

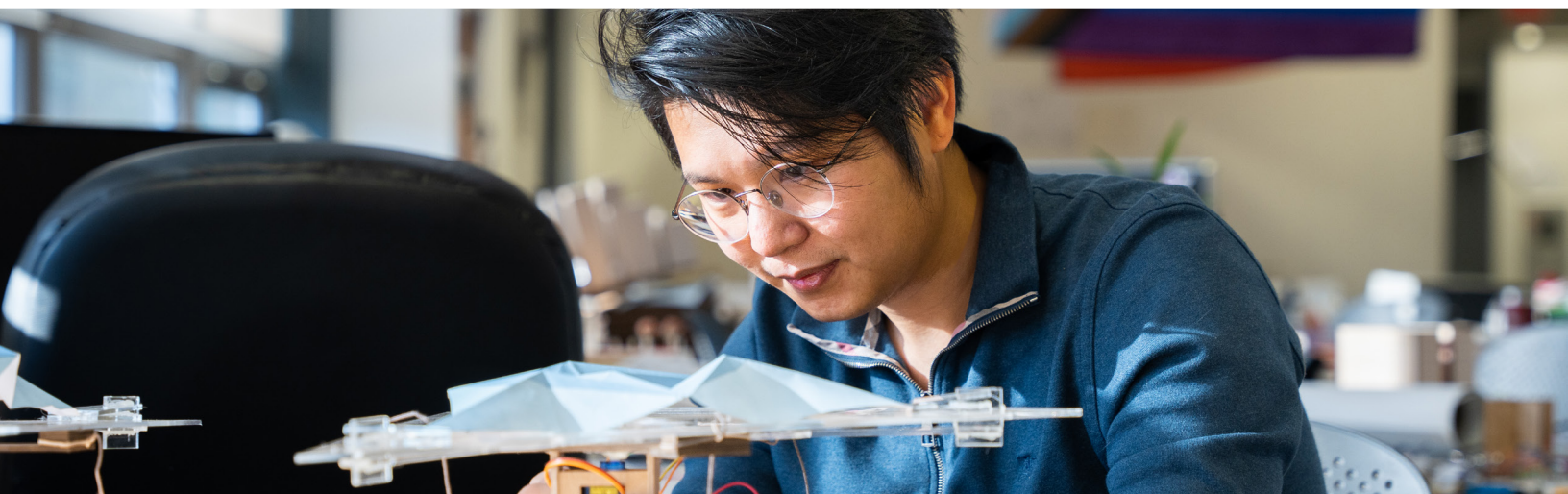


Wentworth

INSTITUTE OF TECHNOLOGY

2025 – 2030 Strategic Plan

Wentworth Institute of Technology is a leading institution advancing the fields of the built environment, engineering, and applied technology. With deep expertise in architecture, design, and construction, along with strengths in engineering, computing, emerging technologies, and management, we offer interdisciplinary, experiential education that prepares students to lead in a rapidly evolving world. Through immersive learning and strong industry partnerships, Wentworth delivers a high return on investment while empowering graduates to drive innovation and create meaningful societal impact today and into the future.



A Message from President Thompson

Dear Wentworth Community:

Everything we do at Wentworth begins with our students. Their goals, challenges, and aspirations shape our mission and drive our momentum. As we look to the next chapter, our focus is clear, empowering every learner to succeed on campus and throughout their lives.

Over the past five years, we have seen what Wentworth can achieve when we align our efforts around a shared purpose. Despite unprecedented disruptions of a global pandemic and growing competition across the higher education landscape, our community not only persevered but advanced. We strengthened our programs, sharpened our focus, and reaffirmed our identity as the University of Opportunity.

This progress reflects our unwavering commitment to our mission. We have expanded access to a hands-on, transformative education that delivers real-world outcomes and an exceptional return on investment. Four strategic pillars have guided this work – Inclusive Excellence, High-Value Learning, Transformative Student Experience, and Next-Generation Partnerships – and each one has helped define Wentworth’s distinct role in higher education.

The results of this approach are visible across campus. We have invested in student wellness and success, introduced academic innovations, deepened our industry relationships, and reimagined the spaces where learning and collaboration take place. These achievements demonstrate how a clear strategy, rooted in mission, creates meaningful impact.

Wentworth is uniquely positioned to succeed in the years ahead. Our academic programs have never been more relevant, aligning closely with the interests of today’s students and the demands of a changing talent market. Combining interdisciplinary, hands-on learning with our commitment to real-world application resonates with learners seeking purpose, adaptability, and a clear return on their investment. Our graduates are prepared to contribute from day one and to evolve and lead throughout their careers.

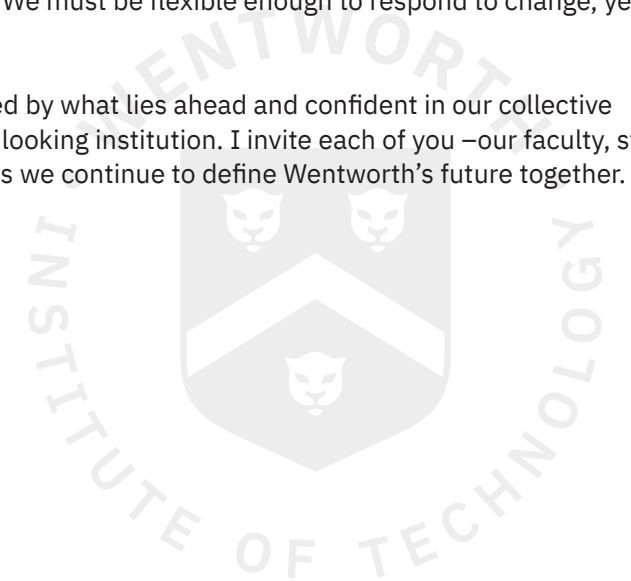
The 2025 to 2030 Strategic Plan builds on this foundation. We are eager to expand strategically while continuing to concentrate our efforts where they matter most. We will strengthen our essential infrastructure, systems, and support structures, while advancing a focused set of strategic initiatives that expand opportunity, drive innovation, and place students at the center of every solution.

In the years ahead, we will face new challenges. To succeed, we must remain clear in our priorities, thoughtful in our decisions, and united in our commitment to student success. We must be flexible enough to respond to change, yet steady in our pursuit of long-term impact.

This is a moment of opportunity for Wentworth. I am energized by what lies ahead and confident in our collective ability to shape a stronger, more inclusive, and more forward-looking institution. I invite each of you –our faculty, staff, students, alumni, and partners – to join this important work as we continue to define Wentworth’s future together.

With deep appreciation and optimism,

Mark A. Thompson, Ph.D.
President





Guiding Principles

Mission

Wentworth Institute of Technology, the university of opportunity, provides our diverse community of learners with access to educational programs responsive to evolving market needs. Through a uniquely effective, hands-on, experiential, and cooperative education approach, Wentworth prepares graduates who are future-focused and career-ready.

Vision

Placing the student at the center of what we do, our vibrant and diverse campus community of faculty, staff, and students, helps each member reach their greatest potential. We seek to maximize the value of our graduates’ contributions to global society and their effectiveness as future leaders

Measures of Success

Defining and tracking the measures of success that matter most is essential to ensuring that Wentworth remains focused on priority work, monitors progress consistently, and identifies and corrects for challenges with greater agility. Clear, intentional metrics will allow us to assess whether our initiatives are delivering the intended impact and to adjust our strategies as needed over the course of the plan. Just as importantly, these measures will enable us to communicate our progress to internal and external stakeholders with transparency and credibility. We recognize that no single metric or ranking formula can capture the full complexity of institutional progress. Instead, we have selected a thoughtfully curated set of both quantitative and qualitative indicators.

Foundations for Continued Success

- **Job Placement Rate** - Wentworth has consistently achieved strong post-graduation employment outcomes, with over 98% of graduates securing employment in their fields within six months of graduation
- **Graduate Starting Salary** - The median starting salary for Wentworth graduates is \$71,000 reflecting the value and relevance of a Wentworth education. This success reinforces the real-world applicability of our academic programs and experiential learning model
- **Lifetime Return on Investment** - National studies recognize Wentworth among the top 5% of institutions for providing a strong return on investment compared to peers in the region and nationally. Our commitment to affordability, hands-on learning, and career readiness translates into long-term economic mobility for our students

Quantitative Measures of Success

These key metrics provide critical indicators of our ability to attract, enroll, support, and graduate a strong, mission-aligned student body, directly reflecting the effectiveness of our recruitment, student experience, and academic support strategies.

	Current	Target		Current	Target
First-Year Applications	5,985	8,500	First-Year Retention	84.4%	87%
Admit Rate	91%	75-78%	Graduation Rate	68.2%	75%
Undergraduate Enrollment	3,625	4,100	Graduate Enrollment	214	350

Qualitative Measures of Success

We will use a focused set of assessment tools to monitor progress across five critical areas ensuring we capture a holistic view of student success and institutional impact beyond traditional academic metrics.

- Student growth, learning, and engagement
- Belonging, wellness, and identity development
- Entrepreneurship, research, and global learning participation
- Student learning outcomes tied to signature experiences
- Engagement levels of corporate partners and alumni

Relevant Rankings

We have selected a targeted set of rankings to monitor because they align closely with our strategic priorities, resonate with prospective students and families, and reflect areas where Wentworth’s strengths are most visible.

- Secure US News Co-Op/Internship Ranking
- Improve US News Best Regional Universities – North ranking and ranking among engineering programs
- Enhance position in Wall Street Journal and Princeton Review rankings



A young man with dark hair, wearing a black beanie and a blue and white plaid shirt, is pointing his right index finger at a large architectural drawing or map pinned to a wall. He is looking up at the drawing with a focused expression. The drawing appears to be a technical sketch or a site plan with various lines and shapes. The background is slightly blurred, showing other parts of the wall and possibly other people in the distance.

Strategic Pillars

Inclusive Excellence

Actively and intentionally cultivating a diverse and culturally competent institution where each member has the opportunity and support to reach their full potential and make contributions to our campus community and beyond is Inclusive Excellence at Wentworth.

High-Value Learning

Delivering impactful education through innovative programs and curricula, experiential learning that fosters curiosity, an entrepreneurial mindset, and continuous evaluation to ensure our academic programs are relevant, provide maximum value and return on investment, and prepare graduates for success in a dynamic global marketplace.

Transformative Student Experience

Creating a student-ready environment where every aspect of campus life—from classes and academic support to student engagement and wellness services, including both physical spaces and digital tools—is intentionally designed to foster community, support wellbeing, nurture development, and empower students to reach their full potential during college and throughout their lives.

Next-Generation Partnerships

Creating reciprocal, high-impact value for Wentworth through collaboration with Industry, Alumni, Government, other universities, and our Internal and External Communities. These partnerships enhance the Wentworth experience for students, faculty, staff, and the broader Wentworth community while generating revenue in support of Wentworth's mission, vision, and strategic pillars.

Inclusive Excellence

Where We Are

Wentworth has made significant progress advancing inclusive excellence since launching the 2020 Strategic Plan. We’ve built a strong foundation by hiring key personnel, establishing a dedicated division, and aligning policies with our mission to ensure every member of our community has the opportunity to thrive. New and expanded resources, including equitable hiring practices, basic needs scholarships, the WIT Design Materials Fund, and the Summer Impact Lab, have improved access and support for students. Pre-college, dual enrollment, and early college programs have grown significantly, expanding our reach and impact, particularly with out-of-state students. In 2022, we introduced a guiding framework—Connection, Value, and Community—to shape campus-wide inclusive excellence planning and created division-level strategies and a President’s Advisory Council. We’ve also enriched curricula with socially and globally focused courses and increased community-building efforts in response to feedback. These efforts form the foundation for deeper, sustained progress toward a more inclusive and equitable Wentworth.

Where We’re Going

Inclusive excellence must remain a shared mindset embedded in every dimension of the university. It will shape how students learn, how faculty teach, how staff lead, and how decisions are made. Institutional systems will center equity by design, from course content to leadership development, governance to student services. Every member of the community will be equipped and expected to contribute to a culture that furthers this work. Over time, inclusive excellence will evolve from an initiative into a defining element of how Wentworth operates and what it means to be part of this community.

Goal 1: Connection

A dynamic and welcoming learning environment will foster meaningful relationships among students, faculty, and staff. Connections across identities, disciplines, and roles will be strengthened by a shared commitment to empathy, dialogue, and inclusive engagement. These relationships will serve as the foundation for a more cohesive and collaborative campus culture.

- Implement a university-wide learning series that introduces shared language and builds cultural fluency across the institution.
- Integrate community-based learning and service studios into academic programs to promote civic engagement and local impact.
- Develop a communications plan and annual report to share progress, elevate stories, and increase transparency around inclusive excellence.
- Coordinate campus-wide programs and cultural observances that foster intergroup understanding and community celebration.

Goal 2: Value

A people-centered culture will ensure that every community member feels valued, supported, and empowered to grow. Inclusive excellence will be integrated into professional development, leadership, and systems of recognition. Support for employee well-being will be prioritized alongside accountability for equity-driven practices.

- Implement a multi-level leadership development series to foster inclusive supervision, enhance feedback, and strengthen team-building skills across all roles.
- Develop a comprehensive university strategy to promote employee well-being, emphasizing support for individuals in high-intensity or student-facing roles.
- Require professional development goals related to inclusive excellence in all employee plans of work, supported by targeted learning opportunities.

- Conduct a comprehensive accessibility audit to assess physical, digital, and programmatic barriers.
- Revise systems of recognition and advancement to highlight meaningful contributions to diversity, equity, inclusion, and belonging.

Goal 3: Community

Inclusive excellence will be embedded in institutional systems that promote accountability, collaboration, and shared success. Policies and practices will be reviewed and updated through an equity lens. Community engagement, on campus and beyond, will reinforce a culture of inclusion that is sustained over time.

- Establish an institutional equity dashboard to track disaggregated data on access, success, and campus climate. Dashboards will be shared regularly and used to inform strategic decisions.
- Continually evaluate core university policies and procedures, including hiring, admissions, and conduct, through a formal equity review process.
- Expand identity and interest-based affinity groups to enhance engagement, leadership, and advocacy among students and employees.
- Strengthen partnerships with schools and community-based organizations through shared programming, dual enrollment, and pre-college opportunities.
- Empower the President’s Advisory Council and divisional inclusive excellence committees to recommend institutional priorities and guide implementation. These bodies will coordinate efforts and ensure cross-campus accountability.

High-Value Learning

Where We Are

Over the past several years, Wentworth has built a strong foundation for advancing high-value learning by leveraging its strengths in engineering, the built environment, design, and technology to develop distinctive, interdisciplinary programs. Investments in experiential learning — through co-op programs, project-based coursework, and expanded maker spaces — have reinforced a hands-on, industry-aligned education model that prepares students for leadership in evolving fields. Faculty and staff have embraced the Teacher-Scholar model, recognizing the integration of research, scholarship and teaching as essential to academic excellence. Recent feedback from faculty, staff, and students underscores the urgency of sustaining this momentum by aligning curricula with emerging fields, like AI, and strengthening student support structures to enhance retention and engagement. Now is the time to build on these efforts, ensuring Wentworth remains at the forefront of innovation, student success, and institutional excellence.

Where We’re Going

Learning at Wentworth will be immersive, relevant, and continually evolving. Academic programs will respond to complex global challenges by blending disciplines, integrating technology, and engaging students in solving real-world problems. Students will graduate with technical fluency, entrepreneurial thinking, and the adaptability to thrive in careers that may not yet exist. Learning environments, physical, digital, and experiential, will support innovation, collaboration, and lifelong growth. Faculty and staff will be equipped as co-creators of dynamic, student-centered learning that reflect Wentworth’s commitment to equipping graduates with the skills necessary for a lifetime of success.

Goal 1: Relevant & Impactful Academic Programs

Academic programs will prepare students to lead in a rapidly changing world by aligning with workforce needs, integrating emerging knowledge, and reflecting the intersections of disciplines. Curricular design will prioritize flexibility, relevance, and practical application. Faculty, industry partners, and students will co-create learning pathways that are

future-ready and mission-aligned.

- Launch new interdisciplinary programs that integrate architecture, design, engineering, computing, and management with fields like artificial intelligence, sustainability, and data science.
- Establish a process to support curriculum innovation through regular review, industry engagement, and experimentation with new models.
- Strengthen co-op programs, internships, experiential and project-based learning to prepare students with the skills and mindset to excel as innovators and leaders in their professions.
- Offer stackable credentials, microcredentials, and non-degree programs that serve working professionals, transfer students, and adult learners.

Goal 2: Innovative Learning & Student Success

Learning environments will spark curiosity, resilience, and creativity through hands-on exploration and inclusive, student-centered pedagogy. Students will be supported by academic structures and support systems designed to promote retention, progression, and long-term success. Faculty will have the freedom and support to innovate and adapt as teaching and learning evolve.

- Expand opportunities for students to engage in entrepreneurial learning by developing co-curricular programs, interdisciplinary challenges, and mentorship networks that foster creativity, problem-solving, and venture creation. These experiences will help students explore innovative ideas, take initiative, and build skills that translate across careers and industries.
- Encourage the adoption of innovative teaching practices and emerging pedagogical approaches that promote student engagement and enhance learning outcomes.
- Expand opportunities for students to engage in undergraduate research, creative projects, and faculty-student collaboration. Structured programs and mentorship will support students in deepening their critical thinking, pursuing original inquiry, and making meaningful contributions to their fields.
- Invest in dynamic maker spaces, laboratories, studios, and other collaborative environments that foster creativity and hands-on learning.
- Strengthen academic and career support systems to provide integrated, personalized guidance from enrollment through graduation.

Goal 3: Institutional Excellence through Teaching, Research, Scholarship, and Creative Activities

A strong culture of research, scholarship, creative activities, and professional growth is essential to Wentworth’s mission of delivering high-value learning, supporting faculty excellence, and driving innovation. By fully adopting the Teacher-Scholar model and investing in the infrastructure and recognition systems that support research and scholarship, we will elevate Wentworth’s academic reputation, expand knowledge creation, and enrich the student experience through discovery and inquiry.

- Champion the Teacher-Scholar model by recognizing research, scholarship, and creative activities as integral and complementary components to excellent teaching and experiential learning, rather than competing priorities.
- Strengthen the university’s infrastructure for research, scholarship, and creative activities by promoting cultural change, refining policies, and securing external funding. This funding will support infrastructure expansion, faculty development, and the implementation of policies that foster a vibrant scholarly environment. Central to this effort is the establishment of the Collaborative for Advancing Scholarship and Creative Activities (CASACA), which will enhance institutional capacity by prioritizing faculty support, building research infrastructure, fostering innovation, attracting talent, and promoting interdisciplinary collaboration and external partnerships to address society’s most pressing challenges.
- Expand opportunities for student involvement in research, scholarship, and creative inquiry by embedding faculty-mentored projects into undergraduate and graduate curricula, promoting paid research assistantships, and encouraging student dissemination through conferences, exhibitions, and publications.

- Encourage a culture of continuous learning and scholarly growth by supporting and incentivizing faculty and staff development through targeted workshops, mentorship programs, and access to external grant writing support, editorial services, and discipline-specific research networks.
- Recognize and reward faculty and staff contributions to research, scholarship, innovation, and institutional impact through honors, awards, competitive internal grants, course releases, and other meaningful incentives that prioritize growth, interdisciplinary collaboration, and enhance Wentworth’s visibility and academic distinction.

Transformative Student Experience

Where We Are

Wentworth Institute of Technology has made significant strides in enhancing the student experience through the 2020-2025 strategic plan and the TSE 2.0 refresh in 2023. We have strengthened foundational support structures, expanded mental health resources through the Center for Wellness and BeWell@WIT 24/7 emotional support, while also enhancing academic support through the Success Studio. Facility improvements—including a new dining hall, athletic facilities, and student lounges—have enriched campus life, while digital tools like LeopardSpot, Maxient, and The Housing Director have simplified student service experience. The pandemic reinforced the need for holistic student support, addressing academic, social, financial, and wellness needs. Faculty and staff consistently express a desire to better serve students through centralized resources, simplified processes, and stronger community connections. As higher education navigates enrollment challenges and evolving student expectations, Wentworth is well-positioned to build on its strengths, close existing gaps, and establish a student-ready campus culture that delivers a truly Transformative Student Experience.

Where We’re Going

Wentworth can become nationally recognized as a leading student-ready institution that sets the standard for student engagement, success, and well-being through a holistic, student-centered approach. We will operate with a unified “student-ready” mindset, where personalized pathways to success are embedded in every department and initiative. Every Wentworth student—regardless of background, educational goals, or program of study—will experience a deep sense of belonging and connection within an inclusive, supportive, and engaged community. Our physical and digital environments will be seamlessly integrated, ensuring students have continuous access to personalized support from pre-enrollment through graduation and into their alumni experience. Our commitment to community, wellbeing, and innovation will be reflected in purposefully designed spaces that foster collaboration, engagement, and holistic student support. Wentworth will stand apart as an institution where students develop not only disciplinary and technical expertise but also the resilience, social connections, and wellbeing that lead to lifelong personal fulfillment and professional success.

Goal 1: Student-Ready Systems & Service Excellence

Students will encounter a campus designed to meet them where they are—academically, socially, and developmentally. Core services will be coordinated, accessible, and proactive, allowing students to navigate challenges and remain on track. Staff and faculty will possess the tools, training, and shared expectations needed to provide consistently supportive experiences.

- Establish a Student Success Steering Committee to guide institutional efforts in identifying and eliminating barriers to student success. This committee will oversee cross-functional task forces and direct the implementation of targeted solutions.
- Develop data-informed, evidence-based student success initiatives and interventions that provide targeted academic and co-curricular support at key transition points to proactively support retention and persistence.
- Develop overarching guiding principles for student support across the university, integrating them into job descriptions and performance reviews. Support the advancement of these principles with a professional development and recognition program that equips faculty and staff with essential knowledge, resources, and ongoing learning opportunities to address student needs, embrace inclusive strategies, and implement best

- practices for well-being.
- Consolidate and streamline student lifecycle tracking and outreach. Implement an integrated solution to track critical but functional student behaviors.

Goal 2: Student Engagement & Belonging

Every student will have access to meaningful opportunities to connect, contribute, and grow beyond the classroom. Co-curricular experiences will be intentional and inclusive, fostering community, identity development, and purpose. Wentworth’s campus culture will reflect a shared commitment to social connection and inclusive excellence.

- Design and implement a distinct four-year signature Wentworth experience that promotes student development, community, and belonging, acknowledges co-curricular learning and interpersonal growth, and embodies Wentworth’s unique mission. This dynamic model will function as a student journey map, integrating academic and co-curricular initiatives, campus traditions, and wellbeing strategies to enhance engagement, combat loneliness, and provide inclusive, accessible support from enrollment through graduation. Elements should include:
- A for-credit First-Year Seminar that supports student transition, promotes wellbeing, and introduces core elements of the Wentworth experience. The seminar will help build essential skills and create early connections to peers, faculty, and resources.
- A residential curriculum and launch a first-year living-learning community program to promote belonging, shared learning, and campus engagement. This model will foster inclusive communities and strengthen student-student and student-staff/faculty relationships.
- Expand mentoring, advising, and peer-led programming that builds community, fosters a sense of belonging, deepens connections between students, faculty, and staff, and provides identity-conscious support.
- Establish an ongoing assessment framework for student engagement opportunities—including co-curricular programs, university initiatives, and Athletics—to evaluate impact, relevance, and sustainability. Metrics will be used to guide decision-making, improve high-impact experiences, and phase out underperforming efforts

Goal 3: Wellbeing as a Foundation for Success

Wellbeing will be embedded into every dimension of campus life as a foundation for student learning, growth, and persistence. The university will take a proactive, systems-level approach to promoting mental health and reducing barriers to success. Students, faculty, and staff will share responsibility for creating a healthy, supportive, and inclusive environment.

- Embed well-being as a core institutional value by integrating health-promoting principles into policies and practice, curriculum and instructional design, and student services, programs, and resources.
- Establish a cross-divisional Wellbeing Collaborative to lead campus-wide wellbeing initiatives, aligned with best practices of the U.S. Health Promoting Campuses Network, of which Wentworth is a member.
- Build a mental health-ready campus by implementing comprehensive prevention programming, expanding prevention services, and equipping faculty and staff with the tools to support student wellbeing, including universal training on campus support systems as well as certification in Mental Health First Aid.
- Continue to strengthen and centralize student services and resources for basic needs and financial support, including supplemental and emergency financial assistance, to enhance student retention and persistence.

Next-Generation Partnerships

Where We Are

Wentworth has made meaningful progress in advancing Next-Generation Partnerships across campus. A major milestone has been the shift from a transactional to a relational approach in advancement and external engagement, enabling deeper, more sustained connections with industry, government, and alumni. This cultural change has laid the foundation for long-term collaboration and institutional value. Efforts to break down silos have also gained momentum, particularly in alumni engagement and integrated industry partnerships, recognizing that true progress requires not just resource realignment but a campus-wide commitment to coordinated, enterprise-level work. The integration of the Wentworth Alumni Association into the Office of Lifetime Engagement marks a key step toward a unified engagement model, while the Next-Generation Partnerships Working Group has convened stakeholders across departments to foster shared strategy and build trust. These efforts have resulted in shared tools—such as a formal MOU process for academic partnerships—that are beginning to centralize and streamline how Wentworth forms, manages, and grows high-impact relationships.

Where We’re Going

Wentworth’s future success will depend on fully realizing the potential of its partnerships through a coordinated, strategic approach. To meet this need, the university will adopt a centralized model for industry, government, and alumni engagement—creating a single point of entry for external partners and aligning efforts across campus through shared tools, systems, and leadership. This model will not replace existing relationships but will enhance them, providing partners with a seamless experience while maximizing institutional impact. Internally, centralized coordination will support collaboration, reduce redundancy, and elevate Wentworth’s reputation as a high-value partner. Externally, we will deepen relationships with current partners and expand into new markets to drive revenue, enhance experiential learning, and support research and workforce development. Clear rules of engagement will guide consistent, campus-wide participation while preserving the trust and continuity essential to successful partnerships. Through this approach, Wentworth will position itself as an institution that not only educates the next generation of innovators but collaborates meaningfully with the organizations and industries shaping the world they will lead.

Goal 1: Deepen and Centralize Industry Engagement

Wentworth’s future will depend on deep, reciprocal industry partnerships that extend beyond recruitment into research, program design, and long-term collaboration. A centralized infrastructure will ensure that industry-facing efforts are coordinated and strategic. These partnerships will strengthen academic offerings, increase access to experiential learning, and generate revenue that supports the university’s mission.

- Launch the Next-Generation Partnerships Program to provide curated engagement pathways for employers, ranging from talent development to joint innovation. Participating partners will receive tiered benefits and recognition based on level of involvement.
- Establish a coordinated Industry Engagement Hub that acts as a single point of entry for employers and coordinates outreach across departments. The hub will house shared systems, partner toolkits, and concierge-style services.
- Design workforce-aligned educational offerings in collaboration with industry partners, including short courses, bootcamps, and certificates. These programs will target upskilling needs and serve as potential entry points to degree programs.
- Integrate industry engagement into curriculum and research through formal advisory councils in each school. These councils will help align academic offerings with workforce needs and open new avenues for corporate sponsorship.
- Develop collaborative spaces and digital platforms that allow faculty, students, and industry experts to co-create projects and innovation challenges. These initiatives will foster applied learning while generating mutual value.

Foundational Commitments

Alongside our four strategic pillars, we've created a set of foundational commitments that support and strengthen every part of our overall plan.

Goal 2: Reimagine Alumni Engagement

Alumni will be lifelong members of the Wentworth community—connected by shared values, meaningful relationships, and continued opportunities for learning and leadership. Engagement will span professional, regional, and identity-based communities, supported by centralized infrastructure and intentional programming. Alumni will serve as ambassadors, mentors, and investors in Wentworth's continued growth.

- Reimagine the Wentworth Alumni Association as a fully integrated part of the Office of Lifetime Engagement. The association will support affinity-based engagement, alumni-student interaction, and lifelong learning initiatives.
- Develop and launch affinity-based alumni engagement programming that fosters connection through shared identities, experiences, and interests. These initiatives will celebrate communities such as alumni athletes, student involvement affinity groups, academic cohorts, and professional networks, strengthening their ties to campus and one another.
- Develop industry-based alumni networks through recurring "Wentworth @..." events in key cities and at major employer sites. These gatherings will strengthen employer partnerships and alumni pride.

Goal 3: Expand Global and Academic Partnerships

Wentworth will cultivate strong, values-aligned relationships with institutions, organizations, and governments around the world. These partnerships will extend the university's reach, support new academic and cultural experiences, and create new pipelines for enrollment and collaboration. Focused efforts will build a network of reciprocal, mission-aligned partners.

- Invest in global learning opportunities by expanding international co-ops, faculty exchanges, and short-term study abroad programs. These experiences will build intercultural competence and global readiness.
- Develop partnerships with domestic institutions for dual-degree pathways and graduate enrollment pipelines. Agreements will focus on clear articulation, pricing transparency, and program alignment.
- Leverage relationships with secondary schools and community-based organizations to build early talent pipelines into Wentworth programs. Collaboration will include pre-college programs, preferred admission models, and targeted recruitment.



Prioritization, Resourcing, and Operational Support

Wentworth’s 2025–2030 Strategic Plan lays out a bold and focused vision grounded in our mission as the University of Opportunity and guided by our four strategic pillars. Delivering on this vision will require discipline—not only in what we choose to pursue, but in how we sequence, support, and sustain the work ahead.

We recognize that meaningful progress cannot be achieved simply by layering new efforts on top of existing ones. In a resource-constrained environment, success will depend on our ability to make clear, values-based decisions about where to invest, and where to evolve. Some legacy efforts, longstanding practices, or pilot initiatives may no longer align with our institutional priorities or may not demonstrate sufficient return in impact. As part of this plan, we commit to continuously evaluating the relevance and effectiveness of our work, not to diminish the value of past contributions, but to ensure that our limited time, funding, and talent are directed toward the initiatives that matter most today and into the future.

To guide this process, the President will convene the Executive Council and Board of Trustees each year in advance of the university’s budget planning cycle. These discussions will inform the designation of priority initiatives for the year ahead and align financial, physical, and human resources accordingly. This cycle will be transparent, consultative, and grounded in shared data, ensuring divisional planning and performance expectations are connected to institutional goals.

While annual reviews will guide short-term priorities, some initiatives will span multiple years and require phased implementation and sustained investment. Our approach will balance agility with long-term planning, making room for urgent needs and bold opportunities while maintaining momentum on high-impact work.

To support consistency and accountability, initiatives will be evaluated against a core set of criteria, including:

- Strategic alignment with Wentworth’s mission and pillars
- Measurable student or institutional impact
- Resource requirements and sustainability
- Contribution to long-term institutional value

In addition, the full portfolio of strategic activity will be regularly reviewed to ensure initiatives are achieving their intended outcomes. Those that no longer serve a clear purpose may be reimaged or concluded in order to make space for the work that is most needed now.

Transparency and community engagement will remain central to this process. Each year, the President will publish a progress report that summarizes accomplishments, highlights challenges, outlines next steps, and presents a roadmap for the year ahead. This practice will reinforce a culture of shared accountability and ownership while demonstrating clear, mission-aligned progress.

Our environment will continue to evolve. External factors including demographic shifts, workforce needs, and global uncertainty will require us to remain nimble and responsive. While this plan offers a long-term framework, we will retain the flexibility to pivot when new opportunities arise or emerging risks demand a new approach.

Above all, we will stay focused on the work that matters most. Every initiative we undertake, every dollar we allocate, and every hour we invest must reflect our mission, strengthen our community, and move us closer to our vision for the future.

Exploring the Role of Artificial Intelligence

Artificial Intelligence (AI) is rapidly reshaping the world around us. Wentworth’s identity as a university focused on preparing graduates for the future through experiential learning makes us uniquely positioned to explore both the opportunities and implications of AI. Rather than adopt a narrow or reactive stance, we seek to remain curious, critical, and proactive about AI’s role in the years ahead. This includes assessing where the technology may meaningfully enhance learning, student engagement, and operations, where oversight may be required, and how students, faculty, and staff can develop the knowledge to engage with AI productively and ethically.

Building a Thoughtful Foundation

We have already taken key steps toward building a university-wide approach to AI.

- Launched a university-wide AI Steering Committee charged with guiding policy development, identifying emerging opportunities, and supporting cohesive implementation.
- Established a shared framework and policy to guide ethical and appropriate AI use across academic and operational contexts.
- Piloted AI tools in classrooms and administrative functions, allowing faculty and staff to test applications that enhance teaching, learning, and institutional effectiveness.
- Curated a vetted suite of shared AI tools and resources, selected for their safety, security, and alignment with institutional goals, that are now available to the campus community for experimentation and informed use.

These efforts reflect our commitment to exploring AI in ways that are rigorous, responsible, and inclusive. As we move forward, we will continue to expand on this foundation, focusing in particular on three areas where AI offers the greatest potential for impact.

Enhancing the Curriculum

Wentworth faculty are already integrating AI into coursework across disciplines, leveraging tools to support design iteration, simulate system performance, and explore real-time data analysis. These pilots have demonstrated how AI can complement traditional instruction and introduce new dimensions to hands-on, interdisciplinary learning. At the same time, we are deepening our attention to the ethical and pedagogical implications of these tools, ensuring that students graduate not only with technical proficiency, but with a strong foundation in critical thinking.

Improving Student Support

AI is also helping us reimagine how we support students in navigating their academic and personal journeys. Through early pilots, we are exploring how we can offer more personalized advising, identify emerging challenges sooner, and recommend co-curricular opportunities aligned with student interests and goals. These tools are not intended to replace human relationships, but to enhance them. By automating routine tasks, faculty and staff can dedicate more time to deeper, more meaningful engagement with students.

Strengthening Operations

Operationally, we are testing how AI can reduce administrative burden and improve institutional decision making. Current use cases include AI-supported content development, data visualization, and predictive modeling for areas such as enrollment, scheduling, and resource planning.

As this work progresses, we will continue to refine our approach. AI will not replace the value of human interaction throughout our close-knit community, but when used intentionally, it can extend our reach and help us better serve our students. We are committed to shaping a future where Wentworth graduates are prepared to lead in a world transformed by technology.

Transforming Our Digital & Physical Infrastructure

Wentworth’s infrastructure, both digital and physical, must be intentionally designed to support the needs of a modern, diverse, and evolving learning community. Our future success depends on our ability to create integrated, flexible environments that promote connection, remove barriers, and enable both students and employees to thrive. Our facilities must support collaboration, creativity, and community. Our digital systems must empower decision-making, unlock access, and create seamless experiences.

Facilities for the Future

We will prioritize investments that optimize our current footprint, modernize critical spaces, and support new ways of teaching, learning, and connecting.

- Conduct a campus-wide strategic space review to assess how space is used, where modernization is needed, and how we can adapt environments to align with evolving programmatic and pedagogical needs.
- Develop a new residential facility that goes beyond housing to serve as a living-learning hub. This new space will include dining, wellness, and gathering areas that enhance belonging and student engagement.
- Invest in modern, flexible spaces for learning and collaboration across the existing campus. This includes upgrading classrooms, labs, studios, lounges, and maker spaces to support active learning, interdisciplinary work, and inclusive campus experiences.

Digital & Technology Innovation

As our learning and operational models evolve, so will the systems and platforms that support them. Our digital infrastructure will be designed to provide timely access to information, deliver intelligent services, and foster collaboration across every part of the university.

- Implement a contemporary student information system that streamlines access to essential academic, financial, and advising information. Students will be able to navigate their experience with greater ease, while faculty and staff will benefit from a more holistic view of those they support.
- Continue investing in academic technologies that align with emerging pedagogies and hybrid models of instruction. From virtual collaboration tools to digital labs, these platforms will help deliver high-impact learning across modalities.
- Upgrade core enterprise systems to ensure business operations—including finance, HR, and facilities—are efficient, transparent, and scalable. These systems will reduce administrative burden and provide real-time insights to inform decision-making.
- Prioritize the integration of artificial intelligence tools across academic and administrative systems. From predictive analytics to personalized student support, AI will enable smarter services and better outcomes for students and the university as a whole.

All infrastructure investments, physical and digital, will be guided by a commitment to equity, accessibility, sustainability, and long-term institutional value. We’ll design for the future while honoring our responsibility to maximize impact, reduce barriers, and create environments where all members of the Wentworth community can thrive.

Organizational Development & Talent Management

The success of our strategic plan depends on the strength, adaptability, and shared commitment of our faculty and staff. At Wentworth, we believe that when we invest in our people, we invest in the future of the institution. Talent development, leadership growth, and organizational alignment are not separate from our strategy, they’re essential to executing it.

We’ll build an environment where employees feel connected to our mission, supported in their professional growth, and clear on how their work contributes to institutional success. This begins on day one, with an onboarding experience that fosters belonging and shared purpose, and continues throughout every employee’s journey through ongoing learning, leadership development, and meaningful performance conversations.

We’ll take a people-first approach that values continuous learning, inclusive practices, and clearly articulated expectations. These efforts will not only enhance organizational performance but also help ensure that every employee has access to the tools, knowledge, and opportunities they need to thrive.

Talent Development Priorities

- Redesign new employee onboarding to provide a meaningful and immersive introduction to Wentworth’s mission, values, and strategic direction. This experience will equip new employees with the relationships, context, and tools needed to succeed from the start.
- Establish a comprehensive learning and development platform that offers accessible, high-quality professional growth opportunities for all employees. Programs will be aligned to institutional needs, career pathways, and employee goals—empowering individuals to advance their skills and contributions over time.
- Develop leadership and management training programs to support effective and inclusive supervision across the university. These programs will build capacity in coaching, communication, performance management, and leading through change.
- Incorporate strategic goals into annual work plans by ensuring that every employee includes at least one professional development or inclusive excellence goal. Managers will be supported in setting, reviewing, and aligning these goals with divisional and institutional priorities.
- Link individual performance to institutional strategy by creating clear lines of sight between personal contributions and university goals. This alignment will foster accountability, shared purpose, and a culture of continuous improvement.

These efforts will be supported by a strong foundation of performance coaching, recognition, and regular feedback. Our goal is not only to retain talented individuals but to create an environment where they can do their best work, grow into leadership roles, and make lasting contributions to the university.

As we implement this plan, we will continue listening to our community to ensure that development offerings are relevant, equitable, and high-impact. By equipping our people with the support and skills they need, we’ll build a stronger, more aligned, and more resilient institution ready to meet evolving needs.



Expanding Our Reach & Reputation

Wentworth’s distinctive, hands-on approach to learning delivers clear value for students, but that value must be better understood and more broadly recognized. As of fall 2024, two-thirds of our entering class came from within 50 miles of campus, and a quarter from between 50 and 200 miles, a regional draw that limits both our reach and resilience. In contrast, peer institutions across New England have made deeper inroads into surrounding markets, positioning themselves for long-term enrollment health.

Expanding our geographic reach is not just a branding exercise, it is a strategic imperative. A more diverse, distributed applicant pool will strengthen Wentworth’s ability to enroll students who are aligned with our mission and prepared to thrive in a high-impact, career-focused learning environment. It will also ensure that more students from across the country and around the world have access to a Wentworth education.

To accomplish this, we will implement a multi-faceted strategy designed to increase visibility, improve awareness of our outcomes and value proposition, and build deeper relationships with the individuals and influencers who shape college choice.

Rankings, Ratings & Peer Visibility

We’ll continue to advance a focused rankings strategy, emphasizing positioning in key national and regional outlets and increasing visibility among peer evaluators. Efforts will include active participation in industry networks, expanded outreach to influencers and decision-makers, and a more intentional use of faculty and institutional expertise in public forums.

Counselor Engagement & High School Strategy

High school counselors remain one of the most influential voices in the college decision-making process, particularly in key suburban and out-of-state markets. We’ll invest in this critical audience by launching a comprehensive counselor engagement strategy that includes regional events, profile-building tools, preferred admission pathways, and the formation of a school counselor advisory committee. These relationships will help us build stronger pipelines and expand brand recognition in high-priority geographies.

Smarter Outreach & Smarter Data

Prospective students and families are engaging with colleges in increasingly dynamic and personalized ways. Wentworth will evolve its outreach strategy to meet this shift by delivering tailored, responsive content to students and their families across multiple channels, from email to streaming platforms. New tools and technology integrations will allow us to communicate more directly with parents, highlight academic offerings aligned with student interests, and track outreach effectiveness with greater precision.

Our enrollment team will use real-time data and predictive insights to identify emerging markets, adjust messaging, and improve conversion rates. At the same time, we’ll supplement this strategy with expanded surveys and research efforts to better understand what matters most to the students who choose Wentworth and those who don’t.

By elevating our profile, enhancing our outreach, and building stronger relationships with students, counselors, and communities, Wentworth will not only expand its enrollment reach but also reaffirm its role as one of the most accessible, outcomes-driven institutions in higher education.





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