

**Western Rising 2030 vs. Western Rising Focused Strategy (Jan. 2026 Update)  
Crosswalk At a Glance**

The **Western Rising Focused Strategy (Jan 2026 Update)** is a 30-month activation layer that maps directly onto **Western Rising 2030’s (WR2030)** three priorities: Student Success (Commitments 2–3), Campus Culture (Commitments 4–5), and Sustainable Financial Stability (Commitment 1). The Focused Strategy attempts to not introduce new pillars; it selects, tightens, and sequences the existing plan into a coordinated set of commitments, strategies, and indicators for Spring 2026-Fall 2028. Specifically:

- **WR2030 Priority #1: Student Success (“true north”)** maps primarily to Commitment 2 (Distinctively WestConn) and also Commitment 3 (Regional Anchor & Opportunity Engine).
- **WR2030 Priority #2: Campus Culture (inclusion, equity, belonging, well-being)** maps to Commitment 4 (Shared Leadership & Renewal) and Commitment 5 (Every Person Thrives / HSI excellence).
- **WR2030 Priority #3: Sustainable Financial Stability** maps to Commitment 1 (Strengthening Foundations).

**What’s New**

The *Focused Strategy* introduces very little that is substantively new in direction. What’s new is primarily execution design – a tighter, time-bounded way to prioritize, sequence, and deliver the work already embedded in *Western Rising 2030*. What’s new includes:

- A 3-year focus window to prioritize and sequence the WR2030 agenda
- Tri-led commitment teams and a clear Launch → Engage → Act → Evaluate implementation cycle
- More explicit metrics and goals to track progress (e.g., retention, fiscal milestones, equity gaps, partnerships)

Everything else is intended to be a refinement and activation of WR2030 goals, not a shift in direction.

Below is the Western Rising Focused Strategy (Jan 2026 Update) (*Focused Strategy*) to Western Rising 2030 Plan (*WR2030*) detailed mapping by Commitment.

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**Commitment 1 — Strengthening Foundations**

- This commitment operationalizes WR2030’s Priority #3 (Sustainable Financial Stability) into a time-bounded execution agenda.
- Commitment 1 is WR2030 Priority #3 turned into an execution plan with milestones— not a new direction.

<i>Focused Strategy</i> element	Maps back to <i>WR2030</i>
Eliminate the \$12.4M structural deficit by FY30; near-term milestones; protect reserves; invest in reliability	Priority #3: Sustainable Financial Stability (overall frame). Also aligns to Goal 6 (Augment & Diversify Revenue Streams) and Goal 7 (Cost Containment / optimize resource use).

Align budgets & resources (multi-year budget planning; transparent planning; decisions aligned to enrollment & priorities)	Priority #3, and specifically WR2030’s emphasis on financial stability/sustainability plus the operating expectation embedded in Goals 6–7 that resource decisions align with sustainability.
Diversify & grow recurring revenue (grad/adult/online; auxiliaries; philanthropy/sponsored projects)	Goal 6: Augment and Diversify Revenue Streams (revenue diversification language already present).
Cost-control / expense reduction discipline	Goal 7: Cost Containment / optimize use of resources.
Modernize facilities/digital infrastructure/operations as an enabler of stability	WR2030’s sustainability frame implies infrastructure capacity as a requirement (your focused strategy makes it explicit and executable).

**Commitment 2 — Distinctively WestConn**

- This commitment activates WR2030’s Priority #1 (Student Success) and the core student success goals (enrollment, retention, completion, experiential learning).
- Commitment 2 is WR2030 Priority #1 expressed as a coherent “student-ready” delivery model.

<b>Focused Strategy element</b>	<b>Maps back to WR2030</b>
High-impact, relationship-rich student experience (mentorship, applied learning, early alerts, first-year/transfer experience)	Priority #1: Student Success; Goal 1 (Expand enrollment / strengthen recruitment) and Objective 1.2 (comprehensive retention plan); also Goal 2 (experiential learning / workforce readiness).
Retention & graduation targets (explicit measures)	WR2030 already commits to improving these via Objective 1.2 (retention plan); the focused strategy simply makes the outcomes/time horizon explicit.
Close equity gaps & advance belonging through student success supports	WR2030’s student success agenda plus its equity/belonging emphasis (see Priority #2 and Goal 4). Focused Strategy integrates them into one execution lane.
Refresh & realign academic programs (agility; demand alignment; modalities; micro-credentials/non-credit)	WR2030’s student success and workforce readiness direction (Goal 2) and the plan’s general commitment to academic relevance; Focused Strategy makes program agility a named strategy lane.

**Commitment 3 — Regional Anchor & Opportunity Engine**

- This commitment extends WR2030’s Student Success agenda outward by formalizing pipelines and regional partnerships as the mechanism to grow opportunity and enrollment.
- Commitment 3 is mainly a delivery mechanism for WR2030 Priority #1 (and supports Priority #3 through enrollment/revenue).

<b>Focused Strategy element</b>	<b>Maps back to WR2030</b>
Strengthen K–12, transfer, and community pipelines	WR2030’s Goal 1 (enrollment growth) and the plan’s broader “recruitment strategy” direction; Focused Strategy makes pipelines the primary tactic.

Expand workforce-aligned learning and partnerships; credit-bearing applied learning	Goal 2: experiential learning / workforce readiness.
Regional academic & business innovation hubs	WR2030’s emphasis on workforce preparedness and institutional relevance (Goal 2); Focused Strategy gives this a concrete organizing structure (“hubs”).
Increase regional access & affordability (tuition/access initiatives; working adult-friendly modalities)	WR2030’s student success and access logic; Focused Strategy makes affordability a deliberate regional strategy lever tied to pipelines and enrollment.

**Commitment 4 — Culture of Shared Leadership & Renewal**

- This commitment is a direct activation of WR2030’s Priority #2 (Campus Culture), especially transparency and shared governance.
- Commitment 4 is WR2030 Priority #2 translated into operating norms and routines.

<b>Focused Strategy element</b>	<b>Maps back to WR2030</b>
Trust through transparency, predictable communication, clearer decision roles/timelines	WR2030 Goal 5: Transparency and Open Communication (this is one of the most direct through-lines).
Shared leadership expectations, participation, consultation, and accountability	WR2030 Priority #2 (inclusive/supportive culture) and the plan’s governance/communication intent.
Leadership development (data literacy, AI, advising/retention capabilities)	WR2030 culture capacity-building intent; Focused Strategy updates the “content” of leadership development to match current needs.
Shared responsibility for student success (clarify expectations; feedback loops; reward collaboration)	WR2030 Priority #1 (student success) + Priority #2 (culture): Focused Strategy connects culture directly to execution on student success.

**Commitment 5 — Creating a Campus Where Every Person Thrives**

- This commitment consolidates WR2030’s equity/belonging and HSI-related goals into a single “outcomes-driven belonging” execution lane.
- Commitment 5 is WR2030’s equity/belonging and Hispanic student success commitments made measurable and integrated into the operating plan.

<b>Focused Strategy element</b>	<b>Maps back to WR2030</b>
Close equity & achievement gaps; targeted supports; finish-line/near-graduate completion	WR2030’s inclusive student success intent plus its equity goals; Focused Strategy makes the equity outcomes explicit.
Diversify & develop workforce (inclusive hiring; grow-your-own; leadership accelerator)	WR2030 Priority #2 (culture) and the DEI/belonging thrust embedded in the plan’s priorities/goals.
Belonging & psychological safety (pulse surveys/check-ins; inclusive pedagogy; identity-affirming spaces)	WR2030 Priority #2 (inclusive/supportive culture).
Advance Hispanic-Serving mission & HSI excellence (bilingual experience; Latino	WR2030 Goal 4: Hispanic student support infrastructure and success. Focused Strategy

family engagement; Seal of <i>Excelencia</i> path)	expands this into an institutional excellence frame.
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## Other References

WestConn created several reference documents during and prior to the WR2030 planning process, which have helped shape and improve the Focused Strategy. The summary below outlines key references and explains their connection to the Focused Strategy.

### 1) Financial Sustainability Subcommittee 2024 DRAFT Report

- Revenue diversification / new durable streams (report frames the need to diversify/expand revenue) → focused strategy operationalizes this through WELL as a “durable revenue stream.”
- Cost containment + operational discipline (report emphasizes optimizing resources/containing costs) → focused strategy turns this into a stage-gate budgeting approach tied to multi-year targets.

### 2) Strategic Enrollment Management & Institutional Planning Framework (2025–2030) – Final submitted to NECHE for focused visit report

- Adult learner market signal (“~40,000... some college, no degree”) → focused strategy explicitly prioritizes working adults via expanded online/hybrid pathways and predictable scheduling.
- Pipeline + access strategy (strengthen pathways into WestConn) → focused strategy lifts this into “Strengthening pipelines” as a core Commitment 3 priority.

### 3) SGICS Recruitment and Enrollment Plan

- Flexible delivery to grow enrollment (plan emphasizes online/hybrid/flexible models) → focused strategy mirrors this with “expand online/hybrid pathways for working adults.”
- Acceleration/streamlining (plan pushes faster, clearer pathways) → focused strategy reinforces this logic with accelerated pathways and predictable course scheduling as part of access + completion design.

### 4) DEI MASTER PLAN – Third Draft

- Regular campus climate assessment (e.g., climate survey cadence) → focused strategy adopts the same “every three years” climate survey approach.
- Belonging/equity as measurable institutional work → focused strategy keeps “Belonging & Equity in Action” as a named commitment area with concrete culture/measurement actions.

### 5) WCSU 2025–2028 Facilities Infrastructure Plan

- Haas Library → one-stop student services hub (facilities plan recommends conversion) → focused strategy explicitly repeats the Haas Library conversion into a consolidated student-success hub concept.
- Modernization / deferred maintenance focus (facilities plan is oriented around renewal priorities) → focused strategy makes facilities modernization a core “strengthening foundations” lever alongside digital infrastructure.

### 6) IT Strategic Plan (Western Final Report DRAFT 5-22-25 with CCSU)

- Cybersecurity risk reduction + proactive detection (IT report frames the threat posture) → focused strategy includes enhancing cybersecurity and enterprise reliability as part of operational foundations.

- Infrastructure modernization as an enabling condition → focused strategy couples IT modernization with service reliability (not just “technology projects,” but institutional performance).

#### **7) WCSU Final Progress Report for NECHE focused visit**

- Stage-gate budgeting + evidence-based planning tools (NECHE progress report references this approach) → focused strategy uses stage-gate language and references planning/analytics tools like Gray DI as part of disciplined execution.
- Space optimization / master planning logic (NECHE progress report emphasizes this direction) → focused strategy embeds two-campus viability / space optimization as part of facilities + foundation renewal framing.