

Executive Summary

Introduction

In January 2014, WCSU embarked on a new strategic planning process intended to guide the university over the next 5-7 years. Then-University President James Schmotter constituted a 20-member Strategic Planning Steering Committee with co-chairs, Dan Barrett, representing the faculty and Ann Atkinson, representing administration. Since that time, the Steering Committee has fashioned new Mission and Values Statements based largely on suggestions and feedback from the University community. Both of these were adopted by the University Senate and President James Schmotter. With the support of current University President John Clark, the Steering Committee continued its work. The Steering Committee drafted five new Goals Statements and solicited input on these from students, faculty, and staff during fall 2016. The Goals were finalized and a Vision Statement was drafted and presented to the University Senate for approval. The Goals were approved by the University Senate in December 2016 and by the University President in January 2017. The Vision Statement was approved by the University Senate and the University President in January 2017. The Mission and Vision Statements were approved by the Academic and Student Affairs Committee of the Board of Regents on June 2, 2017 and by the Board of Regents on June 15, 2017. With these approvals, the full Strategic Plan moves to the implementation phase.

Mission and Values

This new Western Mission Statement is:

Western Connecticut State University changes lives by providing all students with a high quality education that fosters their growth as individuals, scholars, professionals, and leaders in a global society.

To achieve this, we

- 1. Offer undergraduate and graduate programs that weave together liberal arts and professional education and instill a desire for life-long learning.*
- 2. Sustain a vibrant, inclusive campus that connects individuals through co-curricular programs, cultural events, and service to the community.*
- 3. Attract student-centered faculty who are passionate teachers and accomplished scholars.*
- 4. Establish partnerships that create opportunities for internships, research, and experiential learning.*

The new Western Values Statement is:

Excellence. We value outstanding achievement realized through persistence, effort, honest feedback, and self-reflection.

Curiosity. We value the questions that drive learning, innovation, and creativity, which serve as the beginning and the desired outcome of education.

Dialogue. We value the conversations that explore diverse perspectives and encourage shared understanding.

Engagement. We value the interactions with ideas, peers, and community that are essential to a vibrant university environment.

Opportunity. We value the possibilities created by affordable, accessible educational environments in which students can grow into independent thinkers and confident leaders.

Respect. We value the right of all people to be treated with dignity and fairness and expect this in our policies, classrooms, and community.

Vision

The new Western Vision Statement is:

Western Connecticut State University will be widely recognized as a premier public university with outstanding teachers and scholars who prepare students to contribute to the world in a meaningful way.

Strategic Goals

These five Goals were generated from input we received from students, faculty, and staff, after they were asked to list what they saw to be the most important goals for the University. Each Goal Statement was refined and operationalized by the Steering Committee, and includes measurable outcomes, responsible parties, and deadlines for completion.

The new main Goal Statements are as follows:

1. Create, strengthen, and enhance programs and curricula that are responsive to the needs of a diverse community of learners.
2. Develop and implement processes, facilities, and support services to meet the needs of a diverse campus community.
3. Create a sense of campus community and pride.
4. Create a distinct identity.
5. Create a sustainable financial model.

Next Steps

The following actions will be taken to move into the implementation phase of the Strategic Planning process:

1. Within 60 days of the approval of the final plan, The University President and the University Senate President will jointly create a standing committee to track the progress of the steps to operationalize the five goals. Annual reports will be delivered to the University Senate noting accomplishments and progress to completion of the plan. These reports should serve as a road map to the next process so that the campus will know when we are ready to begin planning anew. The committee will have the authority to create addenda to the plan if substantial adjustments become warranted by changing circumstances and/or needs.
2. Write language into the guidelines for preparing the usual campus reports which would require a discussion about how the work of the individual or committee serves to advance the stated vision of the university.
3. Hold a campus-wide meeting in November 2018 to discuss progress on the goals and on the achievement of the vision.

Ann Atkinson, Ph.D., Associate VP for Academic Affairs

Dan Barrett, Ph.D., Psychology Department and University Senate President

Strategic Planning Steering Committee

Autumn Aaronsohn, Undergraduate Student, Psychology

Missy Alexander, Academic Affairs

Maranda Cox, Student Affairs

Terry Dwyer, Justice and Law Administration

Josie Hamer, Macricostas School of Arts and Sciences

Russell Hirshfield, Music

Veronica Kenausis, Library Services

Joe Loth, Football Program

Angela Maggi, Buildings Supervisor

Pamela McDaniel, Theatre Arts

Jay Murray, Enrollment Services

Katie O'Callaghan, Education and Educational Psychology

Mario Oliveira, Undergraduate Student, Veterans' Organization

Patricia O'Neill, Psychology

Joan Palladino, Nursing

Birte Pfitzner, Student Affairs

Gary Skiba, Accounting

DL Stephenson, Communication

Peter Visentin, Planning and Engineering

Rebecca Woodward, Media Services