

Strategic Plan Third Year Progress 2022-2023

BEYOND 150

LEAD • SUCCEED • ENGAGE



WORCESTER
STATE
UNIVERSITY

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STRATEGIC PLAN FRAMEWORK



INTRODUCTION

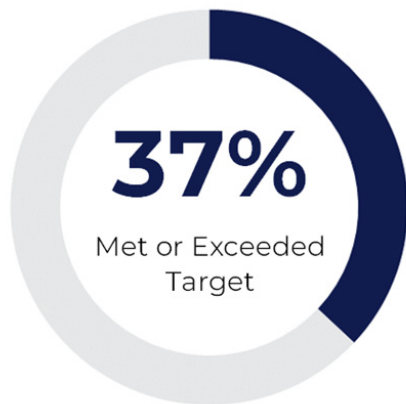
The Worcester State University Strategic Plan 2020-2027, *Beyond 150: Lead, Engage, and Succeed* was designed so that progress can be measured annually and compared longitudinally. While some analyses are subjective, the inclusion of metrics, with benchmarks and targets, provides objective data to inform decision making.

In 2023, the Board of Trustees approved a two-year extension to the plan given that the implementation began during the COVID-19 pandemic and resulting financial uncertainty. The plan will be effective until 2027.

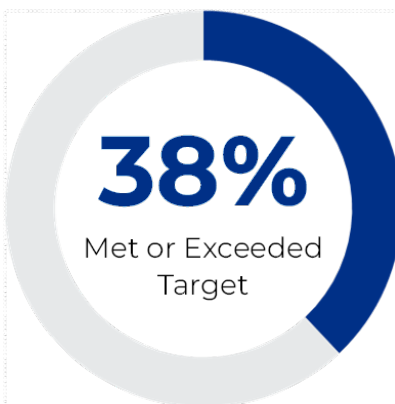
Also in 2023, continuous improvement was added as an overarching theme and new strategies, initiatives, and metrics have been created to measure the success of our operational excellence. More information is included in this report in the section on continuous improvement. A comprehensive list of revisions can be found in Appendix C.

The University continued to make significant progress in the third year of the plan. This report highlights the progress achieved in 2022-2023, including key progress indicators, implementation of initiatives, longitudinal metrics, and selected accomplishments for each goal.

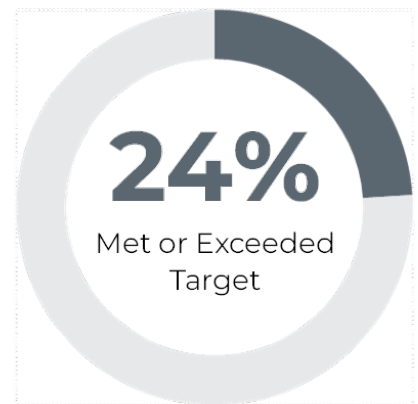
METRICS PROGRESS



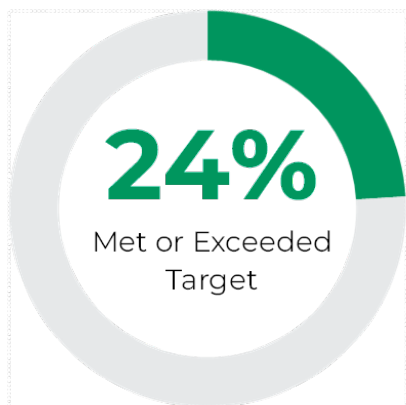
All Metrics



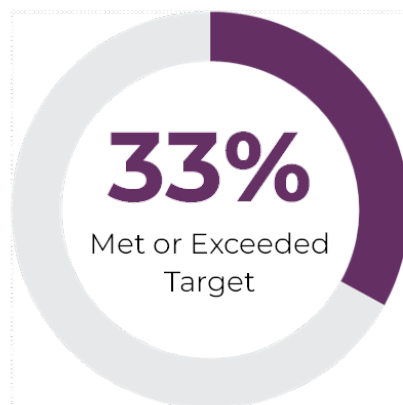
**Diversity, Equity,
Inclusion & Justice**



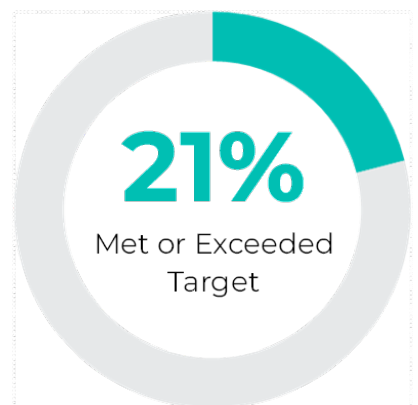
**Continuous
Improvement**



**Academic
Excellence**



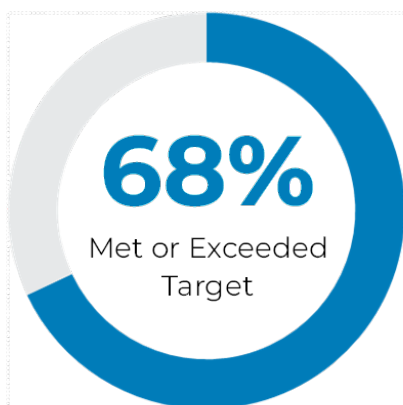
**Student
Success**



**Marketing &
Enrollment**



**Community
Engagement**



**People &
Culture**

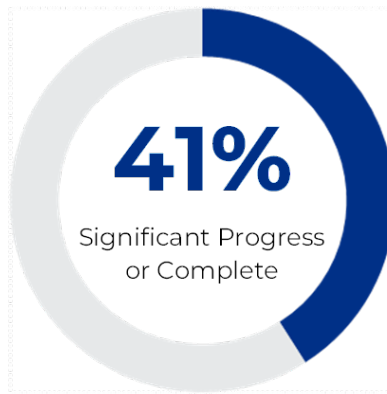


**Resources &
Infrastructure**

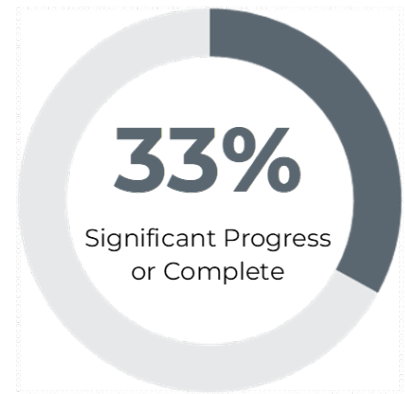
INITIATIVES PROGRESS



All Metrics



**Diversity, Equity,
Inclusion & Justice**



**Continuous
Improvement**



**Academic
Excellence**



**Student
Success**



**Marketing &
Enrollment**



**Community
Engagement**

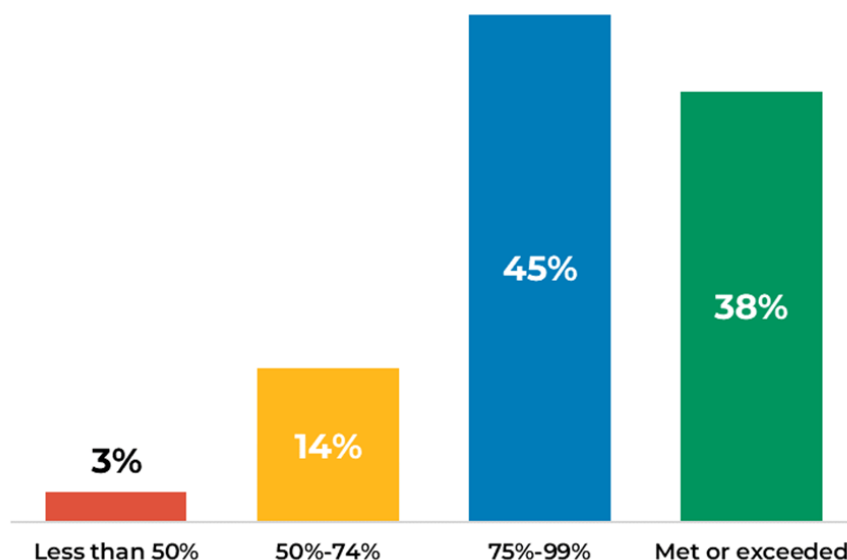


**People &
Culture**

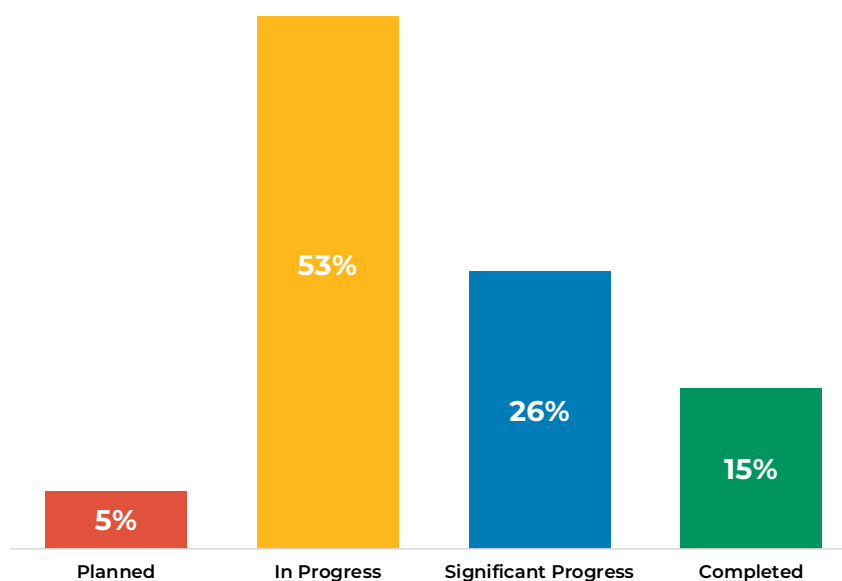


**Resources &
Infrastructure**

Diversity, Equity, Inclusion, and Justice (DEIJ) is incorporated throughout the Strategic Plan's goals, strategies, initiatives, and metrics.



Metrics Progress to Target



Initiative Completion Target

CONTINUOUS IMPROVEMENT

As part of the University's financial sustainability efforts, Worcester State has committed to intentionally and systematically cultivating a culture of continuous improvement and operational excellence.

Continuous improvement is a data-informed approach to improving processes and systems through small, incremental changes that collectively lead to significant improvements in efficiency, cost savings, and student success.

By embracing continuous improvement, Worcester State aims to foster a culture of innovation, efficiency, and adaptability, enabling us to navigate the challenges of a rapidly evolving higher education landscape.

As with the overarching lens of diversity, equity, inclusion, and justice (DEIJ), strategic plan initiatives and metrics will be aligned with continuous improvement practices.

Additional changes related to continuous improvement:

Strategy 5.5 was changed from "Foster a culture of assessment and data-based decision making" to "Establish a culture of continuous improvement and data-informed decision making".

Two initiatives were added under Strategy 5.5: "Review, prioritize, and implement the recommendations of the Fiscal Sustainability Plan" and "Optimize processes to improve efficiency and effectiveness".







A new initiative was added under Strategy 6.1: "Explore opportunities to reduce cost and or increase revenue".

Starting with the review of AY 2023-2024 new metrics will be added to assess continuous improvement.



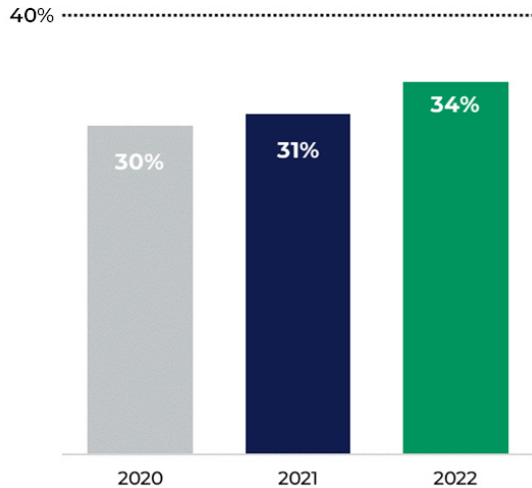
ACADEMIC EXCELLENCE & DISTINCTION

Offer high-quality programs that develop the intellectual and personal potential of every student and prepare the next generation of leaders, innovators, and scholars.

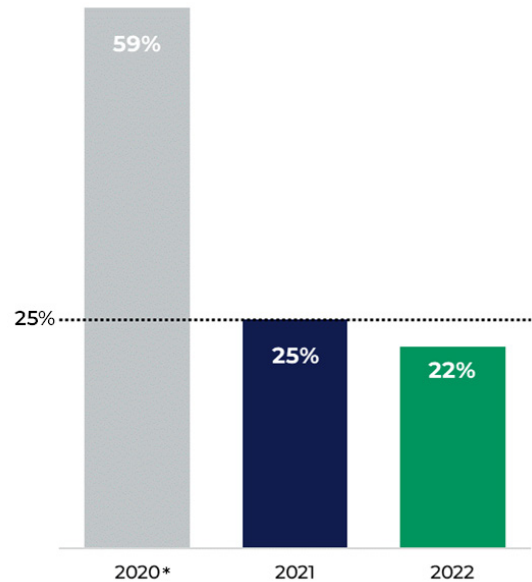
-  **1** Promote university-wide innovation in curricular program offerings and course modalities.
-  **2** Support and celebrate excellent teaching and expand teaching development opportunities.
-  **3** Leverage our location to create distinctive academic and leadership opportunities.
-  **4** Offer a vibrant and rigorous general education that supports the liberal arts in the 21st century.
-  **5** Enhance support for applied, interdisciplinary, and inclusive scholarly and creative work.
-  **6** Create a more vibrant intellectual life on campus and a culture of high academic standards.



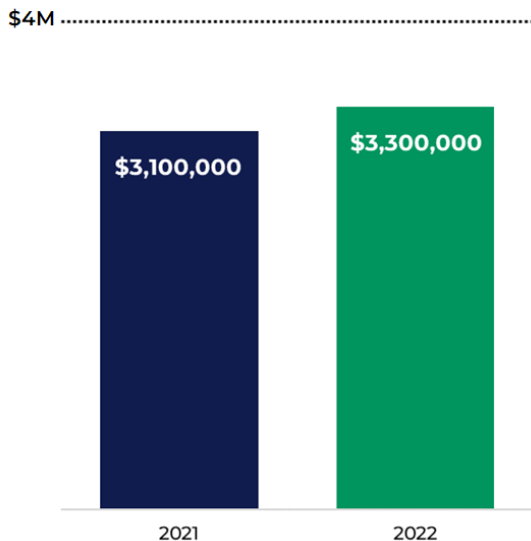
KEY PROGRESS INDICATORS



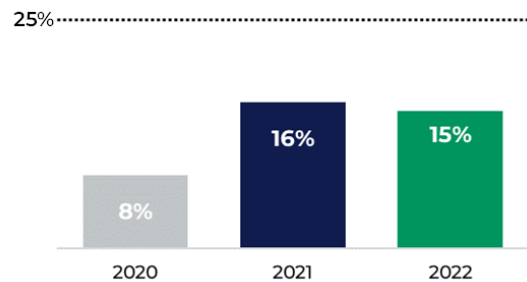
Experiential Learning



Online Sections



Grant Funds Awarded

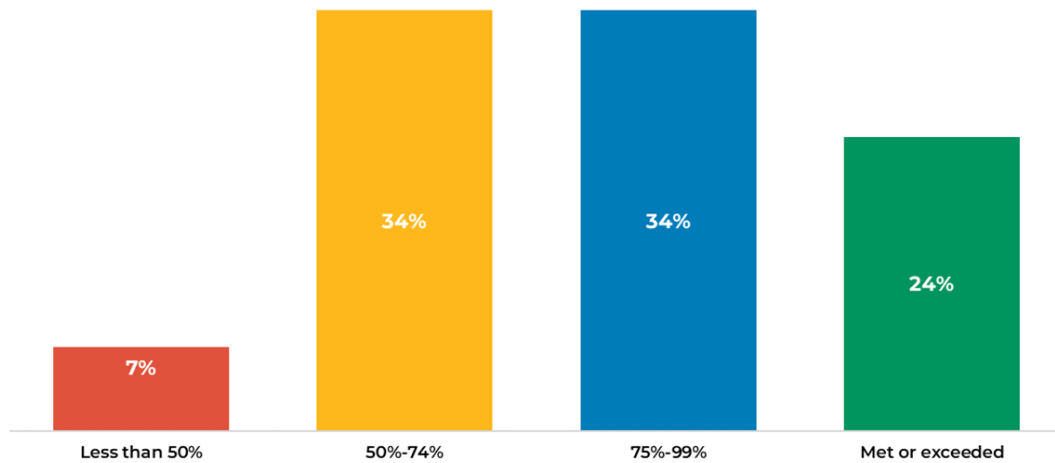


Internships, Practica & Fieldwork

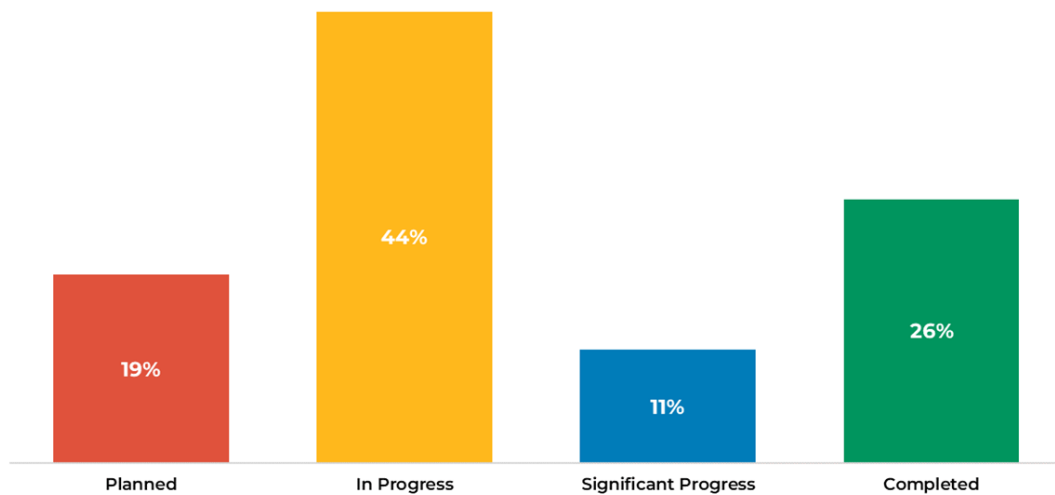
..... Target



METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

ACCOMPLISHMENTS

Chemistry students Sydney Demers and Joshua Fung-A-Fat and faculty Dr. Jeremy Andreatta, Dr. Margaret Kerr, and Dr. Weichu Xu, published their article “Cultivating Student Research Interests in Undergraduate Organic Chemistry Course Through Class Activity,” in the peer reviewed *Journal of Chemistry Education*.



Dr. Aimée Delaney, Associate Professor of Criminal Justice, won the Academy of Criminal Justice Sciences 2023 Outstanding Book Award for her book, “Norms of Violence: Violent Socialization Processes and the Spillover Effect for Youth Crime”.

English Professor Dr. Heather Treseler’s essay, “My Search for Elizabeth Bishop”, was recognized in The Best American Essays 2022 and listed in Notable Essays and Literary Nonfiction of 2021.



Dr. Benjamin Jee, Associate Professor of Psychology, was awarded a National Science Foundation Grant in collaboration with universities in Massachusetts, California and Illinois to improve students’ analogical thinking and reasoning skills.

Visual & Performing Arts recognition:

Dr. Carlos Odria, Assistant Professor, was nominated for Boston Music Award’s Latin Artist of the Year.

Student Libia Gonçalves’ artwork was awarded an ArtsWorcester Juror’s Prize.

Students Ariana Strout (dramaturgy) and Julian Wagner (music composition) were awarded Kennedy Center American College Theatre Festival 2023 Merit Awards for their work on “Rosencrantz and Guildenstern are Dead”.





LEARNING RESOURCE CENTER

STUDENT SUPPORT & SUCCESS

Provide all students a transformative and holistic educational experience with a path to timely completion and a solid preparation for advanced studies or career success.



Increase overall retention and graduation rates and close achievement gaps.



Promote student leadership development opportunities proactively and equitably.



Embrace student-centeredness as a guiding principle and adopt holistic student support.



Ensure all students have access to the resources, services, and technology they need.



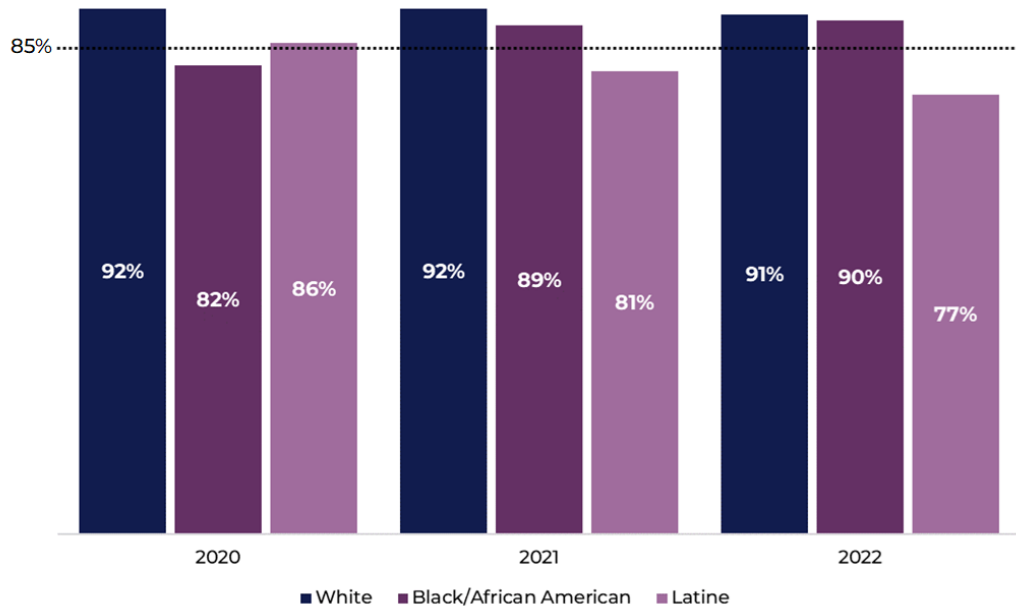
Adopt a mentoring advising model and ensure effective student support.



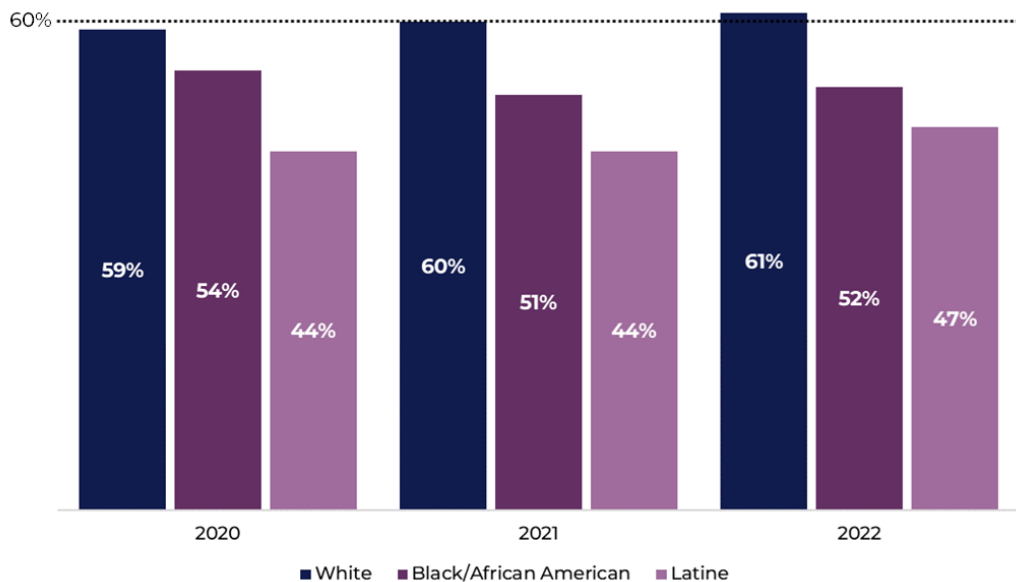
Create a robust campus life for all students and promote connection and community.



KEY PROGRESS INDICATORS



Cohort First Year Retention Rate

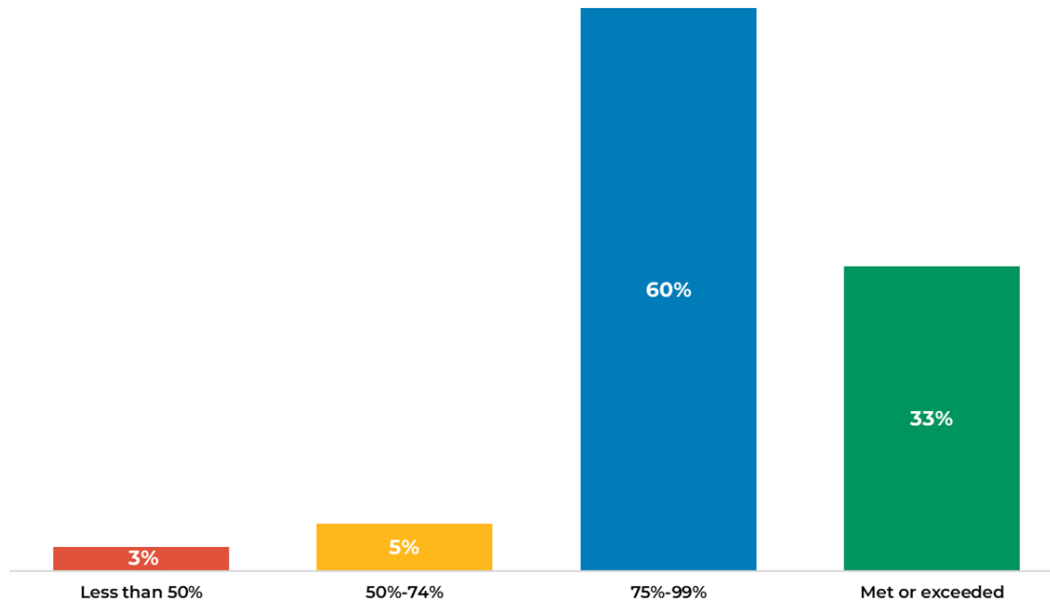


Cohort Six Year Graduation Rate

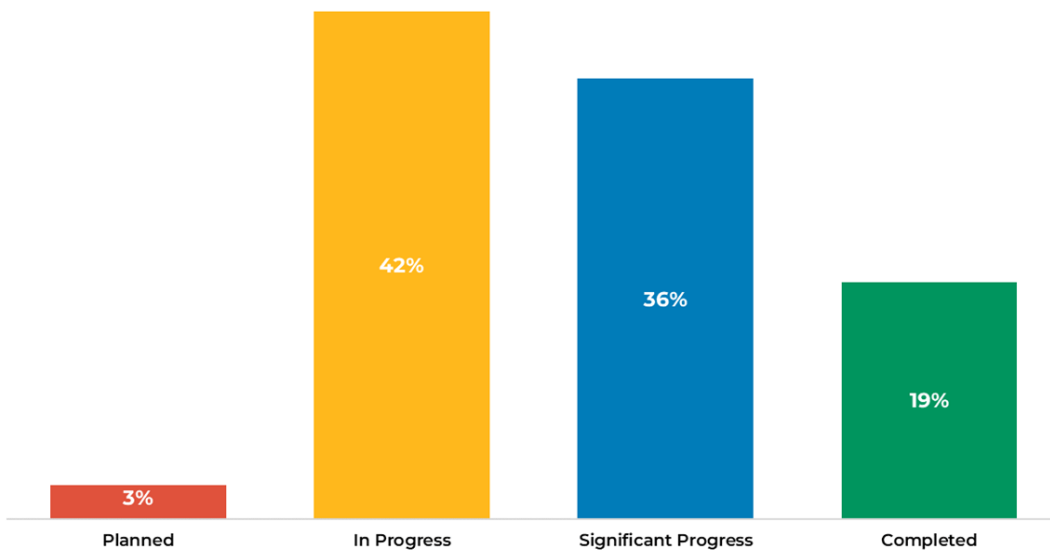
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METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

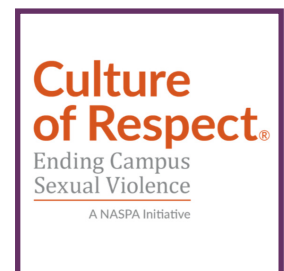
ACCOMPLISHMENTS

The Counseling Center expanded mental and emotional health services through the launch of Resilient U, which offers a 24/7 mental health support line, telehealth counseling, psychiatry, and a host of online wellness resources.



Worcester State received a \$75,000 Hunger Free Campus Initiative grant to address food insecurity. In addition, the Urban Action Institute and Chartwells partnered on the Empty Bowls Fundraiser to benefit Thea's Pantry on campus and the Chandler Magnet School Food Pantry.

The Title IX Office led the effort for Worcester State to join the Culture of Respect Collective, a two-year program that brings together institutions of higher education who are dedicated to ending campus sexual violence and guides them through a rigorous process of self-assessment and targeted organizational change.



A year-long comprehensive program for cancer awareness, research, education, and student support funded by The Rosen Cancer Awareness Fund kicked off with Grit 'N Wit, a confidence boosting, team-building, mental and fitness challenge obstacle course, aimed at increasing cancer awareness.

The first Wellness Expo, also sponsored by the Rosen Cancer Awareness Fund, brought together students, faculty, staff, and the community to promote cancer awareness and overall wellness.





MARKETING & ENROLLMENT

Be attractive and accessible to a diverse population of students within an increasingly competitive recruitment environment.



Raise regional and national visibility and recognition for academic excellence, value, and impact.



More effectively differentiate Worcester State from its peers.



Increase the diversity of the faculty and staff to better reflect the study body.



Expand our presence in local secondary education and community college sectors.



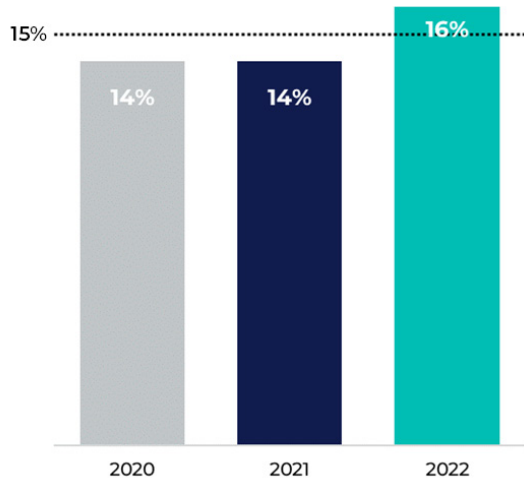
Position the University as a first-choice university for under-represented and under-served students.



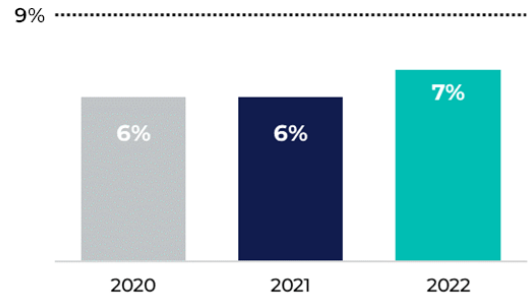
Invest resources necessary to grow enrollment in graduate and online programs.



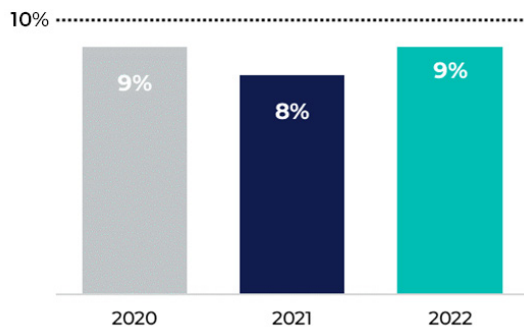
KEY PROGRESS INDICATORS



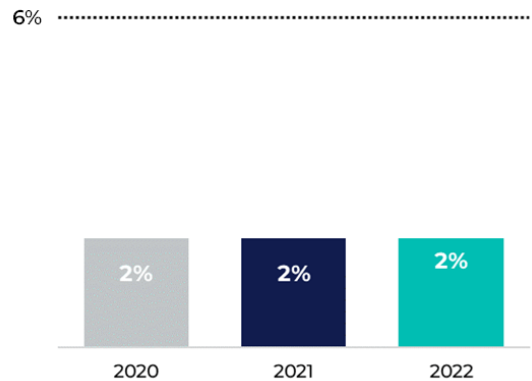
**Undergraduate Enrollment:
Latine**



**Graduate Enrollment:
Latine**



**Undergraduate Enrollment:
African American/Black**

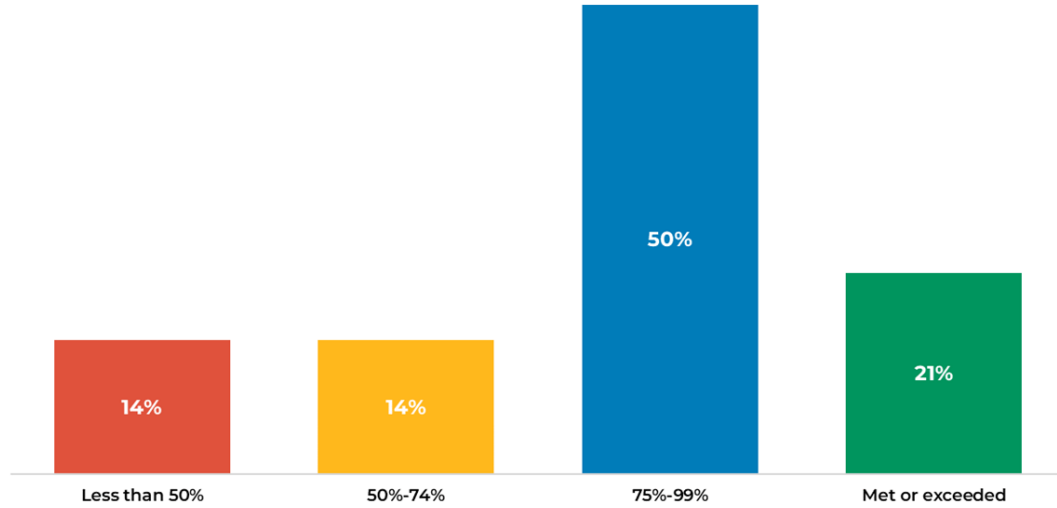


**Graduate Enrollment:
African American/Black**

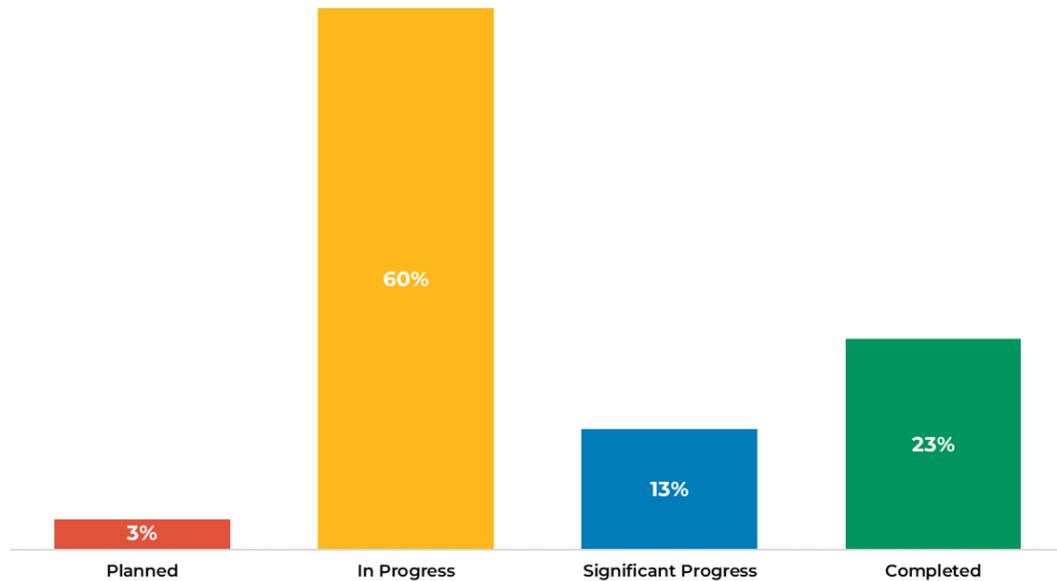
..... Target



METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

ACCOMPLISHMENTS



The new Worcester State website was awarded a 2022 Davey Awards Silver Medal for Best University Website and the University's "WooLife" video won an Association of Marketing and Communication Professionals 2022 Viddy Award for best short video in the education category.

Kristie McNamara, Director of the Office of Student Involvement and Leadership Development, received the National Association for Campus Activities (NACA) Northeast's Donald L. McCullough Award. This award is given to an individual who has contributed significantly to NACA Northeast and the field of student activities.



Librarian and Archivist Ross Griffiths promoted Worcester State's rich history by sharing historical images, objects, books, and other materials from the Worcester State Archives, special collections, and rare books collections weekly on social media.



Worcester State received multiple accolades for its programs including: Grade of "A" from the National Council on Teacher Quality Elementary Reading Education for the Reading program.

The RN to BS program ranked "#1 Nursing Program in Massachusetts" by RegisteredNursing.org.

Biotechnology rated the "#1 Best Value Undergraduate Biotechnology Program in New England" by College Factual and listed in the "Top 10 Biotechnology Degrees in the U.S." by College Choice.



COMMUNITY ENGAGEMENT & PUBLIC GOOD

Have an impact beyond campus through leading-edge scholarship and creative activities, civic engagement, and partnerships with local, regional, and global communities.



Expand and deepen connections between academic departments and the community.

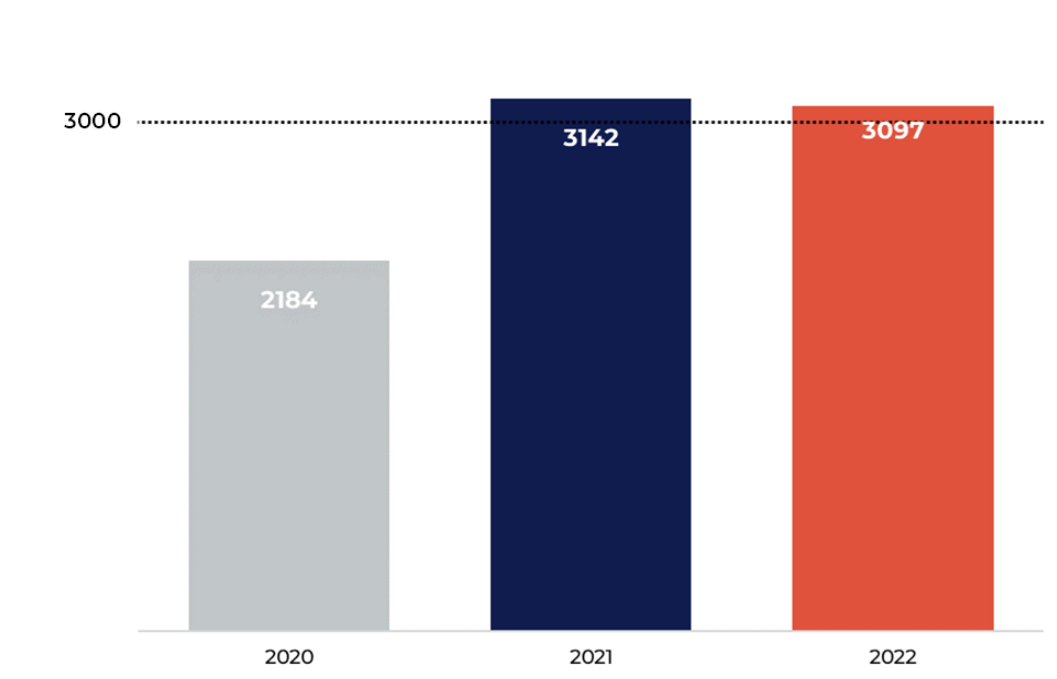


Foster ongoing interactions between the University and the community.

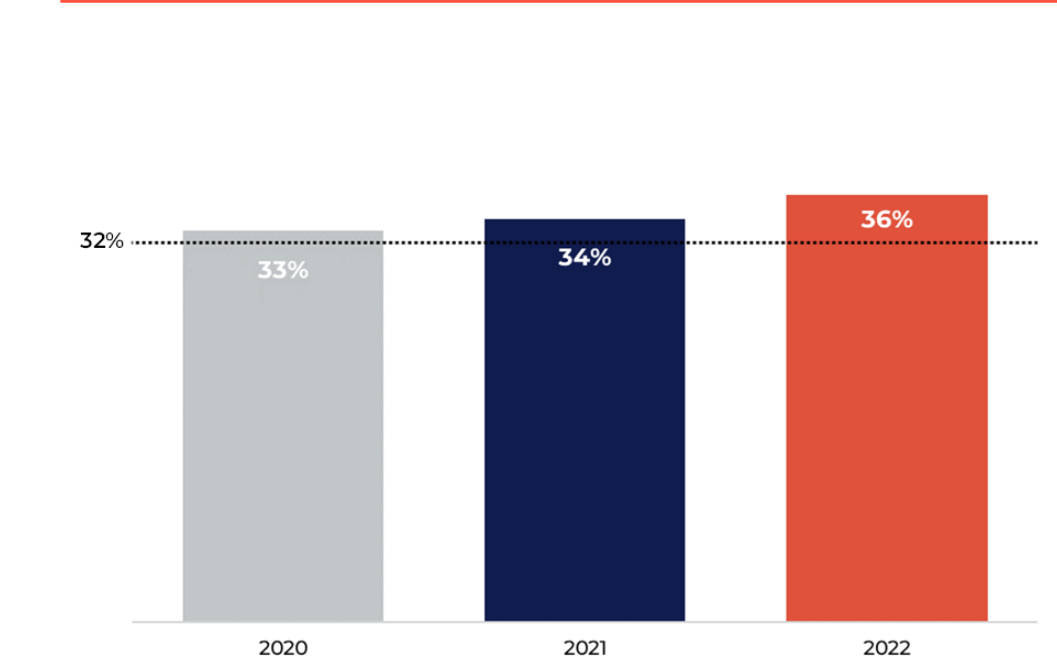


Establish WSU as a research and policy hub, developing solutions to meet regional challenges.

KEY PROGRESS INDICATORS



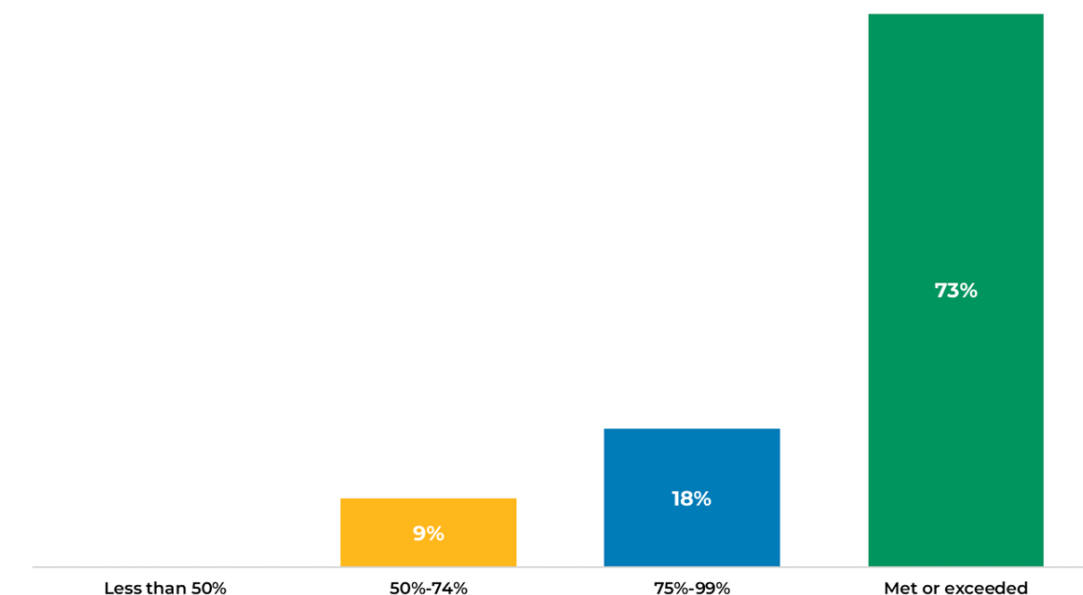
Students in Civic Engagement Courses



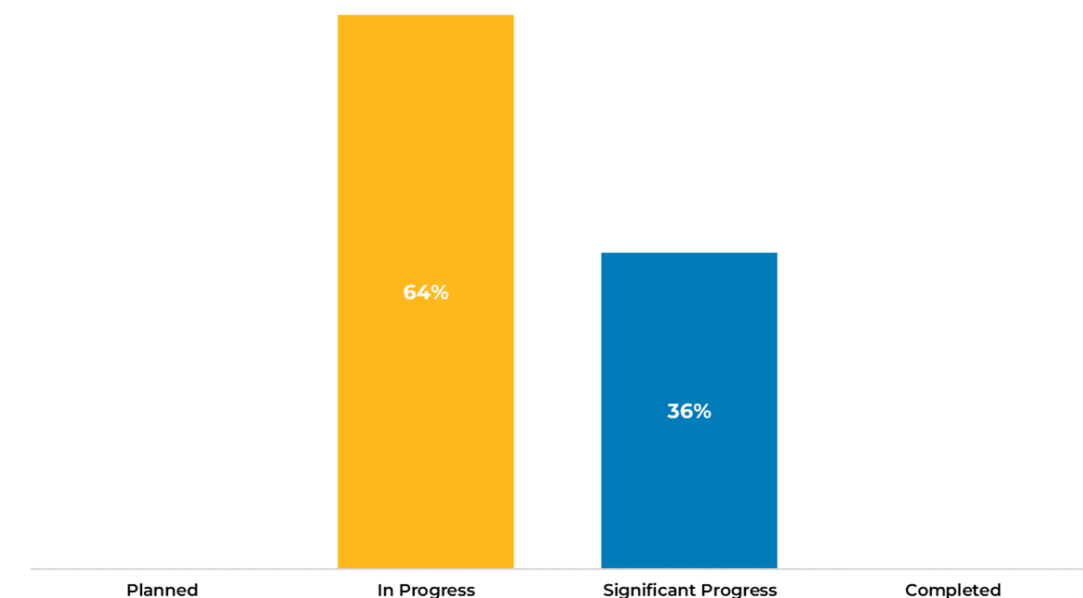
**Students in Civic Engagement Courses:
ALANA / BIPOC**

..... Target

METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Completion Progress

ACCOMPLISHMENTS



The LEI Health Ambassador program received multiple commendations for their service during the pandemic including a certificate of appreciation from the City of Worcester, an official proclamation from Worcester City Council and the United Way's Edwin B. Coghlin Award for Community Service.



The Education Department partnered with the Guild of St. Agnes to open the University Collaborative Early Education Center, an innovative childcare center and teaching lab that will allow Worcester State Early Childhood Education majors to work, learn, and observe in real classroom settings.



The Office of Multicultural Affairs hosted the Brotherhood and Sisterhood Leadership Conference to empower high school students, college students, and professionals through team building workshops and to foster a connection to the first generation and ALANA/BIPOC community.







The Women's Basketball team hosted the 13th Annual Math Madness event, with 500 students from May Street School and Tatnuck Magnet School participating in an afternoon of exciting basketball and mathematical challenges.



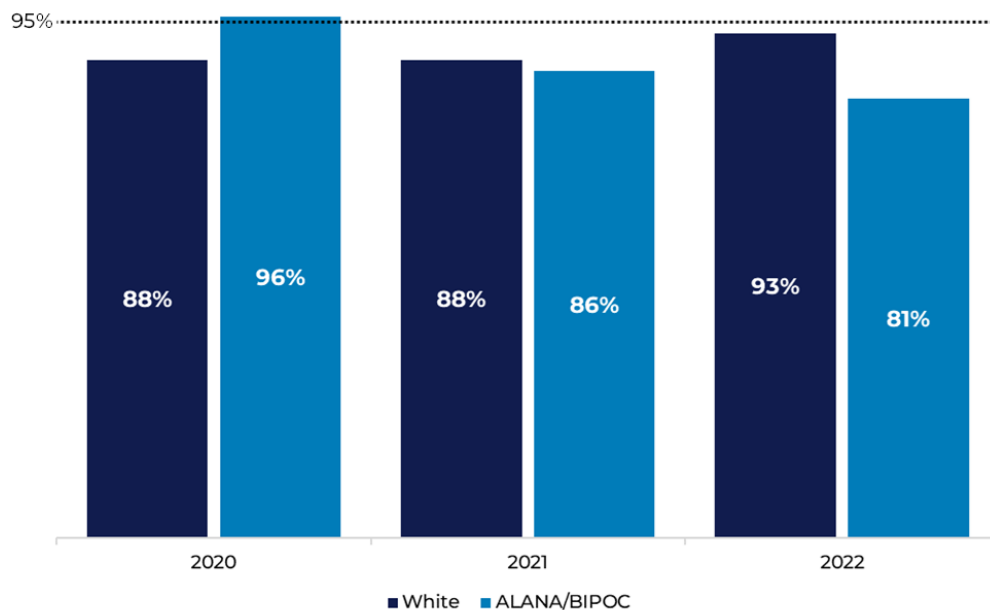


PEOPLE & CULTURE

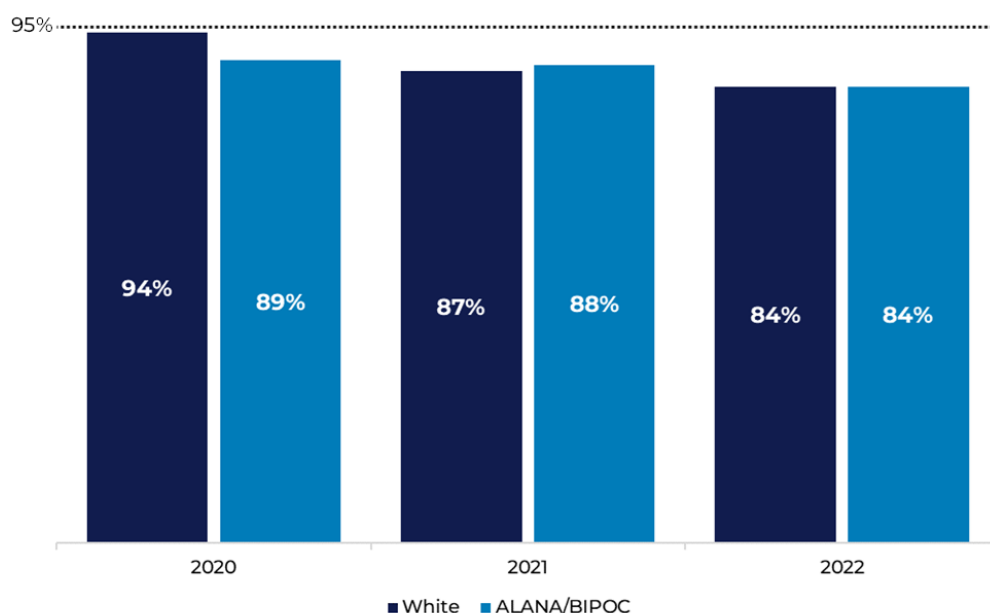
Nurture an inclusive campus culture that promotes a shared commitment to excellence, innovation, collaboration, and accountability.

-  **1** Establish Worcester State as an even more welcoming environment for all.
-  **2** Recruit, retain and reward high-quality and diverse faculty and staff.
-  **3** Continue to equip and encourage faculty and staff to address the changing needs of students.
-  **4** Promote greater unity, communication, and a sense of institutional pride across campus.
-  **5** Foster a culture of continuous improvement and data-informed decision making.
-  **6** Institutionalize policies and practices to respond effectively to unanticipated crises.

KEY PROGRESS INDICATORS



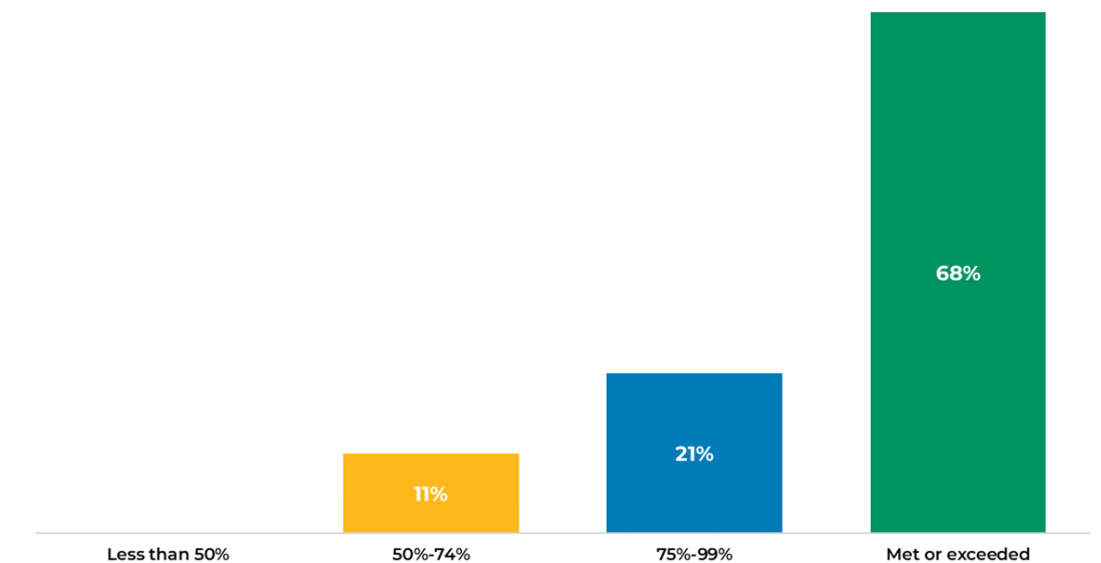
Retention of Full-time Faculty



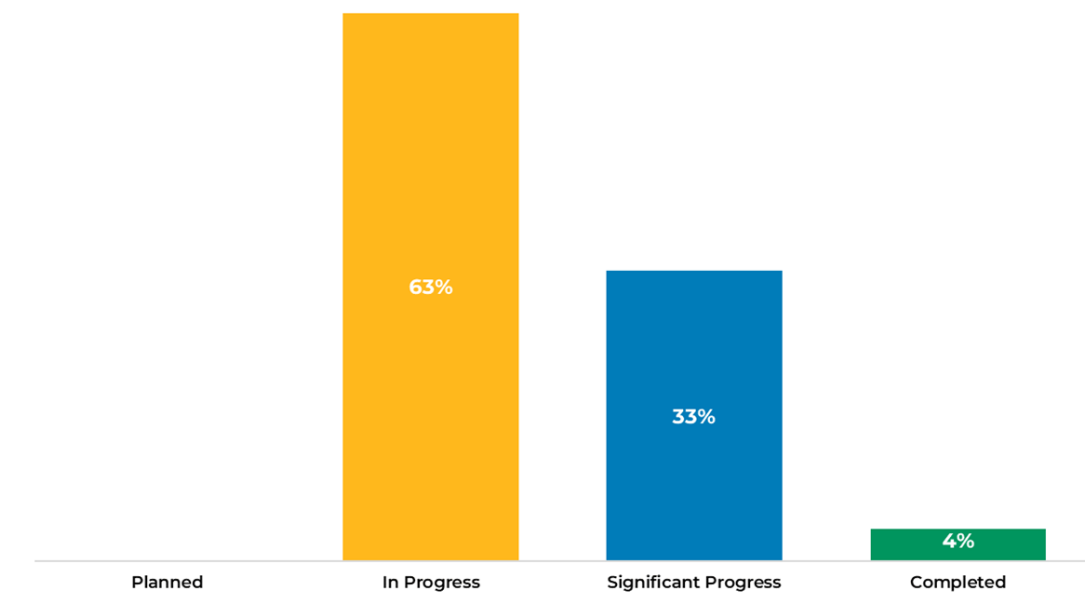
Retention of Full-time Staff

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METRICS AND INITIATIVES



Metrics Progress to Target



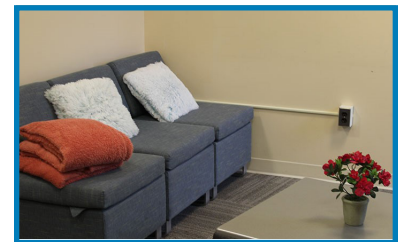
Initiative Implementation Progress

ACCOMPLISHMENTS



LGBTQIA+ graduating seniors were celebrated at Worcester State's first annual Lavender Graduation. The event was organized by Alison Park, the new Assistant Director of the LGBTQIA+ Resource Center.

Student Affairs opened the Campus Ministry Prayer and Meditation Lounge, a new prayer and meditation space for students to meditate and pray in private. The non-denominational space includes a lounge that can be used for faith-based organizations and a separate prayer room.



The University celebrated its first Unity Day including a Unity Walk with a “Black Lives Matter” flag raising ceremony.



The University also held a “Stop Asian Hate” flag raising ceremony in support of the Asian members of the Worcester community.









The University hosted Black+Mental Health+Matters, a special interactive arts workshop for students meant to center Black voices that are often quieted, create a safe environment for people to communicate about their experiences, decrease stigma around mental health, and foster healing.

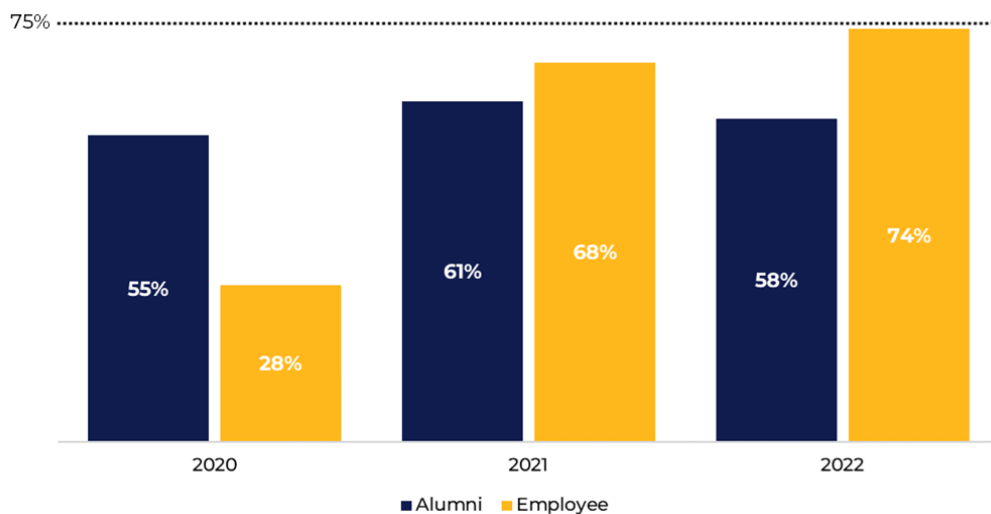


RESOURCES & INFRASTRUCTURE

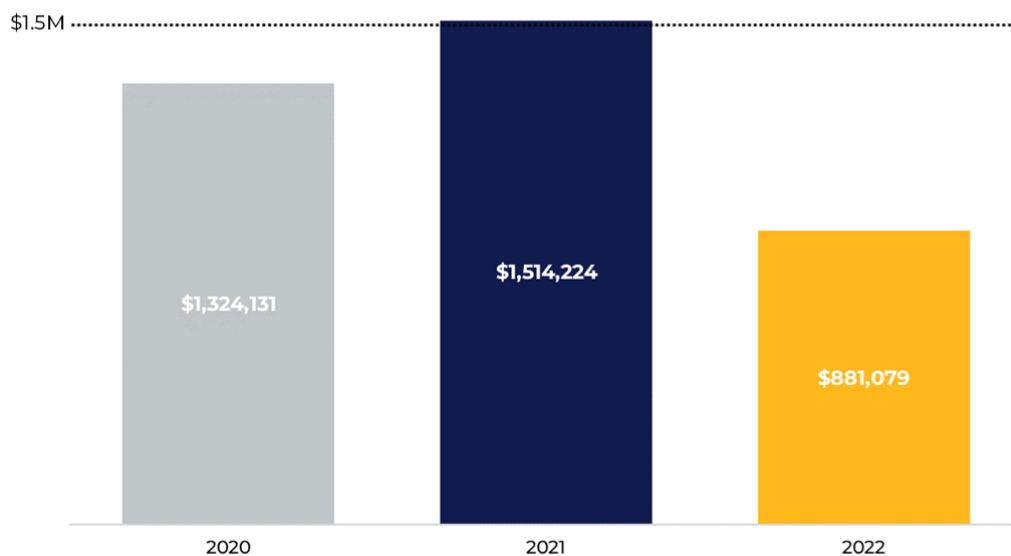
Develop revenue adequate to support the mission and priorities and invest in infrastructure and technology with a commitment to financial and environmental sustainability.

-  **1** Develop new and sustain existing sources of revenue.
-  **2** Expand philanthropic support and grow the endowment.
-  **3** Ensure technology, facilities, and systems can support operational needs and strategic goals.
-  **4** Ensure policies and practices promote greater efficiency, entrepreneurial thinking, and equity.
-  **5** Develop redundant systems and staffing capacities to protect operations from disruption.
-  **6** Commit to addressing the growing challenges of climate change.

KEY PROGRESS INDICATORS



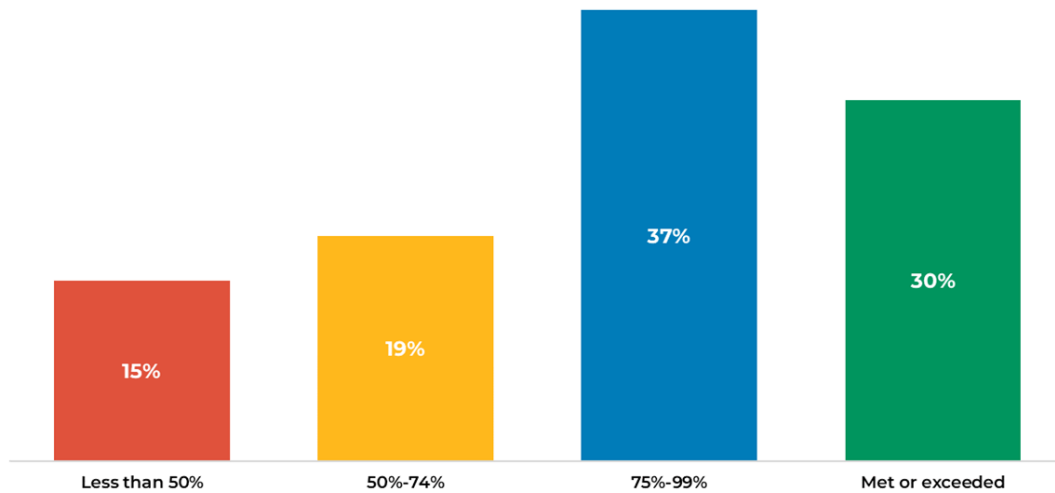
Donor Retention Rate



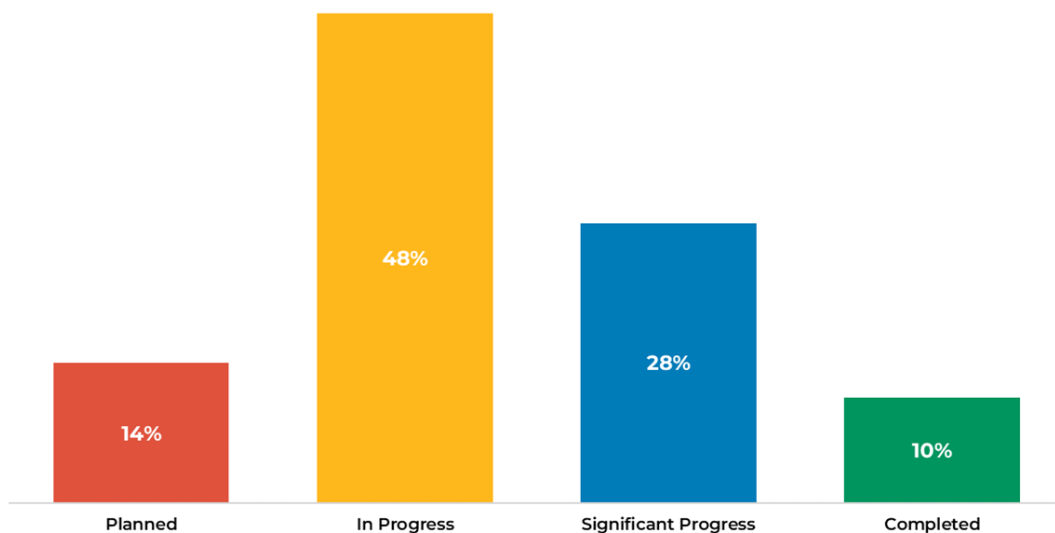
Annual Savings from Electricity Offsets

..... Target

METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

ACCOMPLISHMENTS

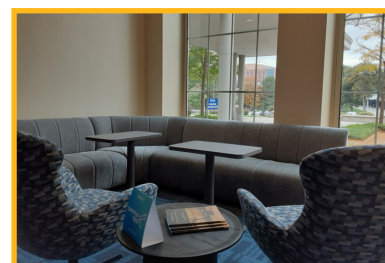
The Financial Sustainability Task Force Report was completed and presented to the Board of Trustees. The report was developed with input from the 71 faculty and staff who participated in Phase 2 of the project.



The Counseling Center was redesigned and expanded. The enclosed reception area and a rear exit will afford more privacy and the two additional office spaces will help staff meet the increasing demand for student support.

Two projects were selected for Rapid Improvement Events: course scheduling and student retention and early warning. The week-long project asked faculty and staff to examine the present state and develop an improved plan for the future.

The Admissions Office opened a new Welcome Center on the first floor of the Administration Building to enhance campus visitors' experiences. The space features comfortable seating, a conference table, and a large digital screen and can accommodate 20 or more people.



The Worcester State Foundation Golf Tournament raised \$127,000 for Worcester State student scholarships. More than 200 alumni and friends of the University participated in the event.

The Worcester State Foundation received a record \$12,250,000 in donations in Fiscal Year 2022-2023, with \$1,860,000 for scholarships. The Foundation transferred nearly \$2,500,000 to the University including \$1,040,000 in direct student aid.

ANALYSIS

The results of this year's assessment demonstrate that Worcester State has continued to make significant progress in realizing the goals of *Beyond 150: Lead, Succeed & Engage*.

However, there are still initiatives that have not yet been implemented. The University should focus on developing an accelerated degree program for non-traditional students, seeking additional funding to support increased graduate assistantships, evaluating CESO staffing levels so the Director can focus on revenue generation, and evaluating the organization and staffing of ITS.

Initiatives relating to LASC also have yet to be realized, but given that general education is undergoing a review, these initiatives should be re-examined after that process is complete.

As mentioned in previous progress reports, initiatives have not been assigned to specific areas for implementation and assessment. As a result, many initiatives have not been implemented university-wide. Instead, individual departments, offices, or committees have begun implementation within their areas.

Without a designated leader to ensure implementation and assessment throughout the University, we will not be able to effectively measure success. In addition, if implementation occurs only in some areas, the benefits will be limited to only those students, faculty, and staff who interact with those areas.

The following page highlights the initiatives that should be assigned to a specific person, department, or committee to oversee implementation and assessment. The designee would be responsible for identifying the actions taken across campus to realize the initiative, ensuring that areas that have not begun implementation begin doing so, and collecting data on the progress of implementation.

Strategic

Identify “signature programs” setting us apart from other competitors.
Deliver educational opportunities of strategic value to the region.
Develop divisional and departmental strategic plans.

Academic

Establish common practices for online courses.
Increase support for universal design/accessibility in courses.
Encourage a culture in which advising is a year-round process.

Communication

Publicize faculty and staff publications and accomplishments.
Enhance internal and cross-divisional awareness of roles and accomplishments.
Translated materials into foreign languages.
Significantly enhance internal communication.

Marketing

Promote Worcester State's rich history.
Highlight Worcester State's role within higher education.
Better promote existing community partnerships and outreach activities.
Position Worcester State as “Worcester’s University”.

Student Support

Identify and remove barriers impeding student access to services.
Ensure all students have the technology and tools necessary for academic success.
Raise funds for ancillary expenses to support retention.
Improve student belonging, particularly under-served and under-represented students.
Address international student needs.
Incorporate graduate student-specific resources in all support offices.
Support graduate student research.
Provide more opportunities for graduate students to socialize.

Community

Connect the Worcester State community to local affinity groups.
Develop community focused endeavors that address local challenges.

Employees

Offer competitive compensation and contemporary employment options.
Increase professional development and career growth opportunities for staff.
Improve onboarding for new employees.
Coordinate a formal mentoring program for faculty and staff.
Recognize faculty and staff accomplishments through awards and other benefits.
Introduce optional social activities that bring faculty and staff together.

Resources

Expand funding for research and scholarship.
Invest resources to support the Library as the academic center of campus.
Evaluate staffing for the attainment of graduate enrollment goals.
Formalize a process to decrease redundant technology purchases.
Assess current space utilization and re-allocate space.

APPENDIX KEYS

Metrics Trend Key

- ✓ Met or Exceeded Target
- ↓ Positive Increase
- ↓ Positive Decrease
- No Change
- ↓ Negative Decrease
- ↑ Negative Increase

Initiatives Progress Key

- | | | |
|---|----------------------|--------------------------------------|
| ● | Planned | Implementation is planned for future |
| ● | In Progress | Implemented in a limited capacity |
| ● | Significant Progress | Full university-wide implementation |
| ● | Complete | Established ongoing practice |





































APPENDIX A - METRICS PROGRESS

Academic Excellence & Distinction

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
			New programs (cumulative)	30	28	32	107%	✓
			Total UD evening programs	20	11	11	55%	→
			Total 100% online programs	10	8	8	80%	→
			Total master's pathway programs	20	20	17	85%	↓
			UD blended courses	15%	10%	11%	73%	↑
			UD online courses	25%	25%	22%	88%	↓
			CTL funding	\$10,000	\$2,786	\$2,786*	28%	→
			Prof. development: Teaching	100	71	72	72%	↑
			Prof. development: Distance education	15	19	9	60%	↓
			Prof. development: Accessibility	15	18	11	73%	↓
			Internships, practica, or fieldwork	25%	16%	15%	60%	↓
			Student networking opportunities	200	126	204	102%	✓
			Career/advanced studies workshops	200	182	167	84%	↓
			Online LASC sections	50%	27%	25%	50%	↓
			Diversity sections	10%	6%	6%	60%	→
			Technology workshops	5	10	9	180%	✓
			Grants: Applications	50	49	38	76%	↓
			Grants: Awarded	35	29	23	66%	↓
			Grant funds: Applied	\$9 M	\$8.3 M	\$6.8 M	76%	↓
			Grant funds: Awarded	\$4 M	\$3.1 M	\$3.3 M	83%	↑
			Faculty external grant applications	10	14	15	150%	✓
			Study away students	75	27	30	40%	↑
			Study away students: ALANA/BIPOC	32%	19%	28%	88%	↑
			Honors students	300	341	386	129%	✓
			Honors students: ALANA/BIPOC	32%	21%	23%	72%	↑
			Information literacy workshops	100	106	96	96%	↓
			Experiential learning sections	40%	31%	34%	85%	↑
			Programs utilizing portfolios	30	38	38	127%	✓
			Academic events	200	217	314	157%	✓


















* CTL received additional trust funds: \$14,000 for CTL Equity Fellow and \$41,000 for Early Career Tenure Track Faculty

Student Support & Success








GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
			Retention	85%	80%	73%	86%	↓
			Retention: African American	85%	89%	90%	106%	✓
			Retention: Latine	85%	81%	77%	91%	↓
			6Y graduation	60%	59%	61%	102%	✓
			6Y graduation: African American	60%	51%	52%	87%	↑
			6Y graduation: Latine	60%	44%	47%	78%	↑
			Transfer 4Y graduation	60%	62%	60%	100%	✓
			Transfer 4Y graduation: African American	60%	51%	52%	87%	↑
			Transfer 4Y graduation: Latine	60%	48%	53%	88%	↑
			Students receiving financial aid	90%	88%	88%	98%	→
			Students in leadership	200	181	195	98%	↑
			Students in leadership: ALANA/BIPOC	32%	41%	39%	122%	✓
			Mental health counselors	7	5	7	100%	✓
			Students using counseling	500	652	700	140%	✓
			Events: Mental health/well-being	200	170	243	122%	✓
			Merit scholarships	175	153	158	90%	↑
			Merit scholarships: ALANA/BIPOC	32%	42%	46%	144%	✓
			Laptops for loan	200	206	65	33%	↓
			Students using SAS	700	656	643	92%	↓
			Support offices with extended hours	90%	75%	80%	89%	↑
			Support offices with virtual services	100%	96%	97%	97%	↑
			Faculty using Starfish	75%	48%	48%	64%	→
			Starfish actions	20,000	12,673	15,251	76%	↑
			Prof. development: Advising	25	44	16	64%	↓
			Informal events: Students & faculty	150	66	129	86%	↑
			Belonging: ALANA/BIPOC	4.0	3.5*	3.6	90%	↑
			Belonging: LGBTQ+	4.0	3.6*	3.7	93%	↑
			Belonging: Disabilities	4.0	3.6*	3.6	90%	→
			Belonging: Commuter	4.0	3.7*	3.9	98%	↑
			Belonging: Transfer	4.0	3.8*	3.7	93%	↓
			Belonging: Graduate	4.0	3.7*	3.9	98%	↑
			Belonging: First gen	4.0	3.7*	3.8	95%	↑
			Belonging: Adult learners	4.0	3.7*	3.9	98%	↑
			Events: Social	500	556	570	114%	✓
			Events: Commuter	100	55	101	101%	✓
			Events: Graduate	18	5	14	78%	↑
			Events: Adult learners	10	7	10	100%	✓

*Campus Climate Survey deployed in 2020

















Marketing & Enrollment

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
 1			UD enrollment	5,200	4,640	4,478	86%	↓
			UD enrollment: African American	10%	8%	9%	90%	↑
			UD enrollment: Latine	15%	14%	16%	107%	✓
 2			MajorPlus graduation	100%	42%	48%	48%	↑
			MajorPlus graduation: ALANA/BIPOC	100%	42%	50%	50%	↑
 3			Faculty: ALANA/BIPOC	31%	17%	20%	65%	↑
			Staff: ALANA/BIPOC	31%	25%	26%	84%	↑
 4			Dual enroll & early college courses	100	72	85	85%	↑
			Events: Potential students	500	654	544	109%	✓
 5			Accelerated degree programs	5	8	8	160%	✓
 6			GD enrollment	840	777	833	99%	↑
			GD enrollment: African American	6%	2%	2%	33%	→
			GD enrollment: Latinx	9%	6%	7%	78%	↑
			Graduate assistantships	50	46	44	88%	↓

Community Engagement & Public Good

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
 1			Advisory boards w/ community members	30	29	29	97%	→
			Local partnerships	500	651	697	139%	✓
 2			Faculty/staff engaged with community	150	167	172	115%	✓
			Events: Alumni	50	48	44	88%	↓
 3			Civic engagement course students	3,000	3,142	3,097	103%	✓
			Civic engagement students: ALANA/BIPOC	32%	34%	36%	113%	✓
			Faculty publications & presentations	150	142	207	138%	✓
			Student-faculty scholarly/creative pursuits	150	160	164	109%	✓
			Student publications & presentations	150	269	330	220%	✓
			Commonwealth Honors Project students	30%	31%	21%	70%	↓
			Celebration of Scholarship & Creativity students	200	177	205	103%	✓

People & Culture

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
 1			Single-use bathrooms	Maintain	22	22	100%	✓
			Gender neutral bathrooms	Maintain	10	15	100%	✓
			Events: DEIJ	200	185	353	177%	✓
 2			Retention: FT staff	95%	92%	99%	104%	✓
			Retention: FT staff: ALANA/BIPOC	95%	93%	97%	102%	✓
			Retention: FT faculty	95%	94%	100%	105%	✓
			Retention: FT faculty: ALANA/BIPOC	95%	98%	100%	105%	✓
			Prof. development: Staff	100	121	153	153%	✓
			Prof. development: Faculty	100	109	140	140%	✓
			Prof. development funds for faculty	\$100,000	\$70,059	\$70,961	71%	↑
 3			Prof. development: DEIJ	50	107	146	292%	✓
			Prof. development: Mental health	50	42	62	124%	✓
			FT faculty-staff w/ DEIJ training	100%	96%	97%	97%	↑
 4			Awards/recognition: Faculty	10	22	15	150%	✓
			Awards/recognition: Staff	10	10	7	70%	↓
			Events: Faculty/staff social	50	26	67	134%	✓
 5			Data stored in Colleague	90%	72%	79%	88%	↑
			Acad. programs with regular assessment	100%	95%	95%	95%	→
			Departments submitting Strategic Plan data	100%	82%	88%	88%	↑

Resources & Infrastructure

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			Marketing budget for DGCE	15%	20%	10%	67%	↓
		↻	Revenue: CESO	\$500,000	\$214,052	\$76,454	15%	↓
		↻	Net Revenue: CESO	\$500,000	--	-\$435,106	-87%	—
		↻	Revenue: DGCE	\$9 M	\$9.4 M	\$9.7 M	108%	✓
		↻	Net revenue: DGCE	\$4 M	\$2.7 M	\$2.4 M	60%	↓
2			Overall endowment	\$50 M	\$40.4 M	\$50.7 M	101%	✓
		↻	Funds transferred to the University	\$5 M	\$2.1 M	\$2.5 M	50%	↑
			Unrestricted foundation dollars	15%	14%	12%	80%	↓
		↻	Donor retention: Alumni	75%	61%	58%	77%	↓
		↻	Donor retention: Employees	75%	68%	74%	99%	↑
			Foundation scholarship students	500	345	421	84%	↑
	👤		Foundation students: ALANA/BIPOC	32%	40%	35%	109%	✓
	👤		Total Student Emergency Funds raised	\$200,000	\$196,425	\$206,000	103%	✓
	👤		Total Student Emergency Fund grants	200	248	300	150%	✓
3		↻	IT Staff FTE	36	28	28	78%	→
			Prof. development: Technology	15	15	12	80%	↓
4	👤	↻	Digital forms and processes	95%	99%	99%	104%	✓
		↻	Partially remote staff	25%	25%	21%	84%	↓
		↻	Remote staff	10%	1%	1%	10%	→
5		↻	Cross-trained staff within dept.	80%	79%	80%	100%	✓
6			Carbon footprint (MTCO2e)	5,445	8,118	10,634	195%	↑
			Electric vehicle charging stations	10	8	8	80%	→
			Sustainability memberships	3	1	1	33%	→
		↻	Avoided costs due to energy off-sets	\$100,000	\$84,237	--	84%	—
		↻	Total energy savings	\$1 M	\$851,558	--	85%	—
		↻	Annual savings from electricity offset	\$1.5 M	\$1.5 M	\$881,079	59%	↓
		↻	Net metering credits	\$2 M	\$494,192	\$2,27 M*	114%	✓

*Prior year calculations did not include all credits

APPENDIX B - INITIATIVE PROGRESS







Academic Excellence & Distinction

GOAL	DEIJ	CI	STATUS	INITIATIVE
1				Offer more online and blended courses
				Convert Intercession to be 100% online and expand the term
				Develop new programs to align with workforce needs and student interest
				Implement the Major-Plus requirement as reflected in the RASE plan
				Transform interdisciplinary concentrations into minors
				Establish a department of interdisciplinary studies
				Introduce additional 3+ and 4+ programs
2				Ensure adequate resources are allocated to the CTL
				Hire an instructional designer in the CTL
				Establish common practices for online courses
				Increase support for universal design/accessibility in courses
				Support interdisciplinary teaching
				Provide opportunities for faculty to share ideas with each other
3				Deliver educational opportunities of strategic value to the region
				Expand student career exploration and networking opportunities
4				Provide a comprehensive review and needs assessment of LASC
				Annually review LASC goals and outcomes
				Offer an online track for all LASC classes
				Adopt a 3-credit diversity course requirement
5				Establish a fully functioning Office of Grants and Sponsored Research
				Expand funding for research and scholarship
				Support graduate student research
				Strengthen and publicize faculty research
6				Invest resources to support the Library as the academic center of campus
				Provide experiential learning opportunities for all students
				Increase study abroad participation
				Cultivate a vibrant intellectual life on campus


















Student Support & Success

GOAL	DEJI	CI	STATUS	INITIATIVE
				Increase first-year retention rates
				Increase 6-year graduation rates
				Reduce first-year retention rate gap between ALANA/BIPOC and white students
				Reduce 6-year graduation rate gap between ALANA/BIPOC and white students
				Reimagine the course scheduling model
				Continue to offer practices that allow for transfer credit equivalencies
				Invest in financial aid to encourage student retention
				Streamline the process for awarding transfer credit
				Enhance leadership programs for students
				Adopt a wide-ranging, inclusive definition of student leadership
				Promote student leadership development opportunities
				Increase awareness and resources aligned with the 8 domains of student wellness
				Address student emotional and mental well-being
				Adapt FYE services to meet needs of a changing student body
				Increase the number of full-time faculty involved with FYS
				Champion a student-centered approach to all university operations
				Centralize student resources in one location
				Expand student support services beyond the traditional workday
				Work toward making all spaces ADA-compliant and providing assistive technology
				Incorporate graduate student-specific resources in all support offices
				Ensure all students have the technology and tools necessary for academic success
				Address non-tuition-related financial challenges with creative solutions
				Promote compliance with student educational accommodations
				Implement virtual financial aid sessions for accepted/current students
				Identify and remove barriers impeding student access to services
				Find ways to make course materials low or no cost
				Encourage a culture in which advising is a year-round process
				Provide opportunities for informal student-faculty interactions
				Improve the registration process and advising for graduate students
				Support advising in high-enrolled majors
				Expand extracurricular and recreational programs for all students
				Address international student needs
				Provide more opportunities for graduate students to socialize
				Improve student belonging, particularly under-served and under-represented students
				Facilitate transfer student transition and success.


















Marketing & Enrollment

GOAL	DEJI	CI	STATUS	INITIATIVE
				Align advertising across modalities
				Re-platform and enhance content on the website
				Effectively engage diverse audiences on the website
				Bolster regional and national visibility by supporting research and travel
				Highlight Worcester State's role within higher education
				Boldly promote the RASE Plan
				Identify "signature programs" setting us apart from other competitors
				Position Worcester State as "Worcester's University"
				Standardize branding for all materials
				Reinforce a culture of being on-brand at off-campus events
				Promote Worcester State's rich history
				Increase diversity in departments that provide direct student support
				Continue to offer Early College and dual enrollment courses
				Implement programs that bring greater numbers of prospective students to campus
				Offer support to high school students on the college application process
				Partner with high schools and community colleges
				Provide comprehensive support for first-generation and ALANA/BIPOC students
				Design accelerated programs for non-traditional age students
				Develop a strategy for enrolling non-traditional age students
				Increase the degrees that can be completed online or in the evening
				Create a marketing campaign for diverse undergraduates
				Translate materials into foreign languages
				Offer a 'Life Work Portfolio' program for non-traditional age learners
				Evaluate staffing for the attainment of graduate enrollment goals
				Produce a marketing campaign for graduate and continuing education
				Invest in online course development by providing incentives
				Seek additional funding to support increased graduate assistantships














Community Engagement & Public Good

GOAL	DEJI	CI	STATUS	INITIATIVE
 1				Expand the utilization of advisory bodies with external members
				Collaborate with the community to promote dialogues and experiences
				Provide opportunities and partnerships that support the DHE equity agenda
 2				Maintain an open, neighborly campus environment
				Better promote existing community partnerships and outreach activities
				Connect the Worcester State community to local affinity groups
				Expand connection, engagement, and networking for alumni
				Support efforts to establish Worcester as a vibrant location to live
 3				Develop community focused endeavors that address local challenges
				Publicize faculty and staff publications and accomplishments
				Compile a catalog of faculty and staff expertise

People & Culture

GOAL	DEJI	CI	STATUS	INITIATIVE
 1				Provide dedicated support and services for LGBTQ+ students
				Expand affinity-based connections across the campus community
				Foster campus-wide cultural fluency and humility
 2				Offer competitive compensation and contemporary employment options
				Recruit and retain under-represented and marginalized faculty and staff
				Increase professional development and career growth opportunities for staff
				Improve onboarding for new employees
				Coordinate a formal mentoring program for faculty and staff
				Explore a “teaching post-doc” program to attract new PhDs to teach
				Make a financial commitment to hiring more full-time faculty members
 3				Offer multiple levels of training relating to diversity, equity, and inclusion
				Offer a diversity certificate program for faculty, staff, and students
				Address accessibility in all modalities
				Provide professional development on inclusive teaching strategies
 4				Acquire and deploy technology to improve communication
				Significantly enhance internal communication
				Introduce optional social activities that bring faculty and staff together
				Enhance internal and cross-divisional awareness of roles and accomplishments
				Strategically communicate student, faculty, and staff accomplishments
				Recognize faculty and staff accomplishments through awards and other benefits
 5				Build a data warehouse
				Develop divisional and departmental strategic plans
				Collect data centrally through Assessment and Planning
				Utilize Colleague for all data entry and storage
				Formalize data entry procedures for each office to reduce errors in data
				Emphasize transparency and accountability by providing access to data and reports.
				Review, prioritize, and implement the FSTF recommendations
				Optimize processes to improve efficiency and effectiveness.
 6				Ensure that all units have plans and training to maintain operations
				Engage in succession planning for key positions across the organization
				Develop and regularly assess emergency preparedness plans

Resources & Infrastructure

GOAL	DEJI	CI	STATUS	INITIATIVE
				Invest in DGCE marketing and staffing
				Provide training and incentives to develop new streams of revenue
				Lobby for increased funding for public higher education
				Evaluate CESO staffing levels so the Director can focus on revenue generation
				Explore opportunities to reduce cost and/or increase revenue
				Broaden and increase the base and retention of alumni donors
				Increase the endowment
				Increase the amount of financial support transferred to the University
				Grow funds to increase scholarships available to students
				Establish a dedicated emergency response fund
				Survey and connect donors with areas they are interested in
				Raise funds for ancillary expenses to support retention
				Create classroom technology plans
				Formalize a process to decrease redundant technology purchases
				Evaluate the organization/staffing of ITS
				Update the Campus Master Plan
				Determine a plan to address the May Street building
				Work with DCAMM on improvements to the LRC and Student Center
				Work with the MSCBA to address Chandler Village
				Assess current space utilization and re-allocate space
				Address accelerated end-of-useful-life and higher deferred maintenance costs
				Utilize a transparent budgeting process that evaluates budget levels regularly
				Digitize administrative forms and function
				Approve a remote and flexible work plan
				Conduct an equity audit
				Embrace an entrepreneurial culture
				Examine the structure separating day and DGCE programs
				Design redundant systems and staffing capacities
				Automate business functions
				Achieve cost savings through off-setting equipment and net metering credits

APPENDIX C - REVISIONS

Strategies and Initiatives

*Does not include minor changes in wording.
2022-2023 Revisions in blue.*

Goal 1: Academic Excellence & Distinction

Initiatives

Moved: "Support interdisciplinary teaching" from Goal 3.

Moved: "Support graduate student research" from Goal 3.

Changed: "Secure approvals for majors in Art, Political Science, and Theater" to "Develop new programs to align with workforce needs and student interest".

Changed: "Create a webpage/forum for faculty to share ideas with each other" to "Provide opportunities for faculty to share ideas with each other".

Suspended: "Pursue approvals to offer an Occupational Therapy doctorate" due to state regulations.

Suspended: "Encourage everyone teaching online to be certified by some process" until Blackboard upgrade is completed.

Suspended: "Establish a set of targeted areas related to digital literacy" while LASC revisions are underway.

Suspended: "Create a university portfolio initiative" due to financial constraints.

Removed: "Create a 'Leadership Across the Curriculum' LASC requirement" as LASC no longer has "Across the Curriculum" elements.

Removed: "Create greater opportunities for summer IELI programs" as summer programs for residential high school students is not a financially viable idea.

Goal 2: Student Support & Success

Initiatives

Added: "Increase first-year retention rates".

Added: "Increase 6-year graduation rates".

Added: "Reduce first-year retention rate gap between ALANA/BIPOC and white students".

Added: "Reduce 6-year graduation rate gap between ALANA/BIPOC and white students".

Added: "Champion a student-centered approach to all university operations".

Moved: "Improve the registration process and advising for graduate students" from Goal 3.

Changed: "Continue to support current practices such as CLEP testing" with "Continue to offer practices that allow for transfer credit equivalencies".

Combined "Strengthen and expand the Transfer Success Coach program" and "Offer additional Transfer Orientation dates" into "Facilitate transfer student transition and success".

Changed: "Expand and enhance the support graduate students receive from the Library and Student Affairs" to "Incorporate graduate student-specific resources in all support offices".

Changed: "Create a working group to address the needs of Worcester State's international student population" to "Address international student needs".

Changed: "Enhance supports to improve the sense of belonging of transfer, commuter, and first-generation students" to "Improve student belonging, particularly among students from under-served and under-represented groups".

Suspended: "Develop and implement a mandatory 1-credit New Transfer Seminar" while awaiting new grant staff to pursue grant funding.

Removed: "Develop programs for unmet needs in student leadership" as it is covered under "Enhance leadership opportunities for students".

Removed: "Ensure adequate/appropriate resources are available to non-traditional-age learners" as it is covered under "Ensure all students have the technology and tools necessary for academic success".

Removed: "Encourage the approval of a co-curricular transcript" as this type of transcript is no longer in use at many universities across the country.

Goal 3: Marketing & Enrollment

Initiatives

Added “Promote Worcester State's rich history”.

Moved "Increase the degrees that can be completed online or in the evening" from Goal 1.

Combined “Create a faculty speaking program at high schools” and “Develop a young alumni program as liaisons for their high school alma maters” with “Partner with high schools and community colleges”.

Changed “Provide comprehensive academic support in first-year experience either by expanding Summer Bridge or creating a ‘Fall Cluster’ for first-generation students and students from under-represented groups” to “Provide comprehensive support for first-generation and ALANA/BIPOC students”.

Goal 4: Community Engagement & Public Good

Strategies

Combined “Expand relationships with business in Worcester and Beyond” with “Foster ongoing interaction between the University and the community”.

Initiatives

Changed “Establish a ‘Community Collaborative’ within Academic Affairs to support community- focused academic endeavors that connect faculty and students with the Worcester-area community to address challenges interdisciplinarily and collaboratively” to “Develop community focused endeavors that address local challenges”.

Suspended “Implement a Volunteer Day for employees to contribute to Worcester and local areas in a visible way” until Civic Engagement Center is fully staffed.

Suspended “Intentionally have faculty and staff be present at Five Chambers events” and “Provide students opportunities to attend Chamber events” due to financial constraints.

Removed “Offer annual bus tours of Worcester for all new staff and faculty as well as members of Leadership Council” due to financial constraints.

Goal 5: People & Culture

Strategies

Changed: “Foster a culture of assessment and data-based decision making” to “Foster a culture of continuous improvement and data-informed decision making”.

Initiatives

Added: “Review, prioritize, and implement the FSTF recommendations”.

Added: “Optimize processes to improve efficiency and effectiveness”.

Moved: "Recruit and retain under-represented and marginalized faculty and staff" from Goal 3.

Changed: "Create new awards to recognize faculty and staff accomplishments" to "Recognize faculty and staff accomplishments through awards and other benefits".

Suspended: “Implement a more systematic and intentional method of inviting, securing, and hosting visiting international scholars and faculty” due to financial and logistical constraints.

Suspended: “Develop a policy to reimburse for costs associated with the maintenance of professional credentials” due to financial and bargaining constraints.

Goal 6: Resources & Infrastructure

Initiatives

Added: “Explore opportunities reduce cost and/or increase revenue”.

Added: "Update the Campus Master Plan".

Added: "Increase the endowment".

Replaced: “Increase unrestricted endowment to 20-25 percent of total endowment value” to “Increase the amount of financial support transferred to the University”.

Replaced: “Increase unrestricted endowment dollars by communicating with donors the importance and benefits of unrestricted endowment” with "Raise funds for ancillary expenses to support retention".

Replaced: “Increase the number of buildings that have options to off-set electricity with “Achieve cost savings through electricity off-setting equipment and net metering credits”.

Suspended: “Include technology upgrades and maintenance in budget” while waiting for input from ITS.

Suspended: “Evaluate net-zero or near-net-zero building for any new building” while there is no new construction.

Suspended: “Plan for replacement fleet vehicles to be fully electric or hybrid vehicles” due to financial constraints.

Suspended: "Revise the Climate Action Plan" and "Join organizations related to climate change efforts in higher education" as the position of Sustainability Coordinator no longer exists.

Removed: “Develop more non-credit courses and programs to be taught through the Center for Business and Industry by Worcester State faculty and staff” as the Center for Business and Industry has been sunset.

Removed: “Utilize campus during off-times for programs that will pay to use our space” as this is already established practice.

Removed: “Develop more non-credit courses and programs to be taught through the Center for Business and Industry by Worcester State faculty and staff” as the Center for Business and Industry has been sunset.

Removed: “Work with the city and state to increase the frequency of buses for Worcester State” due to financial limitations.

APPENDIX D - GLOSSARY

ALANA/BIPOC	African, Latine, Asian, Native American/Black, Indigenous, People of Color
AOP	Accelerated Online Program
ASC	Academic Success Center
CLEP	College-Level Examination Program
CTL	Center for Teaching and Learning
DCAMM	Division of Capital Asset Management and Maintenance
DEIJ	Diversity, Equity, Inclusion, and Justice
DGCE	Division of Graduate and Continuing Education
DHE	Massachusetts Department of Higher Education
FTE	Full-time Equivalent
FYE	First Year Experience
FYS	First Year Seminar
HECCMA	Higher Education Consortium of Central Massachusetts
ITS	Information Technology Services
LASC	Liberal Arts and Science Curriculum (general education)
LEI	Latino Education Institute
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and others
LRC	Learning Resource Center
MARCOM	Marketing and Communications
MCPHS	Massachusetts College of Pharmacy and Health Sciences
MEMA	Massachusetts Emergency Management Agency
MSCBA	Massachusetts State College Building Authority
NECHE	New England Commission of Higher Education
OER	Open Educational Resources
OMA	Office of Multicultural Affairs
OSILD	Office of Student Involvement and Leadership Development
QCC	Quinsigamond Community College
RASE	Roadmap for Advancing Student Excellence
SAS	Student Accessibility Services
WPS	Worcester Public Schools

