

Westfield State University

STRATEGIC PLANNING: 2025-2030



4 Broad Themes

Westfield State University must be a destination for high achieving people.

Westfield State University must be an organization that values equity, diversity, and inclusion.

Westfield State University must be an organization that acts locally and thinks globally.

Westfield State University must be an organization that is financially sustainable.



STRATEGIC PLANNING: 2025-2030

- ✓ 12 Stakeholder Visioning Sessions
- ✓ 9 Stakeholder Engagement Surveys
- ✓ Strategic Planning Committee Appointment

SME | STRATEGY
MANAGEMENT CONSULTING



Strategic Plan Committee Members

Alexis Pratt	Student	Maria Feuerstein	Associate Vice President
Amber Monroe	Librarian	Marlee Berg-Haryasz	Assistant Director
Audrey Antosz	Administrative Assistant	Matt Dellea	Director
Carolyn Healey	Administrative Assistant	Max Saito	Associate Professor
Daniel Currier	SGA Representative	Michael Mazeika	Director
Jessica Tansey	Director	Mike Foyle	Assistant Director
Josh Hettrick	Associate Director	Nicole West	Director
Kevin Hearn	Vice President	Paul Cacolice	Assistant Professor
Laura Blockel	Director	Sabine Klein	Associate Dean
Leah Nielsen	Associate Professor	Sherard Johnson	Assistant Director
Leslie Rice	Executive Director	Sierra Alexander	Senior Program Coordinator
Luis Gonzalez	Maintainer	Susan McDiarmid	Assistant Program Director
Margot Hennessy	Professor	Susanne Chuku	Professor

STRATEGIC PLANNING: 2025-2030

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- ✓ 3-Day Strategic Planning Session
- ✓ Development of 3 Broad Priorities

3- Day Strategic Planning Session

SESSION OVERVIEW

CURRENT STATE



Where are we now?

Celebrate

SWOT Scan

PESTLE Analysis

FUTURE STATE



Where are we going?

3-year visioning exercise

3-year mission exercise

VALUES & RISKS



What will get in our way?

Values & behaviors

Risk Analysis

PRIORITIES & GOALS



What do we need to do?

Setting 3 Strategic Priorities

SMART goals

ACTION PLANNING



How will we implement our plan?

Action & Comms Planning

Critical Capacities



STRATEGIC PLANNING: 2025-2030

- ✓ Enhanced Communication and Collaboration
- ✓ Value for Our Students
- ✓ Financial Stability

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Thank you

Westfield
STATE UNIVERSITY

STRATEGIC PLANNING FOR 2024–2029

WESTFIELD STATE UNIVERSITY

Board of Trustees Retreat

August 9, 2024

THREE CONTEXTS FOR PLANNING

- Report of Strategic Planning Committee
- Requirements of NECHE Reaccreditation
- Requirements of Department of Higher Education

REPORT OF STRATEGIC PLANNING COMMITTEE

- STRATEGIC GOAL ONE
Foster and celebrate a humanistic campus culture of belonging and pride
- STRATEGIC GOAL TWO
Optimize value for all
- STRATEGIC GOAL THREE
Cultivate financial stewardship
- STRATEGIC GOAL FOUR
Enhance a dynamic community of scholars dedicated to innovative research

STRATEGIC GOAL ONE

Foster and celebrate a humanistic campus culture of belonging and pride

OBJECTIVES

- 1. Campus community involvement:** Promote and maintain a community of involvement to increase engagement of all Westfield State Community members.
- 2. Instill a possibility mindset:** Sponsor professional development opportunities, learning new skills, expanding knowledge, and innovation.
- 3. Collaboration and connection:** Create a campus community rooted in understanding, trust, and belonging.
- 4. University health and wellness:** Reinforce an environment that values physical health, mental health, and overall wellbeing for all members of the community.

STRATEGIC GOAL TWO

Optimize value for all

OBJECTIVES

- 1. Advance innovative academic programs:** Incorporate assessment data and market research to support and invest in new and existing academic programs that foster intellectual curiosity and prepare students for productive lives after college.
- 2. Stabilize and strengthen enrollment:** Increase retention and maintain student recruitment levels.
- 3. Improve the student experience:** Enhance student satisfaction and outcomes for all students.
- 4. Communicate ‘Why Westfield!’:** Develop a clear and authentic message of WSU’s value to promote to students and the community.
- 5. Become a student-ready campus:** Ensure that university systems, faculty, and staff are prioritizing the changing needs of students for effective learning and success.

STRATEGIC GOAL THREE

Cultivate financial stewardship

OBJECTIVES

- 1. Building financial foundations:** Improve campus knowledge of our financial position and engagement with financial processes through consistent communications and training.
- 2. Management of financial resources:** Provide consistent, responsible, data-informed, and transparent management of all existing financial resources.
- 3. Increase development and donor support:** Investigate pathways for the launch of a successful comprehensive capital campaign.
- 4. Expand and generate new sources of non-traditional revenue:** Utilize data-informed decision-making methods that encourage innovation at all levels of the institution.
- 5. Address capital needs:** Increase commitment to ensure a living, learning, and working environment that is clean, safe, and modern.
- 6. Stabilize and improve residential student enrollment-related key performance indicators:** Maintain our existing market share and increase student participation in housing and dining and expand student services to all students.

STRATEGIC GOAL FOUR

Enhance a dynamic community of scholars dedicated to innovative research

OBJECTIVE

Innovation, creative activity and research for impact, curiosity and inquiry

REQUIREMENTS OF NECHE REACCREDITATION

WESTFIELD STATE REACCREDITATION CALENDAR

- 2022 Previous Ten-Year Accreditation Ended
- 2023 Reaccreditation Required for Next Ten Years
- DEC 2022 Reaccreditation Self-Study Completed
- MAR 2023 NECHE Team Visit
- SPRING 2023 Team Report and WSU Response
- OCT 2023 NECHE Ten-Year Accreditation Conferred
- AUG 2027 Required Interim Submission

- JAN 15, 2025 Required Update Letter

OCTOBER 2023 REACCREDITATION LETTER

Praises WSU for its work in several areas while also highlighting concerns related to several NECHE standards.

Places particular emphasis on four issues to be addressed in January 15, 2025 letter from WSU to NECHE:

- 1. Assessment:** Continuing to create a comprehensive approach to assessment with particular emphasis on program review and closing achievement gaps;
- 2. Financial Planning:** Connecting strategic planning with resource allocation;
- 3. Enrollment Planning:** Implementing its plans to achieve its enrollment goals;
- 4. General Education:** Implementing its revised general education core.

Extensively cites various NECHE Accreditation Standards to explain what it is looking for in each of these areas.

**MASSACHUSETTS DEPARTMENT OF
HIGHER EDUCATION PRIORITIES**

DHE PERFORMANCE MEASUREMENT REPORTING SYSTEM (PMRS)

- **ACCESS & AFFORDABILITY**
Enrollment
Tuition & Fees
- **STUDENT SUCCESS & COMPLETION**
First-Year Progress
Graduation Rates
- **WORKFORCE ALIGNMENT & DEVELOPMENT**
Degree Production in High-Need Fields
Employment & Income Results
- **FISCAL STEWARDSHIP**
Resource Allocation Patterns
Fiscal Health

DHE STRATEGIC PLAN FOR RACIAL EQUITY (SPRE)

- PMRS to be updated this year to align with SPRE, including:
 - **More inclusive cohorts** (part-time students, transfer students)
 - **Additional metrics** including success of community college transfer students at state universities
 - **2033 targets** on key metrics (same aspirational target for every subgroup within segment)
 - Focus on **all racial/ethnic groups**, not only Black, Latinx, White, but each **in relation to targets**, not one another
- More to come on other metrics such as **socioeconomic mobility**

FOUR KEY CHALLENGES

- Enrollment Planning
- Financial Planning
- Assessment
- Workforce Development Planning

ENROLLMENT PLANNING

We need a **realistic five-year enrollment** plan for **different categories of students** that takes full account of **recent trends in both recruitment and retention** as well as relevant external conditions such as **demographic trends, state policy changes, and competitive realities that effect recruitment potential.**

FINANCIAL PLANNING

We need a **five-year financial plan** that projects **revenues from all potential sources**—student payments, residence hall fees, donations, business operations—based not only on our **needs and hopes** but also on a **realistic analysis of external conditions** that will affect each of these revenue categories. We also need **budget development and resource allocation processes** that link resource allocation to the strategic plan.

ASSESSMENT

We need to put in place an **assessment program** linked to measurable outcomes for:

- 1. Student learning** in individual courses;
- 2. Program effectiveness** based on a revitalized program review process;
- 3. Overall student success** based on retention, progression and graduation rates, disaggregated for specific subgroups

WORKFORCE DEVELOPMENT

We need to align our **career-oriented programming** as strongly as possible to **regional and statewide workforce needs** and demonstrate this alignment in terms of **degrees produced** in various fields.

DISCUSSION GROUP ASSIGNMENTS

TABLE 1 Enrollment Planning

TABLE 2 Financial Planning

TABLE 3 Assessment

TABLE 4 Workforce Development

Westfield State University Goal Setting Session 6.25.24

What happened? (What work was done/has been done so far?)

- Stakeholder Input (Surveys + Sessions)
- Strategic Planning Committee (26 people) met for 3 days on-site (Current State, Vision, Mission, Values, Risks, 3 Strategic Priorities)
- Sub-committees + co-chairs identified for each of the 3 Strategic Priorities, met every-other week (give-or-take) for 90 minutes
- Full Strategic Planning Committee met every-other week (give-or-take) for 90 minutes
- 3 additional Faculty members were added to the Strategic Planning Committee
- 9 Caffeinated Conversations + 2 Town Hall Meetings held to engage campus community
- Communications included: Department Chairs, messages from the President, emails
- Department of Higher Education (DHE) initial assessment of work done was positive

What has been going well/what is in our favor currently?

- Alignment around 3 Strategic Priorities/themes between campus input, Strategic Planning Committee, and President
- Input and data from and outreach to campus community to involve them
- Communication to campus community
- 3 sub-committees are meeting, talking to each other, challenging each other
- Engagement/involvement
- Intentional design of Strategic Planning Committee - inclusive, representative of campus
- Mid-level managers have been stepping up to lead
- Sub-committee leadership
- DHE meeting - "you're going in the right direction"
- This plan is different from the last three plans

What is not going well? What is getting in our way?

- Skeptical faculty - not worth their effort to engage
- Skeptical staff
- Campus is still healing since all the leadership turnover
- "Wait and see" response from most people
- Communicating how the strategy and priorities are linked
- Low faculty + staff participation (only ~10% faculty, ~25% staff bought-in)
- Recent strategic planning institutionally has not been strong
- Still feeling ripples from pandemic
- Caution in moving too quickly, too aggressively
- Mindset around resourcing - \$\$\$ and human resources
- Culture - silos, resources, living in the past

SMART Goals

Strategic Priority 1: Foster and Celebrate a Campus Culture of Belonging and Pride

- Hold 10 celebratory campus events in the next academic year (by May 20, 2025)
- Achieve 50% participation at celebratory events (by May 20, 2025)
- Campus Leadership Institute: Train 10 employees from each division by 12/31/2026
- Conduct annual survey to measure trust and sense of belonging on campus by DATE TBD
- Create 5 health awareness events by 5/20/25

Strategic Priority 2: Optimize Value for All Students

- Go from 38 to 45 academic majors by December 31, 2029
- Increase learner retention by 5% by December 31, 2029
- Increase learner enrollment by 2% by December 31, 2029
- Go from present ambiguous brand messaging to clear, authentic brand messaging by January 1, 2025

Strategic Priority 3: Cultivate Financial Stewardship

- Convert annual budget planning process to a 5-year financial plan by end of FY25
- Raise \$10 million in additional funding through Capital Campaign by December 31, 2025
- Decrease deferred maintenance by at least \$4.5 million (3%) by end of FY25
- Assess utilization of \$82 million reserves to support strategic priorities and ensure fiscal sustainability by end of FY26

Commitments/Accountabilities after this session:

- Cabinet now OWNS the Strategic Plan
- 2 more strategic planning Cabinet meetings in July

- Cabinet to refine Mission 2029 + Vision 2029
- Cabinet to continue to “stress test” plan + goals
- Cabinet to finalize plan for action
- Entire Strategic Plan to be presented to DHE Fall 2024

Westfield State University Strategic Plan Recap

Executive Summary

From February 5-7, 2024, the Westfield State University strategic planning committee met for three full-day strategic planning sessions, facilitated by SME Strategy. Throughout these sessions, the committee developed clarity and alignment around their One Destination, 5-years from now (2029).

To get started, the team worked through a current state analysis that included a discussion of their successes, a SWOT analysis and PESTLE trend analysis. Following this initial session, the team worked through several critical conversations around developing a clear 5-year vision, defining their core customer group as a part of their mission, refining their organizational values and behaviors, prioritizing their areas of focus, developing SMART goals and KPIs, and action planning to move their strategy forward.

The three priorities identified during the sessions are:

- Develop Enhanced Culture/Buy-in/Collaboration/ Communication
- Provide Defined Value for Students/Academic Programming/Enrollment
- Manage Finances and Strategic Investment

By accomplishing their goals within each of these strategic priorities, Westfield State University aims to move towards their 5-year One Destination Vision where:

In 2029, we will have full enrollment (4,500) and all of our students, faculty, staff and alumni are engaged in creating a vibrant atmosphere for WSU on and off campus.

Additionally, Westfield State University aims to achieve their 5-year mission where, in 2029, WSU will support their students in becoming responsible leaders and engaged citizens through accessible quality undergraduate and graduate programs in the liberal arts, sciences, and professional studies.

Moving forward, SME Strategy has recommended that the WSU strategy team continue to refine their goals and action plans, as well as monitor their strategic plan on an ongoing basis to track progress and make proactive adjustments as required.



**Strategic Plan
Draft Document**

August 1, 2024

Submitted by:

The 2024-2029 Strategic Planning Committee

WESTFIELD STATE UNIVERSITY
STRATEGIC PLANNING 2024 and BEYOND

As we work to update our ongoing five-year strategic planning efforts, I deeply appreciate the contributions and participation from everyone, on and off campus, as we chart the next chapter of infinite possibilities at Westfield State University.

I approve of the efforts of our facilitators, SME Strategy Management; Dr. Michael Freeman, who initiated the process in August; and the Strategic Plan Committee, led by Drs. Sabine Klein and Kevin Hearn. After many meetings and discussions, we are moving toward a shared vision to develop measurable goals to achieve desired results.

As the reality of trends in culture, value, and financial strategy evolves, we must continue to be conscious of the environment surrounding our mission and goals, and the barriers and pitfalls that can hinder our progress. We must be able to effectively brainstorm, adapt, and improvise to embrace objectives that lead to success in achieving our goals. We must realize a strategic plan is not a static document. It is a living and breathing set of actions that we must continually assess to reflect reality, and pivot if necessary.

I want to outline the four phases of activities I approved and guided from August 2023 until present.

In Phase 1, SME Strategy Management conducted 12 stakeholder visioning sessions and 9 stakeholder surveys between August and December 2023. SME Strategy Management and Dr. Freeman compiled and analyzed the data collected and presented findings to inform the next phase: *Forming the Strategic Plan Committee*.

Phase 2 of the process, from February to May 2024, involved the naming of the Committee. To ensure the widest inclusion, faculty, staff, and students from all levels of the University were invited to participate. Attention was paid to include representation from all unions and all academic schools. The Committee, chaired by Drs. Klein and Hearn, conducted a three-day strategy session facilitated by SME to identify priorities, risks, opportunities, and challenges. Their effort produced three priority areas and potential goals and actions.

The Committee met weekly and developed feedback sessions (caffeinated conversations and two town hall meetings) and produced a document that was presented to my office and the Cabinet for the next phase: *Creation of strategic plan goals, objectives, actions, and responsibilities*.

In Phase 3, the Cabinet and I met on June 25 using the information from SME and the Strategic Plan Committee to agree upon and advance a set of institutional goals for the next five years. The Cabinet has additional meetings set for July 11 and July 30 to discuss and finalize goals. We are also fortunate to have the guidance and counsel of former Massachusetts Commissioner of Education and President of Northeastern University, Dr. Richard Freeland. His insights and perspective from DHE and NECHE accreditation have been invaluable in keeping a realistic focus on critical institutional requirements. The Cabinet and I will present the final proposed Strategic Plan to the Board of Trustees at their retreat on August 9.

By fall 2024 we will enter Phase 4. which will celebrate the engagement and accomplishments of the community and acknowledge the level the participation by presenting the strategic goals to the campus for reflection and feedback.

Again, I am very pleased with our progress as we take steps to realize my vision of reinstating a culture of caring, a focus on value for our students, a healthy financial future, and a dynamic community of scholars dedicated to innovative research.

The Strategic Planning Committee has designed, and I reviewed and approved, four strategic priorities. These priorities represent the evolution of culture, value, financial stewardship, and scholars dedicated to innovative research Westfield State University will carry into the next five years. The priorities have been broken down into several objectives.

DRAFT

2024-2029 Strategic Plan Vision

In 2029 Westfield State University will have full enrollment and all of our students, faculty, staff, and alumni are engaged in creating a vibrant atmosphere for the University on and off campus.

Our students are successful in both learning and personal growth.

Our University is financially stable with updated facilities, and happy staff and faculty.

Our faculty are supported in their teaching and learning and are the drivers of student success.

Our institution is governed well, is well trusted and renowned, and has a great reputation in and outside the Commonwealth of Massachusetts

2024-2029 Mission

Westfield State University supports our students in becoming responsible leaders and engaged citizens, through accessible quality undergraduate and graduate programs in the liberal arts, sciences, and professional studies, and a welcoming community focusing on student engagement and success by developing their individual knowledge, skills, and character.

DRAFT

Strategic Goal One

Foster and Celebrate a Campus Culture of Belonging and Pride

Strategic Goal Two

Optimize Value for All

Strategic Goal Three

Cultivate Financial Stewardship

Strategic Goal Four

Enhance a Dynamic Community of Scholars Dedicated to Innovative Research

At Westfield State University, we are proposing to become a “Health Promoting University,” which will embed health, in a much broader sense, into all aspects of campus culture, operations, and academic mandates.

By “Health Promoting,” we envision creating a campus culture of compassion, well-being, deliberation, and participatory democracy, leading to equity, social justice, and physical well-being. In addition, we will continue to strive to collaborate with community partners to promote health, equity, and civic engagement.

The basic strategies for health promotion include advocacy, enabling, and mediation, which require a positive approach that emphasizes the interconnectedness between individuals and their environments. Further, health promotion recognizes that health is created and lived by people within the settings of their everyday life. Health is viewed holistically, reflecting physical, mental, and social well-being, and not merely the absence of disease or infirmity. As such, health promotion is not just the responsibility of the health sector. It is an explicit stance in favor of health, equity, social justice, and sustainability for all, while recognizing that the well-being of people, places, and the planet are interdependent.

Higher education plays a significant role in all aspects of the development of individuals, communities, societies, and cultures to become productive citizens. Colleges and universities have a unique opportunity to provide transformative education to engage the student voice, develop new knowledge and understanding, and advocate to decision-makers for the benefit of society. Therefore, higher education institutions are in a unique position to generate, share, and implement knowledge and research findings to enhance the health of both students and society in general.

Strategic Goal One: Foster and Celebrate a Humanistic Campus Culture of Belonging and Pride

Objectives

1. Campus community involvement: Promote and maintain a community of involvement to increase engagement of all Westfield State University community members.
 - a. **Action 1:** Encourage departments hosting events to create organization pages on the Involve platform “The Network.”
 - b. **Action 2:** Create a rewards program to incentivize members of the campus community to attend and sponsor events.
 - c. **Action 3:** Create University community social spaces that include furniture and University branding for students, faculty, and staff to gather.
 - d. **Action 4:** Expand programs and services to ensure equity of access to all students.
2. Instill a possibility mindset: Sponsor professional development opportunities, learning new skills, expanding knowledge, and innovation.
 - a. **Action 1:** Create a leadership training program to improve skills and educate department heads, administrative assistants, faculty, and staff on all University resources, processes, and procedures to ensure efficiency across the campus.

- b. **Action 2:** Create a plan to recruit, retain, and support BIPOC and LGBTQIAA+ faculty and staff.
 - c. **Action 3:** Create and enhance annual signature events through the collaboration of faculty, staff, and students.
 - d. **Action 4:** Increase funding to support students attending conferences, studying abroad, or participating in experiential learning opportunities in the region, nationally, or internationally.
 - e. **Action 5:** Provide transformational teaching: Innovative learning environments that involve and inspire students, faculty, and staff to become engaged leaders.
3. Collaboration and connection: Create a campus community rooted in understanding, trust, and belonging.
- a. **Action 1:** Create a user-friendly University directory to identify roles and responsibilities within the Westfield State University community.
 - b. **Action 2:** Create an In-Service Conference Day for faculty and staff to promote workshops, shared learning, and community building.
 - c. **Action 3:** Improve information sharing tools across campus through an increase of visual displays, texting capabilities, and a focus on targeted receivers over mass messaging.
 - d. **Action 4:** Establish a Data Governance architecture that improves and protects the accessibility, integrity, usability, consistency, and security of Westfield State University's statistical, academic, student, and financial data.
 - e. **Action 5:** Develop a plan to bring people into participatory decision making through shared governance within formal and informal structures, emphasizing our collective voice.
 - f. **Action 6:** Create spaces for groups to gather, to build community, and to educate, increasing the sense of belonging for BIPOC and LGBTQIAA+ students, faculty, and staff.
 - g. **Action 7:** Co-create goals using a participatory approach involving all stakeholders.
 - h. **Action 8:** Focus on strengths and assets to fully develop human potential in the local community.
4. University Health and Wellness: Reinforce an environment that values physical health, mental health, and overall well-being for all members of the community.
- a. **Action 1:** Develop and implement a program that tracks the well-being and climate of campus culture to identify changes and address needs.
 - b. **Action 2:** Increase the offering of wellness workshops to address the diverse and evolving health needs of the campus community.
 - c. **Action 3:** Increase access to the services provided by Health Services and the Counseling Center to the campus community.
 - d. **Action 4:** Embed a health and well-being focus in policies, practices, academic programs, and engagement with local community members.
 - e. **Action 5:** Foster a campus culture of caring, compassion, and collaboration to optimize student success and personal development.
 - f. **Action 6:** Create interdisciplinary, health-promoting curricula that will enhance the quality of learning for all students and the well-being of the broader society.

- g. **Action 7:** Build and support inspiring and effective external relationships and collaborations to develop, harness, and mobilize knowledge and action for health promotion locally and globally.

Strategic Goal Two: Optimize Value for All

Objectives

1. Advance Innovative Academic Programs: Incorporate assessment data and market research to support and invest in new and existing academic programs that foster intellectual curiosity and prepare students for productive lives after college.
 - a. **Action 1:** Collect assessment data to guide review and decision-making on program improvements.
 - b. **Action 2:** Establish systems for disseminating institutional data to the campus community.
 - c. **Action 3:** Provide professional development for supporting high impact practices and experiential learning.
 - d. **Action 4:** Increase marketing of existing and new academic programs.
 - e. **Action 5:** Create certification programs with local and regional partners based on feasibility and workforce needs.
2. Stabilize and Strengthen Enrollment: Increase retention and maintain student recruitment levels.
 - a. **Action 1:** Maintain day student enrollment in Strategic Plan years 1-2 and work to increase day student enrollment in Strategic Plan years 3-5 through academic offerings and additional retention support.
 - b. **Action 2:** Maintain Division of Graduate and Continuing Education (DGCE) student enrollment in Strategic Plan years 1-2 and work to increase DGCE student enrollment in Strategic Plan years 3-5 through the addition of new academic offerings and additional retention support.
 - c. **Action 3:** Engage campus community in best practices for recruitment and retention to include outreach initiatives.
 - d. **Action 4:** Diversify enrollment by examining other pathways to Westfield State University through community and global partnerships, transfer pathways, online programs, early college programs, non-credit offerings, and certificate programs.
3. Improve the Student Experience: Enhance student satisfaction and outcomes for all students.
 - a. **Action 1:** Increase the first-time, 6-year graduation rate by 3-5 percent by 2029. (retention)
 - b. **Action 2:** Incentivize alumni to complete the post-graduate survey to better track and improve post-graduation outcomes.
 - c. **Action 3:** Create and expand programs to help reduce student achievement gaps.
 - d. **Action 4:** Increase and improve student programming with diverse choices to foster a sense of connection and belonging.

- e. **Action 5:** Develop a process for collecting and analyzing student experience and satisfaction through tools such as the National Survey of Student Engagement.
 - f. **Action 6:** Increase on-campus residency through improvements to Residence Life and Campus Dining programs.
4. Communicate “Why Westfield!”: Develop a clear and authentic message of Westfield State University’s value to promote to students and the community.
- a. **Action 1:** Complete the Westfield State University branding study by the end of academic year 2024-2025 and implement the new brand by academic year 2025-2026.
 - b. **Action 2:** Engage vice presidents to host biannual campus community meetings to inform faculty, staff, and students of divisional updates, highlighting positive developments and innovative practices.
 - c. **Action 3:** Advance community engagement initiatives between Westfield State University, the City of Westfield, and the surrounding communities.
 - d. **Action 4:** Develop a standard University description by the end of academic year 2025-2026 for describing Westfield State in University publications, grant applications, reports, and hiring advertisements.
5. Become a Student-Ready Campus: Ensure that University systems, faculty, and staff are prioritizing the changing needs of students for effective learning and success.
- a. **Action 1:** Offer and support professional development on student need awareness each semester.
 - b. **Action 2:** Create a shared resource of centralized information for all campus community members, providing basic demographic data, common questions, and resource information for students, faculty, and staff. The information will be updated biannually and printed for each Westfield State University community member, with a partnered web resource.
 - c. **Action 3:** Conduct a comprehensive review of student support offices to ensure they are effectively charged and efficiently aligned to support student success.

Strategic Goal Three: Cultivate Financial Stewardship

Objectives

1. Building Financial Foundations: Improve campus knowledge of our financial position and engagement with financial processes through consistent communications and training.
 - a. **Action 1:** Create a financial training and support program that educates employees about the University's financial processes. Improve fiscal stewardship and decision-making practices for campus leaders and financial analytical/technical skills for budget developers through ongoing training.
 - b. **Action 2:** Develop a strategic finance communications plan that increases fiscal knowledge campus wide and fosters a shared understanding of our financial state and long-term financial direction.
 - c. **Action 4:** Improve campus financial planning and reporting practices by engaging divisions and their financial liaisons with quarterly financial reporting, planning, and financial update sessions.

2. Management of Financial Resources: Provide consistent, responsible, data-informed, and transparent management of all existing financial resources.
 - a. **Action 1:** Develop a comprehensive five-year financial forecast incorporating the Strategic Plan (part of the New England Commission of Higher Education [NECHE] requirement) that reflects major campus decisions and key performance indicators, integrating internal information from major units as well as external trends in higher education.
 - b. **Action 2:** Establish a plan for the strategic use and management of campus reserves for projects that create positive impacts for students or revenue growth as determined by the Board of Trustees, while maintaining reserve levels for long-term economic health.
 - c. **Action 3:** Create a biannual business process to support revenue generating ideas while reestablishing the use of proformas, business cases, and other data-informed methods for requesting resources to allocate flex funds during the fiscal year.
 - d. **Action 4:** Develop a strategy to close the financial gap on the University's deficit.
 - e. **Action 5:** Develop an approach to examine operating budget relieving resources from sources such as the foundation, grants, and external initiatives.

3. Increase development and donor support: Investigate pathways for the launch of a successful comprehensive capital campaign.
 - a. **Action 1:** Establish the financial goal and fundraising priorities for a comprehensive capital campaign.
 - b. **Action 2:** Engage the Board of Trustees to allocate the resources needed to successfully execute a comprehensive capital campaign.
 - c. **Action 3:** Establish a committee to develop a multifaceted case for support and identify internal and external partners that will advance the campaign's financial goal and fundraising priorities.
 - d. **Action 4:** Launch and manage the comprehensive capital campaign.

4. Expand and generate new sources of nontraditional revenue: Utilize data-informed decision-making methods that encourage innovation at all levels of the institution.
 - a. **Action 1:** Properly resource grants and sponsored programs to support prospective research, proposal development, and grant cycle management.
 - b. **Action 2:** Develop a five-year plan to increase net conference and event revenue, factoring integrated planning with supporting units and staffing requirements.
 - c. **Action 3:** Continue to cultivate community partnerships, local government, and business/industry collaborations to increase private investments, externally funded internships, and Westfield State University's visibility and prestige.
 - d. **Action 4:** Make data-informed decisions rooted in financial, statistical, and other contextual points of information.
5. Address capital needs: Increase commitment to ensure a living, learning, and working environment that is clean, safe, and modern.
 - a. **Action 1:** Create student-centric campus grounds, including outdoor areas for student recreation and gathering.
 - b. **Action 2:** Invest in the necessary technology and infrastructure to increase cyber security, improve connectivity across the campus, and modernize classroom technology through funding the five-year technology plan.
 - c. **Action 3:** Finalize the Campus Master Plan to support progress to make the necessary strategic improvements.
 - d. **Action 4:** Create a multi-year plan and increase financial commitment to complete capital projects that address deferred maintenance.
 - e. **Action 5:** Prioritize and invest in campus beautification to create landscape and building spaces that are welcoming, impressive to potential new students and families, and represent a positive and diverse campus culture.
6. Stabilize and improve residential student enrollment-related key performance indicators: Maintain our existing market share, increase student participation in housing and dining, and expand student services to all students.
 - a. **Action 1:** Develop residential enrollment targets that reflect improvements to undergraduate enrollment stabilization and market share.
 - b. **Action 2:** Continue financial aid investment and other opportunities to lower the cost to our students.
 - c. **Action 3:** Make strategic investments in marketing and branding initiatives.
 - d. **Action 4:** Create an incentive program to increase occupancy and meal plan participation. Expand scholarships for housing and dining through the Westfield State Foundation and other sources.
 - e. **Action 5:** Create a five-year Division of Graduate and Continuing Education (DGCE) Growth Strategy (including Continuing Professional Education [CPE] Credits and Certificate Programs) to support DGCE enrollment growth and increase the percentage of undergraduate students who select Westfield State University to pursue their graduate degree while expanding student services to DGCE students.

Strategic Goal Four: Enhance a Dynamic Community of Scholars Dedicated to Innovative Research

Objectives

1. Innovation, creative activity, and research for impact, curiosity, and inquiry

Strategic Planning Committee Members:

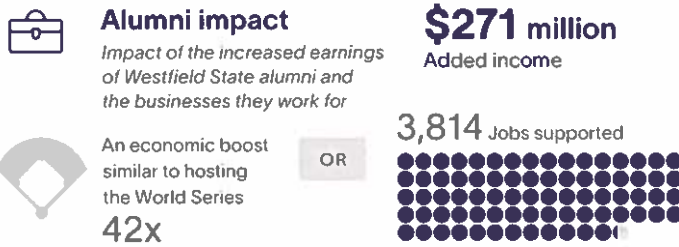
- **Ms. Amber Monroe**, User Experience Librarian and Head of Access Services
- **Ms. Audrey Antosz**, Administrative Assistant, Department of Sports Medicine and Human Performance
- **Ms. Carolyn Healey**, Administrative Assistant, Department of Ethnic and Gender Studies and Department of Sociology and Hispanic, Liberal, and Interdisciplinary Studies
- **Ms. Jessica Tansey**, Assistant Dean, Graduate and Continuing Education
- **Dr. Josh Hettrick**, Associate Director of Space Management
- **Dr. Kevin Hearn**, Vice President of Enrollment Management and Student Affairs
- **Ms. Laura Blockel**, Director of Corporate and Foundation Grants, Institutional Advancement
- **Ms. Leah Nielsen**, Associate Professor of Creative Writing, Department of English
- **Dr. Leslie Rice**, Executive Director of Communication, Marketing, and Branding
- **Mr. Luis Gonzalez**, Maintainer, Dower Center
- **Dr. Margot Hennessy**, Professor, Department of Ethnic and Gender Studies
- **Ms. Maria Feuerstein**, Associate Vice President of Strategic Finance and Institutional Planning
- **Ms. Marlee Berg-Haryasz**, Assistant Director of Student-Athlete Well-being, Recruitment, and Retention; Head Men's and Women's Cross-Country Coach; Assistant Men's and Women's Track and Field Coach
- **Mr. Matt Dellea**, Director of Student Activities, Involvement and Leadership (SAIL)
- **Dr. Max Saito**, Professor, Department of Communication
- **Mr. Michael Mazeika**, Director of Undergraduate Admission
- **Captain Mike Foyle**, Assistant Director of University Police
- **Ms. Nicole West**, Director of the Course Achievement, Retention, and Engagement Center (CARE)
- **Dr. Paul Cacolice**, Associate Professor, Department of Sports Medicine and Human Performance, and Faculty Athletic Representative
- **Dr. Sabine Klein**, Associate Dean, School of Education, Arts, Communications, and Humanities; School of Criminology, Psychology, Social Justice, and Public Policy
- **Mr. Sherard Johnson**, Assistant Practicum Education Director, Department of Social Work
- **Ms. Sierra Alexander**, Diversity and Inclusion Senior Program Coordinator
- **Dr. Susan McDiarmid**, Director of Clinical Education and Associate Professor, Physician Assistant Program, Department of Health Sciences
- **Dr. Susanne Chuku**, Professor, Department of Economics
- **Ms. Alexis Pratt**, Student Representative
- **Mr. Daniel Currier**, Student Trustee and SGA Representative

The Economic Value of Westfield State University to Western Massachusetts

About Westfield State

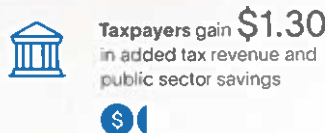
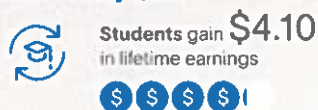


Economic impact analysis



Investment analysis

For every \$1...



The average bachelor's degree graduate from Westfield State will see an increase in earnings of **\$29,600** each year compared to someone with a high school diploma working in Massachusetts.

