

Western Rising
A New Direction for the Future
Strategic Plan 2024 – 2030

Dear Transparency and Collaborative Decision-Making Subcommittee members:

The strategic planning process is moving to Phase II- Envisioning Our Future. During this phase the various subcommittees will meet with university and community stakeholders to develop the critical goals and objectives that stem from the strategic priorities identified through community participation during Phase I.

From the recently completed activities of Phase I- mission/vision/values survey, the strategic planning launch session led by the president, and the open forums, the following have emerged as the six key strategic priority areas: **a) Reframing of the mission, vision, and values; b) Continuous pursuit of academic excellence and student support services; c) Advancing institutional culture that reflects transparency and collaborative decision making; d) Securing sustainable and thriving financial vitality; e) Promoting diversity, equity, inclusion, and belonging; and f) Contributing to local and regional community building by strengthening partnerships.**

Please find below information pertaining to your subcommittee and assigned tasks.

Strategic Priority area(s): Transparency and Collaborative Decision Making

As we progress with the strategic planning process at Western Connecticut State University, the Subcommittee on Transparency and Collaborative Decision Making is entrusted with a fundamental role that will shape the integrity and efficacy of our institution's future.

Transparency and collaborative decision-making are not just principles but practices that must permeate the fabric of our university's culture. They are essential for fostering trust, encouraging participation, and ensuring that our decisions reflect the collective wisdom and diverse perspectives of our entire academic community. In recognizing the importance of these practices, I hereby charge the subcommittee with the following responsibilities:

Charge:

Identify existing strengths and areas where improvements can be made.

Identify a set of best practices tailored to our university's unique culture and needs to serve as guidelines for enhancing transparency in administrative and academic processes to foster a collaborative environment across all levels of the institution.

Propose principles of policy formulation to address communication channels, access to information, stakeholder engagement in planning, and shared governance structures.

Explore mechanisms for establishing a continuous and open dialogue with all university stakeholders, ensuring that all voices are heard and considered in the decision-making process.

Help create a blueprint for the implementation of transparency and collaborative decision-making initiatives. This plan should include a phased approach, with short-term and long-term goals, responsible parties, and a timeline.

Identify parameters to evaluate the effectiveness of transparency and collaborative decision-making initiatives and ways to ensure continuous improvement.

Deliverables: A draft document at the end of this phase that covers the following:

- a. A draft Transparency and Collaborative Decision Making vision for the university
- b. Goals based on the draft vision
- c. Objectives for each of the goals identified
- d. Key activities and tactical strategies to achieve the objectives and goals
- e. Identify organizational units responsible for implementation of the key tactical strategies

Key expected steps: The subcommittee will undertake the following activities:

- a. Hold timely subcommittee meetings for discussions and ideation
- b. Conduct two open forums to seek stakeholders' input and guidance on the assigned strategic priority areas
- c. Launch a survey to seek stakeholders' input
- d. Consult the office of Institutional Research and Assessment for institutional data needs that will inform the work of the subcommittee
- e. Prepare a draft summary document outlining the findings from the forums, surveys, and discussions

I know that you will approach this charge with the dedication, thoughtfulness, and foresight that epitomize our commitment to the values of Western Connecticut State University. Together, we will create a more open, inclusive, and collaborative institution for all members of our community.

Thank you for your service to our university and your commitment to this crucial endeavor.

Warm Regards,
Manohar Singh