



Framingham
State University

Live to the Truth

Framingham State University

2017-2022 Strategic Plan



LETTER *from the* PRESIDENT



Greetings,

It is my pleasure to present the Framingham State University Strategic Plan for 2017-2022. This Strategic Plan is the result of a grassroots effort involving dozens of faculty, staff, alumni, partners and friends of the University. The resulting document is detailed, comprehensive, ambitious and well-developed. It lays out a bold but achievable vision for the future of Framingham State.

When I arrived at FSU in 2014, I was happy to learn that strategic planning was already a part of the institutional culture here. I believe this plan complements and builds upon our most recent 5-year Strategic Plan and is the most collaborative effort the University has undertaken to date. I'd like express my sincere thanks and gratitude to everyone who helped craft the plan by offering their time and insight.

Now that it is finalized, the real work begins. It will take community-wide buy-in and commitment to accomplish the goals laid out in this Strategic Plan. As you will see, the plan not only includes what we want to achieve, but also the strategies we believe will help get us there. We have developed important metrics to track our progress and hold ourselves accountable along the way.

Those of us in higher education are facing a number of serious challenges over the next several years, including a projected decline in the number of high school graduates, increasing pressure to maintain our affordability, and more demand for student services. I believe this Strategic Plan will position Framingham State University to not only weather these challenges, but to advance our position as an innovator in higher education, a leader in inclusive excellence and a thriving living-learning community committed to student success.

A handwritten signature in black ink that reads "Javier Cevallos". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Javier Cevallos, PhD
President
Framingham State University



OUR MISSION

Framingham State University prepares students for a productive life, enhanced by learning and leadership, that contributes to the culturally diverse world of the twenty-first century. The University is an important educational and cultural center in the MetroWest Region of Massachusetts committed to excellence, access, and service. A Framingham State University education cultivates thoughtful, responsible local and global citizens, prepares students for careers, and positions them for success.

OUR CORE VALUES

The following shared core values direct our thinking, planning, actions, and initiatives:

- ▶ **Academic Excellence:** We strive to inspire a culture informed by the joy and work of learning, in which curiosity, discovery, innovation, and excellence are the driving forces in everything we do.
- ▶ **Ethical Citizenship:** We seek to foster a culture of ethics, integrity and respect, such that it creates the fertile ground that motivates our work and work ethic.
- ▶ **Personal and Professional Growth:** We aspire to create a nurturing culture where all thrive and are supported in their own paths toward lifelong growth and leadership in personal and professional ways.
- ▶ **Global Stewardship:** We endeavor to advance global understanding, empathy and stewardship for people and the environment, embracing diversity and a sense of community in both local and global settings.
- ▶ **Public Purpose and Commitment:** We strive to construct a community that is committed to public purpose, informed action and service.
- ▶ **Inclusive and Collaborative Community:** We seek to encourage a supportive, diverse, collaborative and cohesive environment in which we learn from each other through informed, clear, and open communication.



FSU TODAY AND OUR VISION FOR THE FUTURE

Framingham State University places priority on teaching, advising, and helping students succeed. FSU believes combining an outstanding education with career-focused skills acquired through professional programs helps our graduates stand out in the workforce. Faculty, staff and students at FSU are part of a diverse, caring, friendly, and engaged community.

FSU is ideally situated to provide experiential learning opportunities for students and to have a regional impact as a resource and partner in the community. FSU's staff and its faculty of teacher-scholars are highly committed to their roles and their students. FSU's students are hardworking, diverse, and resourceful, eager to take initiative and able to hit the ground running when they graduate. FSU's graduates are accomplished in their fields and engaged in their communities. Having gained relevant career preparation and a strong liberal arts foundation, FSU alumni are broadly educated learners and lifelong contributors in the workplace.

Looking ahead to 2022, the FSU community envisions a University that is a vibrant intellectual environment pursuing shared goals; an innovator in higher education and a leader in inclusive excellence; a thriving living-learning community committed to fostering each individual student's success and providing a life-changing experience for all students who commit to take advantage of all that is offered here; a warm, welcoming environment for faculty, staff and students of diverse talents and backgrounds; a place where everyone's role and contributions to the mission are valued; an institution that is deeply engaged with and meaningfully contributing to the MetroWest region and well beyond.

Innovation in pedagogy will be encouraged and supported, and the quality of teaching will be consistently high at every level. FSU will have added to or otherwise modified its undergraduate, graduate, and continuing education program offerings in proactive response to labor trends and student interests. More global connections and experiences will be available to faculty and students, and service/civic learning will be embedded throughout the curriculum and co-curriculum.

There will be even more faculty-student collaboration, a hallmark of FSU's program. The University's location will be leveraged to benefit and create more opportunities for students and, as a result, more students will be participating in internships, co-ops and other experiential learning. The University's new acquisitions, including the Warren Center and potentially the Danforth Museum, will be expanding academic and student activity opportunities while also expanding FSU's impact in the wider community.

Student support services will be responsive to and aligned with the diverse and evolving needs of students. Faculty and staff will be trained and supported to meet needs of a changing student demographic, and they will feel equipped to advise students in academic, career, personal or social matters. Opportunities for all students to engage in cultural experiences in and beyond the MetroWest area on weekends and during downtime will be vastly expanded.



VISION - ADVANCING OVERARCHING GOALS

► Academic Distinction and Student Success

- Provide a high-quality, **highly relevant education**, rooted in the arts and sciences, that is transformative, distinctive, and responsive to evolving student, workforce, and societal needs
- Prepare students to be **ethical and engaged citizens** committed to public purpose, inspired to serve, and eager to play leadership roles in their communities, workplaces and the wider world
- Provide **student services and support systems** that promote achievement of educational, personal, and career goals

► Inclusive Excellence and Organizational Success

- Be a **vibrant and inclusive community** that attracts and retains students, staff, and faculty who embrace the University's core values and will enrich campus life with their presence and engagement
- Foster a climate and provide **necessary tools and support** to ensure that every member of the campus community has the opportunity to thrive and succeed
- Provide the **physical, technological, and administrative infrastructure** necessary to create a work environment that promotes excellence, encourages innovation, facilitates collaboration, and supports achievement of strategic goals

► Reputation, Relationships, and Resources

- Establish a **public identity and reputation** that reflect FSU's impressive academic strengths, comprehensive co-curricular activities, as well as its contributions to and impact in the wider world
- Play a **critical and catalytic role as a partner** in the MetroWest region's economic, social, and cultural development
- Establish a **financial resources model** to promote long-term stability and sustainability, affordability, and demonstrable return on investment



KEY STRATEGIES FOR SUCCESS

► Academic Distinction and Student Success

GOAL 1:

Provide a high-quality, **highly relevant education**, rooted in the arts and sciences, that is transformative, distinctive, and responsive to evolving student, workforce, and societal needs

Key Strategies:

- a. Establish a unifying and interdisciplinary educational experience that defines what it means to be an FSU student
- b. Creatively integrate FSU's academically challenging liberal arts education with workforce preparation programs in ways that equip FSU graduates to succeed and stand out in their careers
- c. Make international and intercultural experiences central to the academic program
- d. Expand student participation in internships and other experiential learning opportunities
- e. Support faculty scholarship and continue to be a leader in collaborative student-faculty research
- f. Promote innovative pedagogical strategies and consistently high-quality teaching while continuing to emphasize the teacher-scholar model

GOAL 2:

Prepare students to be **ethical and engaged citizens** committed to public purpose, inspired to serve, and eager to play leadership roles in their communities, workplaces and the wider world

Key Strategies:

- a. Foster a culture that encourages ethical citizenship with an emphasis on personal responsibility and engagement
- b. Increase opportunities for students to participate in civic engagement and/or service learning
- c. Expand student involvement in leadership opportunities both inside and outside the classroom
- d. Link FSU's motto of "Live to the Truth" to the University's academic and social codes of behavior

GOAL 3:

Provide **student services and support systems** that promote achievement of educational, personal, and career goals

Key Strategies:

- a. Create a culture of intentional mentoring across all roles and levels throughout FSU
- b. Establish practices and processes that require students to be engaged and accountable participants in their educational experience
- c. Maximize the use of data systems and assessment tools to monitor learning outcomes, evaluate program effectiveness, and advance student persistence goals
- d. Apply best practices to identify and close opportunity gaps or achievement disparities within the student body

► Inclusive Excellence and Organizational Effectiveness

GOAL 4:

Be a **vibrant and inclusive community** that attracts and retains students, staff, and faculty who embrace the University's core values and will enrich campus life with their presence and engagement

Key Strategies:

- a. Improve recruitment, retention, and progress of underrepresented students, faculty and staff
- b. Increase cultural awareness, sensitivity and fluency among faculty and staff
- c. Implement a comprehensive, integrated, university-wide system of accountability to ensure progress against inclusive excellence goals at all levels of the institution
- d. Provide a robust array of social, recreational, athletic, and leadership opportunities for all students
- e. Seek to ensure financial means are not a barrier to students' full participation in campus life

GOAL 5:

Foster a climate and provide **necessary tools and support** to ensure that every member of the campus community has the opportunity to thrive and succeed

Key Strategies:

- a. Promote greater transparency in decision making on matters bearing directly on the experience of students, staff, and faculty
- b. Provide faculty and staff readily accessible, regularly updated information and data essential to their roles
- c. Align responsibilities and goals in academic and administrative offices with resources required to perform effectively and meet expectations
- d. Encourage professional growth of faculty and staff through expanded and ongoing training

GOAL 6:

Provide the **physical, technological, and administrative infrastructure** necessary to create a work environment that promotes excellence, encourages innovation, facilitates collaboration, and supports achievement of strategic goals

Key Strategies:

- a. Ensure classroom, laboratory, study, work and gathering spaces are conducive to a positive experience by faculty, staff and both residential and commuter students
- b. Follow a technology roadmap for more effective integration of technology resources and systems across campus, and fully leverage IT capacity to support administrative and academic functions
- c. Pursue current capital plan priorities—art facilities, athletic fields, Crocker Hall, and the library
- d. Advance a culture of purposeful assessment and ongoing evaluation on campus

► **Reputation, Relationships, and Resources**

GOAL 7:

Establish a **public identity and reputation** that reflect FSU's impressive academic strengths, comprehensive co-curricular activities, as well as its contributions to and impact in the wider world

Key Strategies:

- a. Develop a stronger brand and consistent messaging about the FSU experience and distinctions
- b. Raise awareness of and appreciation for FSU's contributions to the greater good as a public university among key stakeholders in the Commonwealth
- c. Utilize the University's existing and new centers to develop new connections with the wider community and increase FSU's visibility as an innovative educational leader

GOAL 8:

Play a **critical and catalytic role as a partner** in the MetroWest region's economic, social, and cultural development

Key Strategies:

- a. Expand relationships with local organizations to increase experiential learning and employment opportunities for FSU students
- b. Promote FSU as a cultural center and destination point for members of the wider community
- c. Serve as an innovator and incubator to support entrepreneurial new ventures
- d. Leverage the intellectual and other resources of FSU's distinctive centers to help MetroWest achieve important goals for developing and enriching the region

GOAL 9:

Establish a **financial resources model** to promote long-term stability and sustainability, affordability, and demonstrable return on investment

Key Strategies:

- a. Maximize enrollment-related income while developing new and sustainable revenue streams
- b. Periodically review academic and co-curricular programs to identify and address any that are not generating intended impact or not utilizing resources in an efficient, fiscally responsible way
- c. Review administrative policies, processes, and practices to identify and eliminate resource-draining redundancies and inefficiencies
- d. Develop a culture of stewardship and philanthropy among all members of the FSU community