneducated on different culture groups
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Resources:

- Technology
- Int'l students/programs
- Education major needs updates in technology & space. It is our front door
- Increase technologies in disciplines in GARP
- Parking
- $ on staffing (replacing lost staff & facility)
- Update dining svcs equipment and furniture, restrooms
- Infrastructure needs work (grounds, etc…)
- Another academic bldgs.
- Invest in Arts= display student art/projects
- $ on team buildings, improve culture
- Enrollment focus on new college populations
- Gather data from current diverse & UE students
- More (money, staffing, etc.)
- More tenore lines
- Less "guilty until proven innocent" thinking
- Increase Alum awareness& department-level alum- relationships
- Enrollment & demographics for diverse & non-traditional – develop
- Safety
- Adequate staffing (Faculty and Staff)
- Student – F/S ratio
- Improve financial aid
- Technology improvement (reliable infrastructure)
- All voices should be heard for $ ideas, suggestion, etc.
- Facilities meet student needs.
- Deal with deformed maintenance

- (Fund raising ideas)→ Imprint our brand before it is needed (top of mind awareness)
- Priority: infrastructure
- Better stewards of our current resources – more efficiency
- Better alumni engagement → $
- More staff – support, not at top
- Improve database of alumni (collaborative effort; low cost)
- Happy students – effect on multiple areas/priorities
- Help welcome students
- Enhance alumni relations (not all and requests)
- Enhance professional level
- Grant writing assistance
- Time is an important resource.
- Need sustain resources
- Frustration that faculty are not being replaced.
- How faculty are treated impacts how faculty treats the students.
- In a predicament because administration gives good faculty APR to help, but it now takes them out of the classroom.
- Need to ensure we focus on the campus, not move towards online.
- Maintain our buildings
- How our campus looks impacts potential students decisions to come here.
- Understaffing is a big problem, both faculty and staff.
- Grants office only has one person.
- We also don't know who is doing what, so it is difficult to know what to recommend.
- Money for new programs.
- Change the tense, because we ARE doing things.
- Invest in services that support our students.
- Expand tutoring and counseling centers.
- Embed librarians and faculty for resource centers
- What resource could be used to improve culture, and address racism?
- How do we get people to buy into possible training?
- Shouldn't be like the ethics training, it should be more impactful.
- Use college to create a "smaller world" so we create a community where we can be more responsive to students.
- Opportunities for fundraising
- Try to find better ways to serve.
- Don't waste resources, be more efficient with our current resources.
- Get rid of redundancy
- More promotion of mental health support.
- Parking for commuter students.
- Financial Aid- as students' progress from first year.
- Work study is challenging to achieve.
- More cost effective selection of course materials.
- Solar energy divestment
- I.T. needs improvement
- Use faculty in the summer
- Adding an innovation award to each major
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Revenue Generation:

- Intensive Eng. Language programs for students & community – pathway to matriculation – Worcester State Nets over look per semester
- More professional certificate programs, more summer conferences
- Conference center
- HRTA Major
- Parking garage
- Grad housing

Adds & Edits:

- Staff in student services and admissions supported for new goals and needs in a competitive environment
- New manpower study of needs for new regional environment & new college structure

Mission:

(Academic needed…)

- By developing in our students the knowledge, skills, and character essential for them to become contributing members of society, we encourage the economic, social, and cultural growth of the region
- Include community engagement?
- Be explicit
- Can we recognize Westfield State in our mission
- Region?
- Teaching Institution
- Value→ is there an academic focus?
- International/Recruitment – close enrollment gap
- Define Student engagement
- Vision – Too brief
- Values – Restore Student Engagement Lends us
- Back to civic engagement
- Concern there is an assault on Liberal Arts, and so it really should be on the mission.
- Intellectual curiosity and critical thinking are now gone.
- Concern humanities are being pushed aside.
- Is general education captured in the mission statement?

MVV

- Life long learning
- Region

- Connection between mission and vision-→ can it be measured?
- Like terms students – led student engagement – student success
- Values – more of a sentence not bullets (bolded terms in a sentence)
- Appreciated how clear and concise
- Appels to all constituents
- Like dropping "teaching inst"
- Change the culture to reflect that we do research too.
- Nothing eliminated
- Change "is" to "Aspires"
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Vision

- Building a strong bond between campus community
- Missing academic excellence and engaged scholarships
- Civic engagement ← In vision? Also mission
- Innovation
- Diversity emphasized in vision
- Is the description in vision appropriate? (is this our mission/vision?)
- "Comprehensive" needs to be better defined
- Access and affordability (add
- Does comprehensive mean Liberal Arts?
- We define ourselves as Liberal Arts.
- Concern we're missing details.
- Too broad and general.
- Point out what we will be committed to.