

Western Rising Focused Strategy (Spring 2026–Fall 2028) Final Feedback Summary & Minimal Revisions (due February 9, 2026)

Thank you for the thoughtful final feedback shared through Senate units and individual submissions. Overall, the feedback affirmed the value of seeing the strategy consolidated in one place, with suggestions primarily focused on clarity, plain-language framing, and a few alignment fixes. A small number of comments addressed organizational structure and reorganization topics, which are important, but were likely submitted in this channel in error and are being addressed separately from the Focused Strategy document itself.

- **Revised Document:** <https://western-rising-2025-4wwbjz9.gamma.site/feb26>
- **Original Document:** <https://www.wcsu.edu/western-rising/wp-content/uploads/sites/241/2026/01/Western-Rising-Focused-Strategy-Jan-2026-update-Shared-w-Senate.pdf>

Brief summary of feedback received (by source)

- **Individual submission (graduate program leadership):** Raised concern that proposed graduate-school/graduate-support structural changes were not sufficiently visible in the strategy and warranted clearer acknowledgment and discussion (not as a footnote). (*This is a structure/reorg topic and is being handled in the reorganization track; see note below.*) However, other feedback did indicate clearer callouts on graduate program growth needed to be added, which was addressed.
- **Group feedback (librarians, discussed in a department faculty meeting):** Requested that the document reduce the preamble, clarify what is “Distinctively WestConn” in plain terms, avoid generic phrasing, clarify the intent of Commitments 2 vs. 3, add transparency about “Commitment Teams,” and correct a wording inconsistency in Commitment 5.
- **Individual operational question (Housing/Res Life):** Asked for clarification on how reporting lines may affect specific roles; we will address this via an operational FAQ outside the strategy document.
- **Individual submission (newer employee):** Positive response to the engagement process; requested clearer guidance on how staff can join sub-groups/working teams.
- **Individual submission (Education pipeline idea):** Recommended strengthening dual language/biliteracy partnerships as a regional pipeline strategy (aligned with HSI mission and workforce needs).
- **Individual submission:** Provided proposed “front-end” clarifying language to strengthen the document’s purpose and guardrails, emphasizing that the Focused Strategy does not replace *Western Rising 2030*, is a 3-year clarifying/synthesizing document, and should align institutional decisions while preserving local academic judgment, disciplinary integrity, and shared governance.
- **Individual submission:** Requested clearer explanation of how planning/learning will flow, including defining Commitment Teams (tri-led: senior leader + faculty + President’s Council member) and a four-phase cycle (Launch → Engage Divisions/Schools/Units → Action → Evaluation/Revise), plus what teams do (baseline, goals, barriers, institutional learning).

- Recommended moving the “Will Be / Will NOT Be Used” framing and clarifying that the strategy will guide priorities, inform financial stewardship; will not override governance or prescribe curricular changes.
- Wording and organization feedback provided by individuals via email and through division and department discussions since January.

Note on reorganization/structure feedback

Several comments focused on reorganization and administrative structure (including graduate support structures). Those items are out of scope for this specific strategy feedback cycle and will be addressed through the appropriate consultation process and implementation planning. The Focused Strategy document is being refined here as a directional plan, not as the venue for final decisions on organizational design.

Change made to the Focused Strategy document

Based on the feedback, limited edits and a few restructuring of sections have been made – mostly clarifications, additions, small wording fixes, and light reorganization.

1. **Graduate Education Support & Growth (added as a visible line item)**
 - Added a clear “Graduate Education Support & Growth” line item under **Commitment 2 (Distinctively WestConn)** so it is not relegated to a brief mention.
2. **Reduce the opening/preamble & Commitment Teams (clarification)**
 - This is being left as-is to provide important context and background information. After the document is finalized, this information can be removed or moved to an appendix.
 - Commitment Team invitations will be handled separately with additional detail provided.
3. **Clarify Commitments 2 and 3 (internal vs. external)**
 - A request was raised to combine “Distinctively WestConn” and “Regional Anchor & Opportunity Engine,” or make the distinction clearer. The following clarification is provided:
 - **Commitment 2:** the student experience and academic identity (internal)
 - **Commitment 3:** external partnerships, pipelines, and regional impact (external)
4. **Added Applied Learning strategy box under Commitment 2**
 - Combined “applied learning” components in other sections into one callout: “100% Applied Learning Before Graduation”.
6. **Commitment 5 title mismatch (fixed and standardized)**
 - Corrected the mismatch (“Environment” vs. “Campus”) and standardized the language as: *Creating a healthy environment that cultivates growth and thriving*
7. **Tightened and bolded the preamble using this text:** “not a replacement,” “3-year focus,” “builds on progress,” “aligns decisions,” “preserves governance/local judgment.”
8. **Added “How Planning and Learning Will Flow: Commitment Teams.”** Include the tri-led composition definition and the four-phase cycle.
9. **Moved the “Will Be / Will NOT Be Used” callout box (or sidebar).**