



FIVE-YEAR STRATEGIC PLAN

For presentation to the Board of Trustees
February 6, 2020

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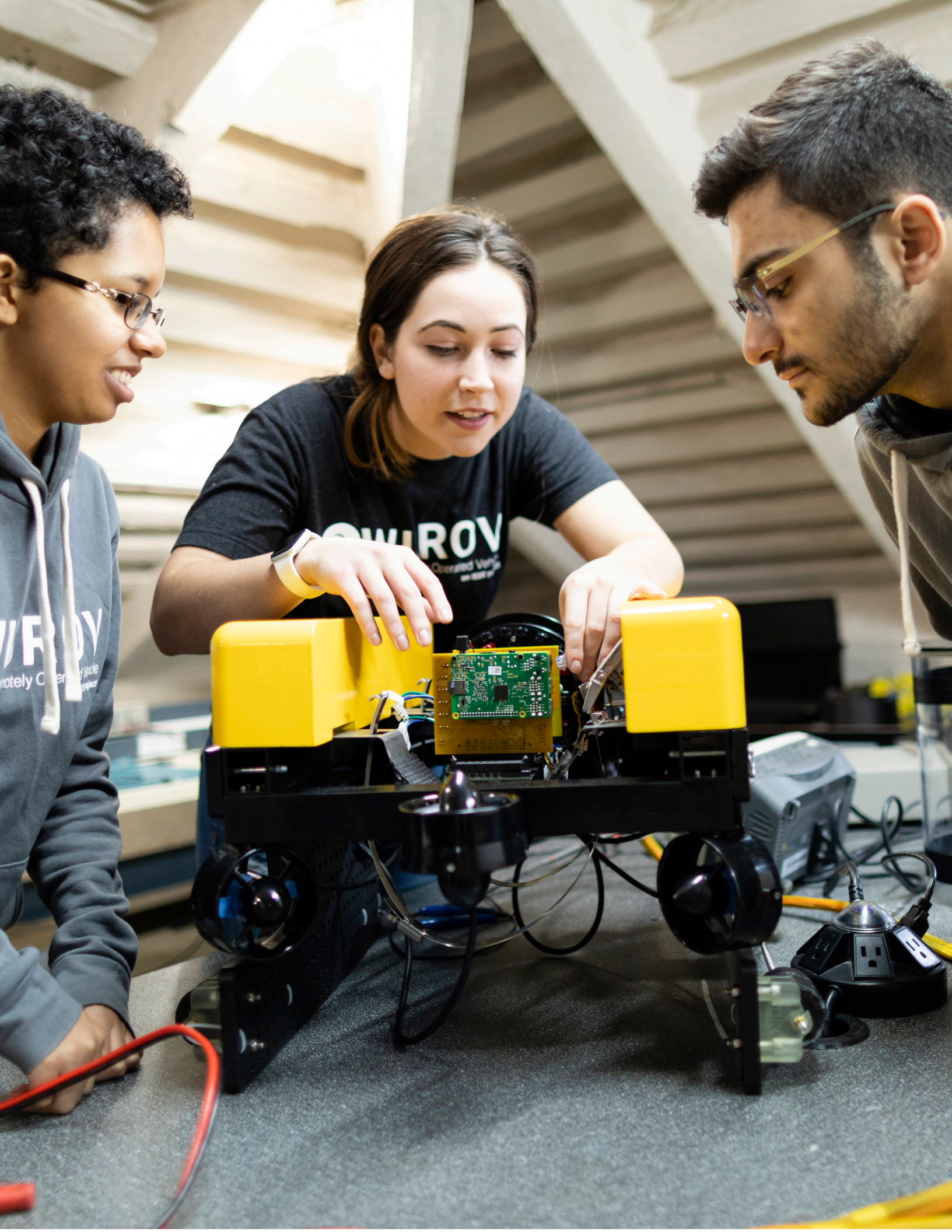
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PRESIDENT'S INTRODUCTION

Members of the Board of Trustees,

My top priority as the fifth president of Wentworth Institute of Technology was to develop a bold and aspirational strategic plan. Just a month into my tenure I launched the strategic planning process through a series of town halls and listening sessions, sharing my thoughts and collecting ideas from across our Wentworth community. I was met with enthusiasm and a willingness to do whatever it takes to help Wentworth thrive. As part of this inclusive and transparent process, we reached out through online portals, poster sessions and interactive workshops to garner as many different perspectives and ideas as possible.



Following numerous discussions with faculty, staff, students, industry and community partners, alumni and various supporters during the summer and fall, the plan for Wentworth's future galvanized around four strategic focus areas:

- Inclusive Excellence
- High-Value Learning
- Transformative Student Experience
- Next-Generation Partnerships

Four multidisciplinary working groups took on the considerable and important task of developing a vision of how we might achieve these strategies, outlining actions steps necessary to get us there. I am deeply grateful to everyone who provided input for this plan. In particular, I want to thank the members of the working groups—who represent a cross section of our university community—for their time and integral input, and to the steering committee for their thoughtful feedback. This document would not exist without them.

This strategic plan reflects the work we must do together to secure Wentworth's bright future, work that we will tackle with **optimistic urgency**. We derive that optimism from the accomplishments of our great university and its solid position in the marketplace. We offer the educational programs for which there is significant labor market demand. We are committed to applied learning. We have highly dedicated faculty and staff. Our institutional and community partnerships are strong. All of this contributes to producing graduates who I am told, time and time again, bring extraordinary value to the world. We take our sense of **urgency** from the recognition that higher education is facing substantial headwinds. We must act now to build on our firm foundation and secure Wentworth's vibrant future. This plan provides a roadmap for doing just that.

I am confident that we will fulfill this strategic plan and the vision that inspired it the way members of the Wentworth community always have—together, we are the **architects, engineers and designers of Wentworth's destiny!**

Respectfully yours,

A handwritten signature in black ink, reading "Mark A. Thompson". The signature is fluid and cursive, written in a professional style.

Mark A. Thompson, Ph.D.
PRESIDENT

OUR LEGACY AND OUR MOMENT

The University of Now hasn't always been our tagline, but it has always been our ethos. Wentworth was launched at a time when American society was in transition. Post-Civil War industrial expansion, urbanization, and immigration created both the need for new economic and employment opportunities and the means of fulfilling that need.

In that context, our university's founder Arioeh Wentworth perceived a gap in the educational opportunities available to clever and ambitious young people for whom a traditional education was impractical and uninteresting. A mechanic by trade, Mr. Wentworth attributed his own professional success to knowing how to use his hands, and he wanted others to follow in his footsteps. To implement his vision at scale, he resolved to launch a school based on honesty, energy, economy, and system that would prepare graduates to excel and advance in their chosen fields of endeavor.

A robust model for then and now

Mr. Wentworth predicted that the Institute would someday prove of greater value than schools that sought to teach their students solely through classroom lecture—which indeed it has. And while hands-on, action-oriented learning is a relatively recent addition to many college curricula, it has been the powerful, pervasive, and professionally relevant core of Wentworth's programs for more than a century.

This ethos has kept our university continually restless and ambitious. As inheritors of this legacy, we have many strengths on which to build.

- Wentworth offers the educational programs for which there is strong labor market demand.
- Wentworth integrates applied learning through curricular and co-curricular engagement.
- Wentworth serves as a school of opportunity for first-generation college students, young men and women from lower-income and working-class families, veterans of war, urban youth, and women breaking barriers in technical fields.
- Wentworth attracts and retains highly dedicated faculty and staff.
- Wentworth creates and sustains strong institutional and community partnerships.

All these factors enable us to produce graduates who consistently bring extraordinary value to their organizations and to the world.

Our opportunity in a changing landscape

Looking ahead we must recognize that our university is not immune from escalating challenges confronting private higher education:

- fewer students graduating from high school (particularly in the Northeast)
- fewer high-school graduates ready for college coursework on day one
- greater numbers of non-traditional learners (e.g., part-time or full-time employees, primary caregivers, GED recipients, non-four-year-track undergraduates)
- increasing skepticism about the market value of higher education
- concerns about escalating costs and the lack of tuition transparency
- price cutting among competitor institutions
- plans for free public college at state schools
- institutional mergers based on shared values
- rising demand for micro-credentials and face time with tenured faculty

At this profound inflection point, Wentworth will not reach its full potential if we settle for incremental changes. Whether its recruiting dynamic leaders for key administration roles, expanding industry partnerships, leveraging new technologies, or creating new opportunities for non-traditional learners, we know what we must do. Together, we will make necessary changes, and we will distinguish ourselves by conveying a compelling value proposition to the world. We must act decisively and comprehensively to fulfill our promise to be the University of Now.



WHY IT MATTERS

Within the larger context of diversity, equity, and inclusion, we are pursuing many ongoing initiatives:

- examining gender equity
- improving retention and graduation rates of Black and Hispanic students
- increasing enrollment of women students and the hiring of women faculty and staff
- providing supportive environments for veterans, students with disabilities, and international students
- joining the Leading for Change Higher Education Consortium (2013)
- opening the Center for Diversity and Social Justice Programs (2015)
- creating the Women's Caucus (2017)

Unfortunately, these and other such initiatives are decentralized across a variety of departments and offices and lack an organized or cohesive mission. In addition, Wentworth's demographics are unsustainable and do not reflect the diversity of metro Boston and the larger society.

- Roughly 79% of our student population is male—relatively unchanged over the last ten years, placing Wentworth second to last in recruitment of women students of any American university that is not affiliated with the military
- Less than 25% of our undergraduate student population identify their race/ethnicity as something other than white
- Approximately 8% of our students are international
- 9% of the incoming class of 2019 are Boston residents
- 33% of our full-time faculty are women and only 23% identify their race/ethnicity as something other than white
- Less than 1% of our full-time faculty identify their race/ethnicity as either Hispanic/Latinx or Black/African American

WHERE WE ARE GOING

We will achieve inclusive excellence by intentionally embedding inclusion in every policy, practice, and individual behavior. This will help ensure that every member of the Wentworth community can reach their full potential. Specifically, the strategic planning process yielded three objectives and numerous actions we will pursue:

- build organizational structures that support inclusive excellence
- integrate inclusive practices
- improve access and demographic representation

Strategic Goals for Inclusive Excellence

GOAL 1:	Create Organizational Structures that Support Inclusive Excellence
OUR CHARGE	Wentworth's organizational structure must support and reflect the high value our university places on diversity, equity, and inclusion. Most important, we must be committed to action. Individuals within the organizational structure must be equipped to develop and nurture a culture of inclusive excellence.
ACTIONS	<ul style="list-style-type: none"> • Hire a Vice President for Diversity, Equity, and Inclusion who reports to the President <ul style="list-style-type: none"> » Establish a new Division for Inclusive Excellence with appropriate resources and physical space to support the work of the unit. » Conduct a university-wide assessment of policies, practices and procedures as they relate to inclusive excellence and develop a plan to address issues, gaps, or lack of policies. » Complete a university needs assessment to explore the establishment of centers and/or support services for underrepresented and/or marginalized populations. • Hire a Vice President for Academic Affairs/Provost with demonstrated success implementing diversity, equity, and inclusion plans at the department, division, and institutional level. • Develop a university leadership structure that will support the strategic plan and empower transparent and inclusive decision-making through all levels of the university. • Establish a President's Advisory Council on Inclusive Excellence to help identify and respond to ongoing needs. • Revise the university mission and vision to better reflect inclusive excellence as an institutional priority. • Develop and provide transparency for compensation plans to include salary ranges, promotion and classification reviews. • Create and implement evaluation processes focused on increasing equity, and hold supervisors and employees accountable to established standards of diversity, equity, and inclusion. • Assess and improve the process for securing work visas. • Design and implement a plan to address various accessibility issues.

Strategic Goals for Inclusive Excellence

GOAL 2:	Integrate Inclusive Practices
OUR CHARGE	We must demonstrate our university's commitment to diversity, equity, and inclusion in both the setting of goals and the commitment to reaching them. Wentworth must take effective action and insist on accountability if it is to achieve inclusive excellence.
ACTIONS	<ul style="list-style-type: none"> Identify mechanisms and tools to evaluate progress on diversity, equity, and inclusion initiatives, including the implementation of an annual campus climate and inclusion assessment. <ul style="list-style-type: none"> Establish metrics for desired outcomes and a communications plan that includes an annual report on progress and achievement of metrics and periodic reports as appropriate. Develop and implement a needs assessment and follow-up plan that regularly addresses and requires training for students, faculty, and staff on cultural competence and other areas related to diversity, equity, and inclusion. Review, make appropriate revisions, and communicate changes in policies and protocols associated with reporting and responding to incidents of discrimination and bias. Identify and implement strategies to enhance learning outcomes and the student experience. <ul style="list-style-type: none"> Revise existing curriculum and develop new courses that include components related to diversity, equity, and inclusion. Create opportunities for students to build cultural competency through critical thinking and engagement in dialogue and projects that examine topics such as difference, power, and privilege. Develop and appropriately staff a robust, flexible study abroad program that allows students of all majors and all economic standings to participate in short and/or longer-term international experiences. Assess opportunities to develop interdisciplinary living/learning communities and/or areas of inquiry that focus on opportunities for problem solving in response to a societal problem or concern. Increase resources and support for faculty and staff development opportunities in inclusive pedagogy and grant writing associated with diversity, equity, and inclusion initiatives. Create formal and informal groups in which individuals can connect (affinity groups, experience groups, other identity groups, etc.) Ensure that all divisions, departments, and units align their missions with the larger institutional goal of inclusive excellence. Require all division, department, and unit leaders to set annual diversity, equity, and inclusion goals and operational plans for their areas.

Strategic Goals for Inclusive Excellence

GOAL 3:	Improve Access and Demographic Representation
OUR CHARGE	In order to achieve its greatest potential and fulfill its responsibilities as an institution of higher education, Wentworth must reflect the diversity of our city, this region, and the larger society. Wentworth must set forth and implement intentional efforts to recruit, retain, and fully support greater diversity among faculty, staff, and students.
ACTIONS	<ul style="list-style-type: none">• Create and implement an ambitious plan to recruit, support and retain under-represented and/or marginalized populations of students, faculty, and staff including the development of quantifiable goals around recruitment and retention.<ul style="list-style-type: none">» All divisions and departments will develop a recruitment plan with definable, innovative action steps that focus on these populations and support overall university strategy.• Establish and implement a plan for enhanced diversification of the Board of Trustees and senior leadership positions.• Identify and address barriers to career advancement for under-represented and/or marginalized populations of faculty and staff.• Improve access for under-represented students by reducing financial and related obstacles to successful degree completion.• Work with various community partners for support in recruiting diverse faculty, staff, and students.• Expand current dual enrollment and dual credit efforts and streamline matriculation process for students.• Ensure that support services are available to all students including commuters and evening students.• Assess the market demand for new academic programs that simultaneously serve a broader array of students and meet regional labor market needs. This should include, but is not limited to, academic programs for adult learners and veterans.



WHY IT MATTERS

At Wentworth, we deliver high-value learning through innovative community and industry integration, advanced technological exploration, immersive practice on real-world challenges, personalized learning, and social impact projects. By creating an environment and culture that pushes high-value learning to its limits, we will accelerate our graduates' professional mobility and their contributions as responsible and engaged citizens.

WHERE WE ARE

Several factors distinguish Wentworth in the higher education marketplace:

- applied learning and career-based education model
- strong connections to industry, government, and local communities
- co-curricular experiences outside the classroom featuring project-based, interdisciplinary and partnership-driven experiences with real-world impact (e.g., Accelerate, applied research, the Center for Community & Learning Partnerships, Student Leadership Institute, student organizations)
- broad incorporation of project-based interdisciplinary learning through innovative internal and external collaborations
- robust return on investment and social mobility for graduates compared to other private institutions in our area

WHERE WE ARE GOING

To advance high-value learning in the next decade, Wentworth will up its game in several areas, such as:

- increasing nimbleness with more flexible and transparent processes and policies
- modifying rigid curriculum structures, high credit counts, and sometimes unnecessary pre-requisites, requirements, and accreditation standards to enhance student success
- creating a sustainable, scalable culture of innovation with effective human resource investments that reduce our reliance on volunteerism and the commitment of a few individuals
- changing the overwhelming and inaccurate perception that Wentworth is solely an engineering school through organizational realignment, investment, and support across academic disciplines as well as other essential functions such as marketing and fundraising

Strategic Goals for High-Value Learning

GOAL 1:	Increase Curricular Flexibility and Innovation
OUR CHARGE	Applied learning, focused heavily on co-op education, is the hallmark of a Wentworth education. To build on this strength, we must re-envision aspects of the existing curriculum to bolster student success, provide greater opportunity for personalized learning, and expand immersive practice. Given changing demographics and a highly competitive higher education market, we must develop and deliver high quality academic programs for traditional undergraduate students as well as other groups of learners.
ACTIONS	<ul style="list-style-type: none">• Direct academic departments to map already existing activity in the curriculum regarding project-based, interdisciplinary learning and the involvement of external partners.• Develop a plan for enhanced curricular flexibility by examining structural models, effectiveness of grading practices, prior learning assessments, and course sequencing.• Help academic departments incorporate more project-based and interdisciplinary learning to enhance experiences across disciplines, industries, and communities.• Investigate and implement different delivery modalities (e.g., hybrid, online, part-time, and new credentialing options) focused on non-traditional learners and potential partnerships with other universities or learning organizations.• Expand opportunities for pre-college audiences to participate in the existing curriculum, and develop programming and pathways with middle and high schools to attract students to Wentworth.• Assess demand and establish graduate and post-graduate opportunities with an emphasis on project-based, interdisciplinary, and partnership-driven curricula.• Work collaboratively with industry partners to incorporate relevant innovations and new developments into the curriculum.• Provide incentives and support for faculty to investigate and create curriculum innovations.• Determine the amount of faculty resources and expertise needed to implement this strategic plan including, but not limited to, faculty-to-student ratio.

Strategic Goals for High-Value Learning

GOAL 2:	Cultivate an Innovation and Entrepreneurship Mindset
OUR CHARGE	Wentworth must cultivate an innovative and entrepreneurial mindset that embraces curiosity, the value of experimentation, and a culture of “Why not?” We must continually re-evaluate our educational programs to ensure maximum value and return on investment in today’s hyper-competitive higher education landscape and rapidly changing skills market. We also must create incentives for faculty, staff, and students to engage in innovative and entrepreneurial pursuits.
ACTIONS	<ul style="list-style-type: none">• Support expanded opportunities for student and faculty undergraduate research to enhance learning outcomes.• Strengthen the educational experience by incorporating problem-solving and design-thinking approaches into the curriculum that improve the quality of proposed solutions to real-world challenges.• Create opportunities for students to pursue entrepreneurial paths within and outside the curriculum, including idea generation and the translation of ideas into viable products and services.• Provide semester-long externship opportunities for faculty to explore education, industry, government, and nonprofit organizations.• Increase opportunities for new audiences such as alumni and local community members to take advantage of innovation and entrepreneurship programming.• Explore the creation of interdisciplinary research/project hubs that bring together industry, community, faculty, staff, and students to develop learning opportunities and increase social impact efforts such as those related to climate resiliency, environmental sustainability, and urban development.

Strategic Goals for High-Value Learning

GOAL 3:	Invest in Education Research & Development
OUR CHARGE	<p>Embracing a culture of experimentation and iteration is essential to curriculum innovation. We must challenge Wentworth's existing structures in favor of flexibility and stronger integration of immersive practice and personalized education. Such investments in education research and development will create a greenhouse environment in which faculty and staff are supported and rewarded for exploring, piloting, and establishing new offerings that drive personalized learning and immersive practice.</p>
ACTIONS	<ul style="list-style-type: none"> • Implement an education R&D unit (the Greenhouse) to research, develop, and pilot newimmersive education models such as dual studies, competency-based education, andpersonalized student pathways. <ul style="list-style-type: none"> » Develop a plan to connect and integrate Greenhouse-driven initiatives into the curriculum. » Establish a system to effectively aggregate, share, and encourage existing and newinitiatives and strategic partnerships across the university. • Establish a strong online and physical presence that showcases the quality, depth, andbreadth of project-based, interdisciplinary work and/or collaborations with externalpartners from academic and co-curricular departments. • Become more flexible in accepting transfer credits and develop opportunities for omni-credentialing, experience credits, and accepting credits from other organizations suchas Khan Academy, EdX, MIT open courseware. • Encourage innovation and demonstrate organizational commitment by establishingincentives and professional development opportunities for faculty and staff. • Create a process that allows faculty, staff, and others to collaborate on removingbarriers and building internal capabilities and infrastructure that support research and development.



Transformative Student Experience

WHY IT MATTERS

Transformative learning not only happens in classrooms but throughout the campus—in residence halls and student organizations, on athletic fields, and through volunteer activities and more. To help our students reach their full potential and compete successfully in the market, we must support student growth and transformation with an array of high-quality services, activities, and opportunities that match the interests of students. By proactively providing health and wellbeing services, Wentworth also will serve as a model for other STEAM universities.

WHERE WE ARE

Many Wentworth faculty and staff are dedicated to positioning our students for success. Through student survey data and conversations with campus stakeholders, however, we learned that the current student experience at Wentworth does not meet student expectations in several areas:

- delivery and availability of existing resources are inconsistent across campus
- existing services are constrained by procedural inflexibility and limited operational hours that disproportionately affect commuters, student athletes, and evening/weekend students
- dedicated program spaces are rare and not well-suited for broad student use

WHERE WE ARE GOING

To deliver truly transformative experiences to Wentworth students, we will:

- Foster an environment in which traditional university silo's melt away and students access answers, support, and resources any time of day or night.
- Expands skillsets and mindsets with opportunities that flow into local, national, global and international interests and pursuits.
- Deliver a wholistic educational experience that prioritizes student health and wellbeing.
- Create a culture where whether you're a first-year full-time student or returning to Wentworth to expand your skillset in an online or continuing education program – when you're here, you're home.

Strategic Goals for Transformative Student Experience

GOAL 1:	Optimize Quality and Delivery of Student Services
OUR CHARGE	To offer the most transformative learning environment and meet growing student expectations in a competitive market, Wentworth must provide the highest quality of services in response to all aspects of student needs. The university should make immediate, meaningful, student-centered changes that ensure our students are well served.
ACTIONS	<ul style="list-style-type: none"> • Establish a task force to reshape a campus culture dedicated to the highest quality customer service to all students, including nontraditional and part-time students. • Identify and address the evolving training needs of faculty and staff in areas related to student support and emerging student trends on an on-going basis. • Review and revise university policies, procedures, and processes using a student-centered approach that increases transparency, understanding, student self-advocacy, and success. • Redesign existing practices and adopt technologies to provide best-in-class service to students in the following areas: <ul style="list-style-type: none"> » Student enrollment and onboarding—improve the yield of admitted students, increase the quality credentials of incoming students, and reduce the summer melt of accepted students. » Student retention and success—utilize data analytics to improve retention, progress toward degree completion, course-demand forecasting, and efficient course registration. » Student services—ensure the highest quality customer service to support various needs including add/drop of courses, change of major, declaration of a minor, bursar related needs, and financial aid. • Enhance and expand the overall Wentworth dining experience by improving menu options, food quality, and inclusion of cultural, nutritional, environmental, and student financial needs. • Develop a master space and facilities plan using a student-centered approach that evaluates all existing facilities and recommends improvements for enhanced use, comfort, accessibility, and sustainability. <ul style="list-style-type: none"> » Emphasize improving quality of residence halls and academic spaces. » Make an institutional commitment to renovations that reflect dimensions of wellness. » Create spaces that appropriately serve student organizations. » Geographically centralize all student support-related offices and/or resources such as the Student Services Center and the Center for Academic Excellence. » Create and/or identify building/spaces for comfort and use that make Wentworth feel like a student's home space (including ownership and control of spaces). » Create a recreation space to address fitness needs (e.g., sports facility, virtual reality, remote fitness) and mental wellbeing (e.g., meditation, low stimulus, rest, group therapy).

Strategic Goals for Transformative Student Experience

GOAL 2:	Support High-level Student Engagement and Success
OUR CHARGE	We have a responsibility to maximize student return on investment in a Wentworth education. The university must provide services, support, and opportunities for engagement that allow students to flourish here. When they graduate, our students should be prepared to embark on a unique pathway to success.
ACTIONS	<ul style="list-style-type: none"> • Develop a comprehensive institutional enrollment management plan that encompasses a student's college career from recruitment through commencement. <ul style="list-style-type: none"> » Create a retention committee to study attrition and develop and implement recommendations for retention that focus particular attention on traditionally underserved populations. » Complete an institutional assessment of financial barriers to completing a Wentworth education and recommend the policies, procedures, and resources needed to make a Wentworth education more accessible. • Research and develop a holistic student advising and support model to increase student persistence and success (including related policies and procedures). • Develop and implement evaluation processes focused on student support, such • as a code of care, and hold supervisors and employees accountable to established standards. • Reevaluate time and scheduling of courses and semester structure for potential ways to improve student success and engagement. • Assess need and provide greater opportunities for student involvement with co-curricular activities by providing increased resources, time, and partnerships with attention to needs of commuters and non-traditional students. • Increase opportunities for co-curricular and curricular integration and explore opportunities for co-curricular engagement that count toward badges, credentials, and/or academic credit. • Create incentives for faculty and staff to support student programs, clubs, and athletics. • Increase school spirit by improving access to and attendance by students, faculty, and staff at athletic home games.

Strategic Goals for Transformative Student Experience

GOAL 3:	Foster a Culture of Health and Wellness
OUR CHARGE	Reinforce the essential connection between Wentworth’s academic mission and providing the highest quality and most effective health and wellness services. When we help students live healthy lives in a supportive environment, we boost their capacity to learn, work, and take full advantage of their Wentworth educational experience.
ACTIONS	<ul style="list-style-type: none"> • Identify and invest in resources (facilities, staff, programs) that ensure exemplary health and wellness services to students, faculty, and staff around the nine dimensions of wellness—emotional, career, social, spiritual, physical, financial, intellectual, creative, and environmental. • Deliver the highest quality services and programming with an emphasis on proactive wellness initiatives in the following areas: <ul style="list-style-type: none"> » alcohol, tobacco, and substance abuse prevention » peer support » recovery » financial literacy and programming » nutrition education and food security » relationship education and sexual health » physical fitness • Expand students access to educational materials and tools via an online portal and app that includes: <ul style="list-style-type: none"> » educational content of behavioral health and substance abuse issues » online tools, apps, and self-assessments » complete listing of available campus services and resources • Establish 24/7 support lines staffed by licensed clinicians who can connect students to the following services: <ul style="list-style-type: none"> » clinical support » risk assessment and triage » emergency response • Enhance student access to assistance and care in the following areas: <ul style="list-style-type: none"> » insurance coverage coordination » on-campus resources identification » referral and appointment facilitation » staff follow-up to confirm that students received appropriate care • Provide timely student access to treatment through face-to-face and telehealth visits. • Identify opportunities to infuse health and wellness into the academic experience through the development of elective courses focused on the nine dimensions of wellness. • Train faculty to create curriculum, class spaces, and syllabi with a wellness focus, including alternate methods of material delivery geared for students with different learning needs.



WHY IT MATTERS

Above all else, Wentworth's institutional reputation is built on our commitment to hands-on, applied learning that values our graduates' immediate contributions to the current economy. Much of that learning is supported by mutually beneficial partnerships with industry, alumni, and the surrounding community. Wentworth's future success rests heavily on maximizing the value of deep, meaningful partnerships that are impactful, long term, and relational rather than transactional.

WHERE WE ARE

Wentworth maintains deep-rooted partnerships with industry, community partners, and alumni. The scope of these partnerships varies, but each yield mutual benefit to our students, faculty, staff, and external stakeholders. Years of engaging industry partners in our co-op program and Industry Professional Advisory Councils, including our neighbors in university initiatives and projects, and inviting alumni back to campus to serve as mentors and guest lecturers have created a strong foundation. Over time, however, this approach has become siloed and Wentworth has struggled to capitalize on impactful opportunities.

WHERE WE ARE GOING

This partnership ecosystem is essential to our success moving forward. Wentworth is uniquely positioned to advance mutually beneficial next-generation partnerships by:

- increasing communication among departments that may be able to share collaborative partners or expand upon what is being offered
- aligning Wentworth's resources to nurture and positively impact communities and neighborhoods within greater Boston
- creating additional mutually beneficial community partnerships that positively impact quality of life and economic development

We also recognize that Wentworth's alumni are a reflection of its past, representative of its present, and an important link to a successful future. To enhance our partnerships with alumni and fulfill our commitment to ongoing education, we will:

- provide lifelong learning opportunities geared to rapidly changing labor-force skill requirements
- develop more opportunities for alumni to serve as strong brand ambassadors and enhance Wentworth's reputation worldwide

Strategic Goals for Next-Generation Partnerships

GOAL 1:	Develop Fully Integrated Corporate Partnerships
OUR CHARGE	<p>The metro-Boston region is one of the country’s leading areas for economic growth and prosperity. The biggest limiting factor and potential threat to that prosperity is the severe shortage of labor, particularly in the skills areas represented in Wentworth’s academic programs. We have a responsibility to ensure that our graduates are equipped with the skill sets most valued by employers—and that we reap mutual benefits by doing so. We must position our new graduates for high-quality employment as we position Wentworth to assist employers struggling to keep existing workforce skills up to date. With an integrated corporate partnership model, we can develop and support these mutual benefits.</p>
ACTIONS	<ul style="list-style-type: none"> • Establish a new division focused on developing, implementing and supporting a fully integrated corporate partnership model and hire a vice president to lead the work of this new division. • Create an Industry Partners Advisory Council (the Council) comprising faculty and staff who will collaborate with the new vice president to support key initiatives: <ul style="list-style-type: none"> » develop a network of support and resources to effectively manage industry partnerships » identify the needs of partners, develop partnership agreements, and provide ongoing assessment of outcomes • Collaborate with industry partners to expand access to a Wentworth education and open the regional labor pipeline with an emphasis on diverse labor. • Partner with industry to develop ongoing assessment mechanisms for the design and delivery of curricula that provide graduates with high value skill sets in sync with industry needs. • Expand opportunities for students to have an immersive educational experience (e.g., expanding on the benefits associated with co-ops) to ensure high quality learning outcomes. • Create customized, cost-effective degree and non-degree program opportunities to assist industry partners in upskilling and reskilling their employees and augmenting their career advancement efforts. • Develop creative solutions to industry partners’ challenges by facilitating access to multidisciplinary faculty and student expertise. • Launch a Wentworth Preferred Partner program with customized benefits and services.

Strategic Goals for Next-Generation Partnerships

GOAL 2:	Expand Impactful Community Partnerships
OUR CHARGE	<p>As a civic-minded university, Wentworth is an important potential source for promoting economic and social development in surrounding communities. We can and should use our resources in ways that substantially benefit our neighbors and develop our institution. Our goal is to further develop Wentworth's strong track record of positive relationships with community partners in ways that substantially bolster mutual benefit.</p>
ACTIONS	<ul style="list-style-type: none"> • Build on successful programs serving Boston Public School youth by expanding dual enrollment opportunities for high school juniors and seniors, the summer bridge program (RAMP), and student support services. • Improve communication with community members to ensure transparency in the planning and implementation of mutually beneficial initiatives. • Expand experiential and service-learning opportunities for Wentworth students to work with community organizations and develop solutions that address society's emerging needs and improve quality of life. • Help students develop skills valued by employers, skills that also facilitate responsible citizenship. • Commit Wentworth's academic expertise and intellectual resources to supporting regional economic development efforts. <ul style="list-style-type: none"> » Lean in to local City of Boston partnerships and neighborhoods (Mission Hill, Fenway, Roxbury). » Expand Wentworth's collaborations with established community partners using existing and new models that improve outcomes. • Create training and education pathways for local area residents that respond to regional labor markets and expand employment opportunities. • Encourage faculty and staff engagement with community partners through incentives that reflect the value we place on these relationships.

Strategic Goals for Next-Generation Partnerships

GOAL 3:	Generate Meaningful Alumni Engagement
OUR CHARGE	Our Wentworth alumni are renowned for creating value and making a difference. With 60% of our 37,000+ alumni living in Massachusetts (and another 18% residing in New England), we have the opportunity to grow lifelong connections and collaborations with our alumni base and to enhance mutually beneficial relationships.
ACTIONS	<ul style="list-style-type: none">• Emphasize relational over transactional relationships with alumni by converting Gift Officers to Engagement Officers who can advise on how to best address alumni needs within the larger context of our university.• Utilize services, communications, and programming to deliver online and on-location experiences that benefit alumni while simultaneously boosting pride for their alma mater.• Create a comprehensive communications plan that develops, monitors, and directs content from print to social media based on generational lifestyles and affinities.• Develop an effective alumni engagement infrastructure using a versatile customer relationship management tool with data gathering and analytical capabilities that ensure maximum value to and from alumni.• Strengthen student-alumni relations via alumni participation in student orientation, career mentoring, senior class events, and boosterism.• Seek alumni advocacy to advance Wentworth's priorities and strategic plan.• Establish a comprehensive alumni career network that includes the capability to link with fellow alumni, search for employment opportunities, and connect with students and alumni at networking and professional development events.• Commit to lifelong learning support of alumni in response to changing skills needs.• Support lifetime career success with ongoing assessments of alumni skill needs and a program to deliver these skills.• Seek alumni input on the design and delivery of academic programs as part of the effort to ensure students are receiving a high-value education.

