

Commitment 1

Strengthening Foundations

Focus: Financial Stewardship • Protecting Our Mission • Institutional Stability • Modernizing Facilities & Digital Infrastructure

Purpose: Stabilize finances, modernize facilities and digital infrastructure, and align resources with mission-critical priorities.

Target: Eliminate a \$12.4M structural deficit by FY30, with measurable progress each fiscal year. Addressing the structural deficit is essential to preserving academic breadth, faculty and staff positions, and student access over time; it is a matter of stewardship.

Financial stewardship at WestConn is inseparable from academic quality and student success. Addressing our structural deficit is not an end in itself; it is necessary to protect academic programs, support faculty and staff, and sustain our public mission.

Strategies:

1. Align Budgets & Resources

- Transparent multi-year budget planning tied to recurring revenue and outcomes
- Personnel and operating decisions aligned with enrollment trends, strategic priorities, and academic mission
- Reinforce shared governance in financial planning; communicate progress regularly

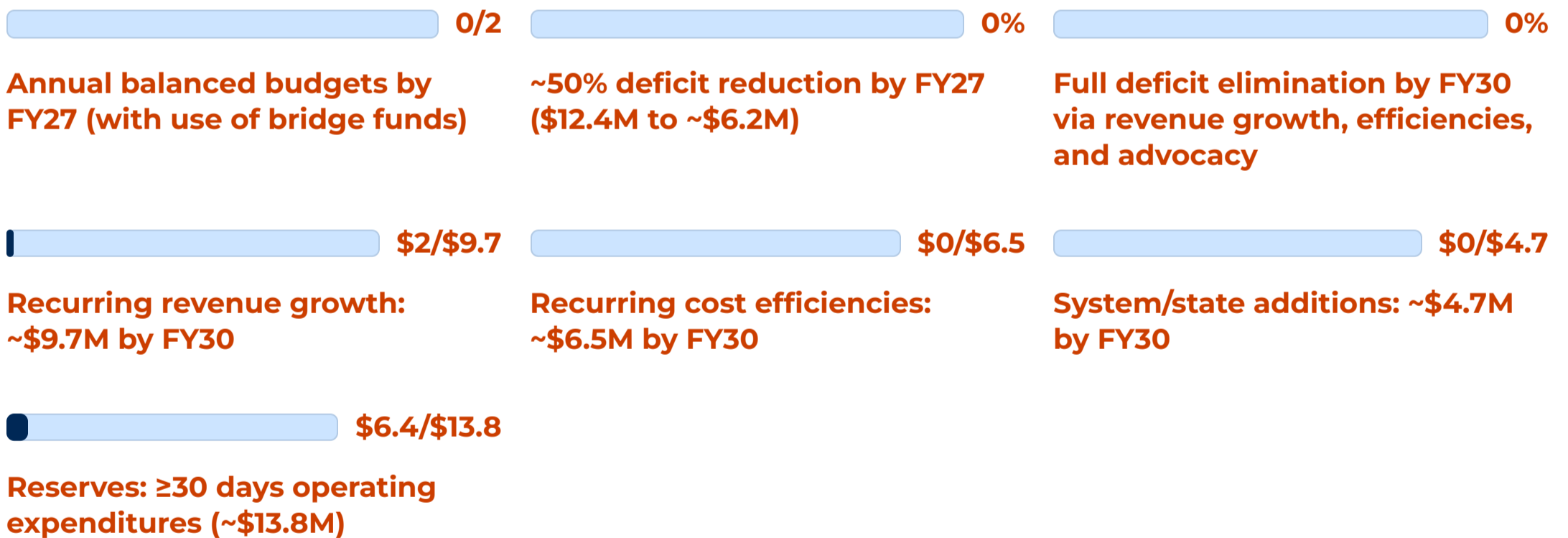
2. Diversify & Grow Recurring Revenue

- Strengthen enrollment and retention pipelines
- Expand graduate, adult, online, and accelerated programs
- Grow employer and regional access and affordability initiatives
- Grow revenue in auxiliary services, summer programs, housing, dining, events, and other/new activities
- Expand philanthropy and sponsored projects

3. Modernize Facilities, Digital Infrastructure, & Operations

- Upgrade digital infrastructure, reliability, cybersecurity, and student systems
- Renew facilities and pinpoint essential new projects that support state and university goals
- Streamline administrative processes to reduce friction for students and employees

Indicators (to be finalized by team in next 30-90 days):



Operational Focus & Roles:

Build a culture of transparency and shared understanding around our financial reality and the steps needed to sustain our mission. Focus resources on what matters most: supporting students, faculty, and staff while investing in essential infrastructure and technology. IT and facilities work proactively to maintain and improve our physical and digital infrastructure. Academic and administrative units focus on student success and responsible stewardship of shared resources. All work under this commitment is guided by the principle of academic stewardship – ensuring that decisions about people, investments, and initiatives support the long-term vitality of our academic programs and student success.

President

Champions fiscal discipline, transparency, and communicates progress to build shared understanding

Senior leadership

Lead budget planning, advocates for state funding, ensures resource alignment and investment in mission-critical priorities

Faculty

Innovate programs, strengthen advising and mentorship, and support retention

Staff

Improve processes, delivers high-quality student services, and stewards resources

Students

Participate in shared governance and use resources responsibly.