

BEYOND 150

Mid-Cycle Progress Report 2023-2024



Our Place.
Our Purpose.

WORCESTER STATE
UNIVERSITY

INTRODUCTION

As we reach the midpoint of our strategic plan: *Beyond 150: Lead, Succeed, and Engage* (2020-2027), we take this opportunity to reflect on the significant progress made in advancing our strategic priorities.

The first half of this planning cycle presented significant challenges, including a global pandemic, a nationwide decline in undergraduate enrollment, and financial constraints compounded by stagnant state funding. Despite these obstacles, we have made significant progress toward our goals.

Higher education continues to evolve rapidly, requiring institutions to be agile and forward-thinking. We have refined the strategic plan as necessary, while maintaining the foundational goals established through collaboration with the University community.

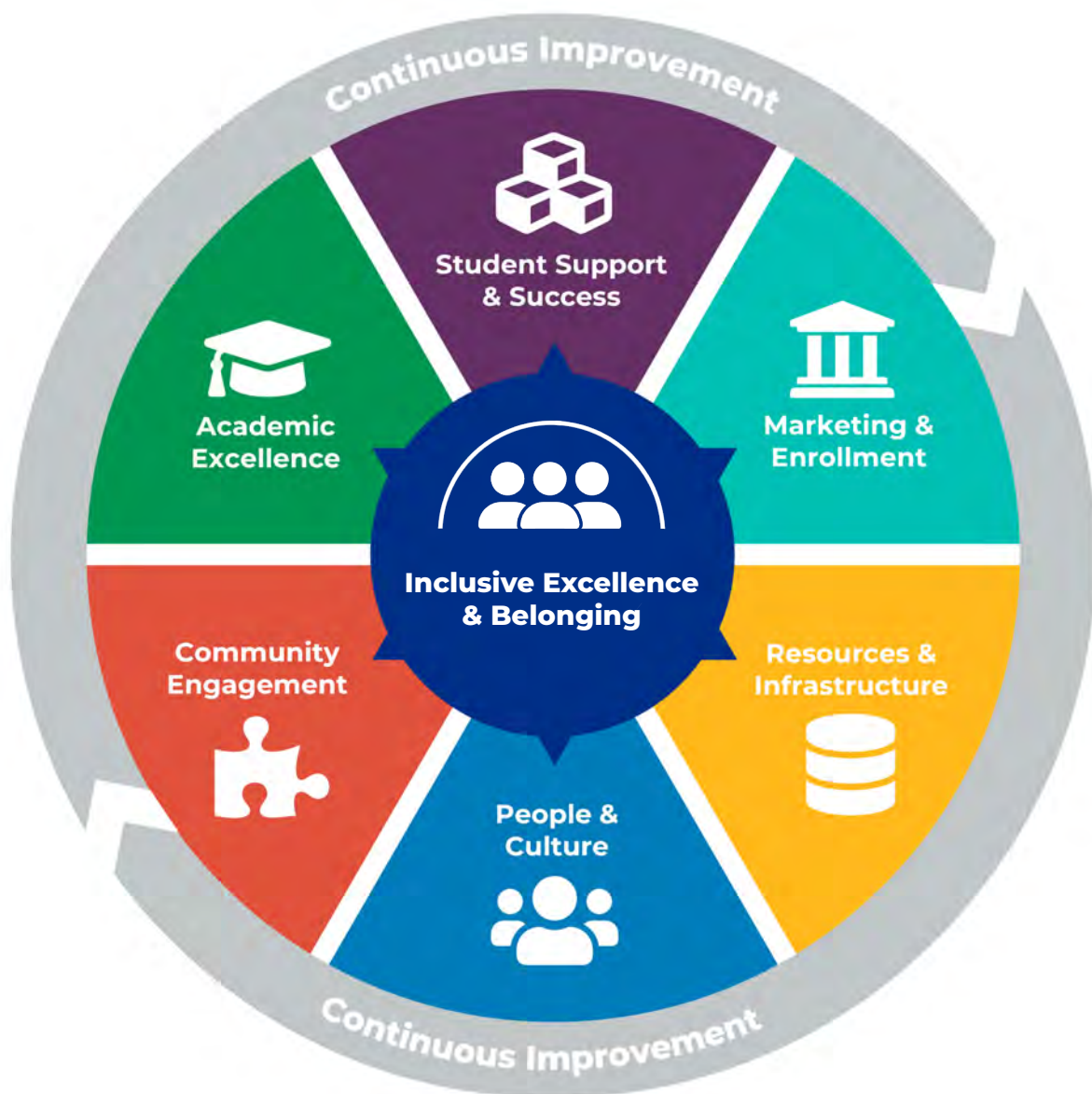
Through an enhanced emphasis on integrated planning and data-informed decision-making, we have strengthened our capacity to navigate change effectively. The establishment of the Operational Excellence Team has further reinforced our focus on continuous improvement across all areas of the University.

This report provides an overview of our achievements to date, including improvements in key metrics, progress on initiative implementation, and highlighting accomplishments from 2023-2024.

While not an exhaustive account of all of our efforts, this report reflects the substantial advancements made possible by the collective efforts of the entire Worcester State University community—faculty, staff, students, alumni, donors, and partners.

As we enter the second half of our planning cycle and celebrate Worcester State University's 150th anniversary, we reaffirm our commitment to providing a high-quality, accessible, and transformational education for the students who need it the most.

FRAMEWORK



PROGRESS OVERVIEW

52%

Metric targets met.

37%

Initiatives that are established practices.

91%

Metrics more than halfway to target.

80%

Initiatives that have been fully implemented.

44%

IE&B metric targets met.

42%

IE&B initiatives that are established practices.

89%

IE&B metrics more than halfway to target.

86%

IE&B initiatives that have been fully implemented.

60%

CI metric targets met.

34%

CI initiatives that are established practices.

96%

CI metrics more than halfway to target.

81%

CI initiatives that have been fully implemented.

*IE&B: Inclusive Excellence & Belonging
CI: Continuous Improvement*



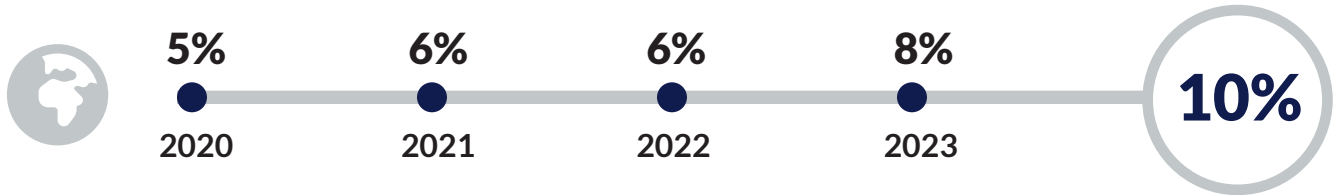
INCLUSIVE EXCELLENCE & BELONGING



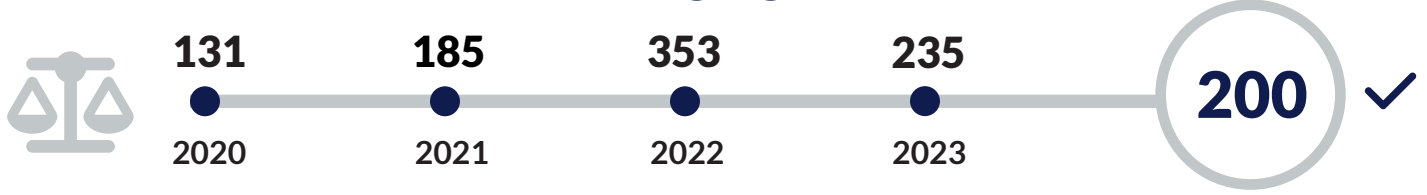
PROGRESS INDICATORS

TARGET MET

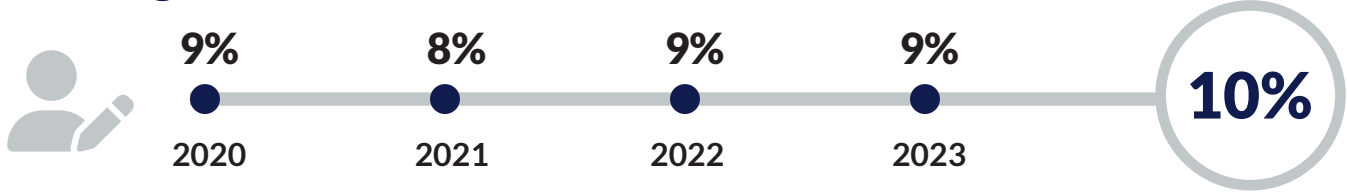
Diversity Course Sections



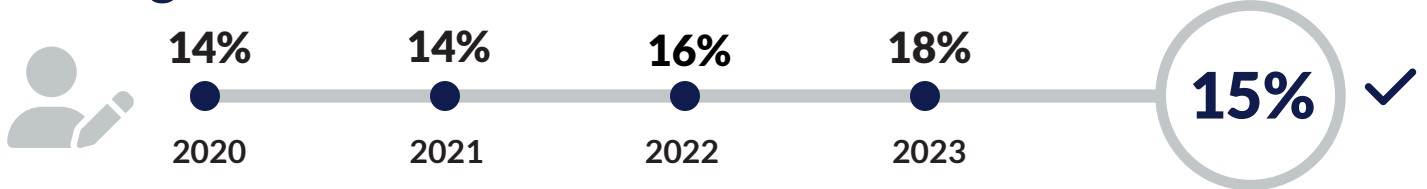
Inclusive Excellence & Belonging Events



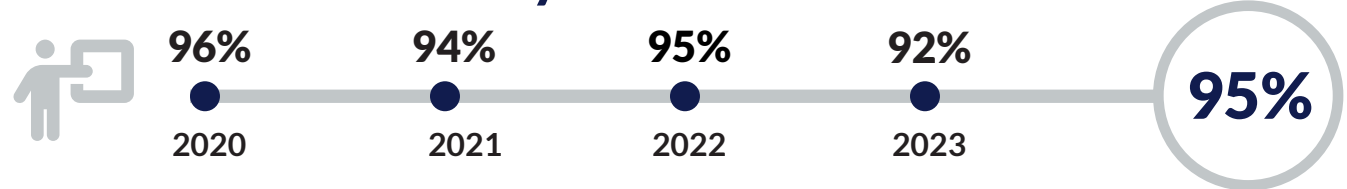
Undergraduate Enrollment: African American



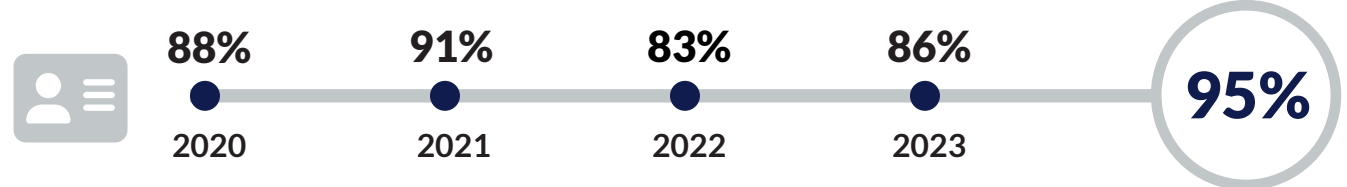
Undergraduate Enrollment: Latine



ALANA/BIPOC Faculty Retention



ALANA/BIPOC Staff Retention



INCLUSION & BELONGING



2nd Annual Lavender Graduation

Recognized graduating LGBTQIA+ students and honored their resilience and perseverance. Students were given lavender stoles to wear at Commencement.



Spanish-Language Sub-site Launch

The new site for prospective students and their families provides information on admissions, financial aid, and campus life, and includes a list of Spanish-speaking professors and admissions counselors.



Inaugural DEI Fellow

Ilyasah Shabazz, daughter of Malcolm X and Dr. Betty Shabazz and award-winning author served as the first DEI fellow at Worcester State.



Unity Day 2023

The 2nd Annual Unity Day featured panels, workshops, presentations, and a Unity Walk with a flag raising ceremony for the Hispanic Association of Colleges and Universities.



Calling In: Navigating Challenging Conversations

Dr. Loretta Ross, activist, author, and academic, discussed "Calling In" culture, based on her new book of the same name.



CONTINUOUS IMPROVEMENT



PROGRESS INDICATORS

Operational Excellence Projects	Financial Sustainability Recommendations
Reviewed 41	Reviewed 70
Initiated 31	Initiated 36
Completed 17	Completed 16

Processes and/or Practices Improved
249



Grant Budget Form

Created a grant budget form that automatically calculates and groups expenses and computes overhead costs.



VPA Liability Waiver

Developed a digital liability waiver using a QR code, allowing faculty instant access to check on waiver completion.



Procurement Process

Centralized procurement submissions through a shared mailbox, minimizing overlooked submissions.



CORI Verification

Created a digital process for CORI verification using a QR code, resulting in faster processing times and reduced administrative burden.



Event Planning RIE

Successfully executed a four day Rapid Improvement Event to analyze, identify challenges, and enhance workflows relating to event planning.



Directory Access

Restricted access to the "People" search function in the online directory for internal users only to enhance cybersecurity.



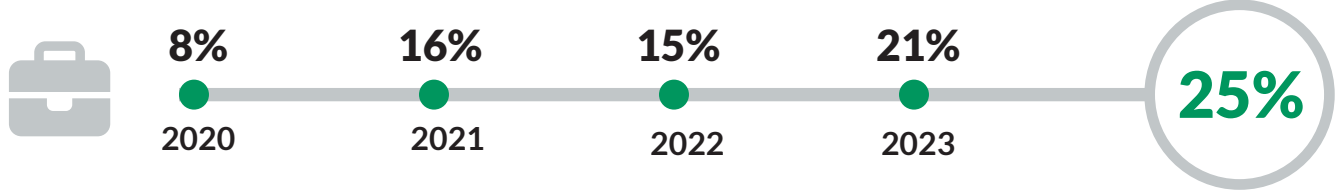
ACADEMIC EXCELLENCE AND DISTINCTION



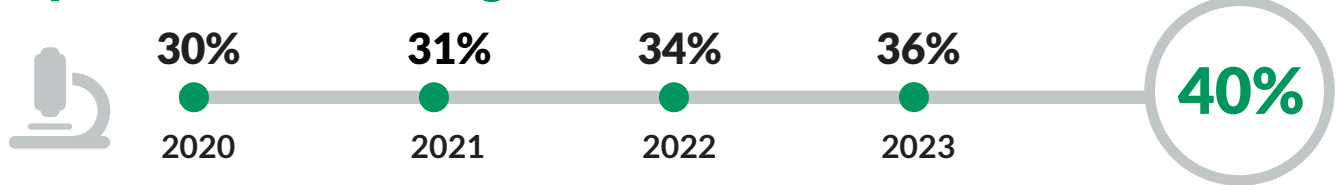
PROGRESS INDICATORS

TARGET MET

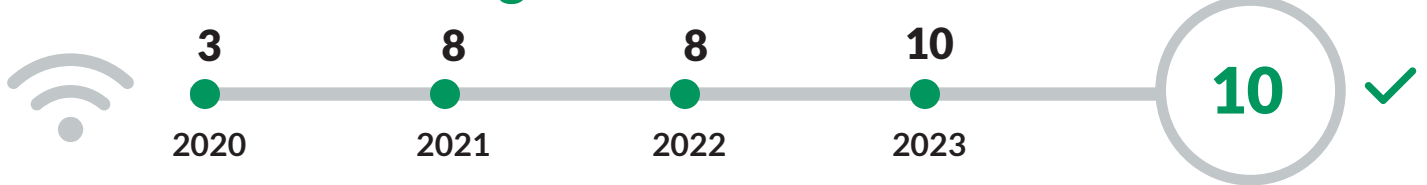
Students in Internship, Practica, or Fieldwork



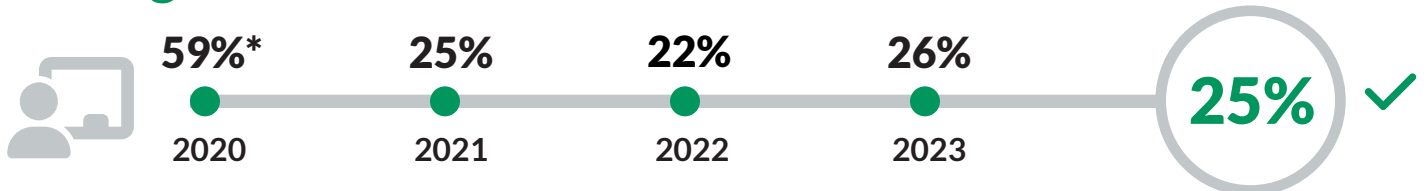
Experiential Learning Sections



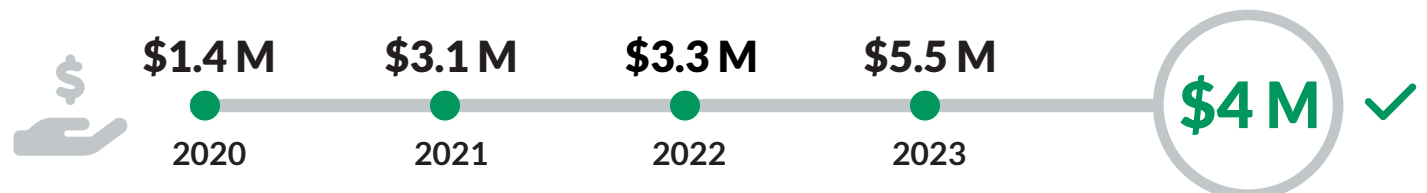
Online Graduate Programs



Undergraduate Online Sections



Grant Funds Awarded



*COVID-19 Year

RECOGNITION



Dr. Meghna Dilip

Chemistry

**American Chemical Society Award for
Incorporating Sustainability into Chemistry
Education**



Dr. Nabin Malakar

Earth, Environment & Physics

Fulbright Specialist Award



Dr. Margaret Kerr

Chemistry

Fulbright Specialist Award



Dr. Heather Treseler

English

May Sarton New Hampshire Poetry Prize



Joss Bracero

English Major

Elizabeth Bishop Manuscript Prize



EXTERNAL FUNDING



\$146,883

Dr. Benjamin Jee

Psychology

National Science Foundation

To develop card games that promote biological knowledge in young children.



\$256,600

Dr. Ian Stephens

Earth, Environment & Physics

Universities Space Research Association

For his ongoing research on star formation.



\$24,000

Dr. Elinor Fondell

Health Sciences

Barbro Osher Foundation and SWEA Boston

To support a faculty-led student trip to Sweden.



\$15,000

Dr. Heather Treseler

Presidential Fellow for the Arts

George F. and Sybil H. Fuller Foundation

To fund visits to the Worcester Art Museum for 800 students.



FACULTY DEVELOPMENT CENTER

Artificial Intelligence's Impact on Academia

Faculty Learning Community

Year-long learning community exploring AI in higher education.

AI Open Studio

Faculty shared experiences and practical applications of AI in teaching and research.

Inclusive Learning

Change One Thing Workshops

Equitable teaching workshops

Student Course Equity Consultant

Infused student perspectives in course design for inclusive learning.

Faculty Career and Leadership Institute

Early Career Teaching Fellows

Learning community for tenure-track faculty focusing on teaching effectiveness and innovation.

Mid-Career Faculty Leadership Fellows

Learning community for post-tenure faculty focusing on higher education leadership preparation.

Teaching and Learning Partnerships

"Use the Mic" Campaign

Collaboration with Student Accessibility Services.

Learning Management System (LMS) Project

Review and implementation project with Information Technology Services.

UNIQUE LEARNING OPTIONS



University Greenhouse

The renovated greenhouse provides a space for research and learning for both classes and individual student projects.



University Collaborative Child Care Center

Collaboration with the Guild of St. Agnes provides classroom experience for students and childcare to the community.



Remote Area Medical

The free health clinic experience offers hands-on experience for students while providing healthcare to community members.

THE WORCESTER GUARDIAN

FREE | NONPROFIT | NEWS

The Worcester Guardian

This partnership creates internship opportunities for students and expands local news coverage for the community.

SELECTED PUBLICATIONS

Dr. Mark Beaudry (Criminal Justice). “Cybercrimes and Cybercriminals.” *Kendall Hunt*.

Dr. Kristine Camacho, **Dr. Christina Kaniu** and graduate students **Christina Dwyer** and **Jill Petkewich** (Education). “University Policy Support for Threat Assessment: A Case Analysis of Public Higher Education Institutions in One U.S. State.” *Journal of Threat Assessment and Management*.

Dr. Meghna Dilip, **Dr. Jeremy Andreatta**, and students **Grace VanKirk**, **Ama Aninakwa**, and **Vivian Parker** (Chemistry). “Teaching green chemistry, sustainability ethics, and toxicity using nail polish removers.” *Green Chemistry Letters and Reviews*.

Dr. Yan Hu (Biology) and co-authors. “An efficient method for viable cryopreservation and recovery of hookworms and other gastrointestinal nematodes in the laboratory.” *International Journal for Parasitology*.

Dr. Maxim Lavrentovich (Earth, Environment & Physics) and co-authors. “Chiral Ground States of Ferroelectric Liquid Crystals.” *Science*.

Dr. Jacquelyn Raftery-Helmer, **Dr. Kathryn Frazier**, **Dr. Colleen Sullivan**, **Dr. Nicole Rosa** and students **Taylor Hapenny**, **Erica Hanlon**, and **Alyson Langhorst** (Psychology). “Protecting Student Motivation Following COVID-19: The Role of Need Satisfaction in a Period of Prolonged Remote Learning.” *Scholarship of Teaching and Learning in Psychology*.

Dr. Christina Santana (English) and **Dr. Aldo Garcia-Guevara** (History & Political Science) Editors. “Anti-Racist Community Engagement: Principles and Practices.” *Campus Compact*.

Dr. Ian Stephans (Earth, Environment & Physics) and co-authors. “Aligned Grains and Scattered Light Found in Gaps of Planet-Forming Disk.” *Nature*.

Dr. Karl Wurst (Computer Science) and co-authors. “Gitkit: Teaching git and github/gitlab workflow in an authentic context.” *Journal of Computing Sciences in Colleges*.



STUDENT SUPPORT AND SUCCESS



PROGRESS INDICATORS

TARGET MET

First-Year Retention Rate



80%

6 Year Graduation Rate



60%



Mental Health and Wellbeing Events



200



Faculty Using Starfish Retention Software



75%

Support Offices with Virtual Services



95%



RECOGNITION



Dr. Stephanie Teixeira

Director of Military Services & Veteran Affairs

Outstanding Leadership Award

Education 2.0 Conference



Anabelle Santiago

Public Health & Business Administration Major

Meridith D. Wesby Young Leader Award

United Way of Central Massachusetts



Military Friendly School

Silver Award winners have earned the elite Military Friendly® designation and have programs that scored within 20% of the 10th-ranked institution within a given category.



Military Spouse Friendly School

Institutions that provide the best post-secondary education experiences for spouses of service members receive this prestigious designation.



EXTERNAL FUNDING



\$95,260

MA Department of Higher Education

To support students' mental and behavioral health programing including Resilient U.



\$37,000

MA Department of Higher Education

For the Hunger Initiative to address food insecurity efforts on campus.



\$153,978

U.S. Department of Education Project SERV

For training in emergency response and counseling.



\$10,000

Saint Vincent Hospital

To strengthen the local nursing pipeline by providing five \$2,000 scholarships for nursing students in their senior year.

HEALTH & WELLBEING



Wellness Expo

Over 60 exhibitors offering a variety of interactive and engaging experiences.



Fresh Check Day

More than 450 students attended the national mental health promotion initiative.

Culture of Respect®
Ending Campus Sexual Violence
A NASPA Initiative

Sexual Misconduct Survey

As part of the Culture of Respect Collective, a survey was deployed to measure student perceptions of safety on campus.

ResilientU
@WooState

ResilientU Relaunch

The streamlined platform provides students with free mental health and wellness support.

STUDENT SUPPORT



Iris Photo Booth

Provided high quality headshots for students regardless of financial situation. Sponsored by Rosen Cancer Awareness Fund & University Advancement.

FYS Peer Mentor Program

Peer mentors supported first-year students in First Year Seminar courses. The mentors received training in leadership and mentorship skills prior to the start of the term.



Backpack to Briefcase

The week-long program included networking with alumni, mock interviews with recruiters, resume review, headshots, and a Dinner with Strangers.

New Student Fall Welcome

A bridge between the traditional orientation and the beginning of classes. Included Academic Convocation with 1033 students attending, which is the largest convocation ceremony to date.



Student Activism Workshop

Interdisciplinary Studies and the First-Year Seminar initiative hosted a workshop on student activism led by Alison Frisella, doctoral student in Anthropology at UMASS Amherst.



MILITARY & VETERAN STUDENTS



Student Veteran Graduation & Awards Dinner

Honored graduating veteran students for their dedication, grit, and perseverance in the line of duty and in college. Veterans were presented with graduation regalia and state citations.



Student Connection

Military Connected Student Group
Student Veterans of America Chapter
Worcester Railers Military Appreciation Night
Worcester Veteran's Day Parade
Veteran Student Dodgeball



Military Commissioning

Honoree Lieutenant John Regan graduated in the summer and was leaving immediately for active-duty service, so he could not participate in the commencement celebrations.



R.E.D. Campaign (Remember Everyone Deployed)

Campaign to increase awareness and support for deployed service members.

Women's Ice Hockey

Won the ECHA Championship and was awarded the U.S. Marine Corps & American Volleyball Coaches Association Team Academic Award for academic excellence.



Women's Field Hockey and Men's Basketball Won the MASCAC Championship.



Dance Team

Won 7th place in the Open Hip Hop category at the Universal Dance Association's national competition.





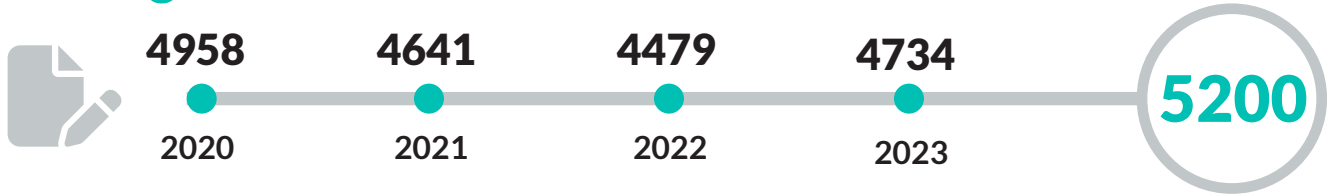
MARKETING AND ENROLLMENT



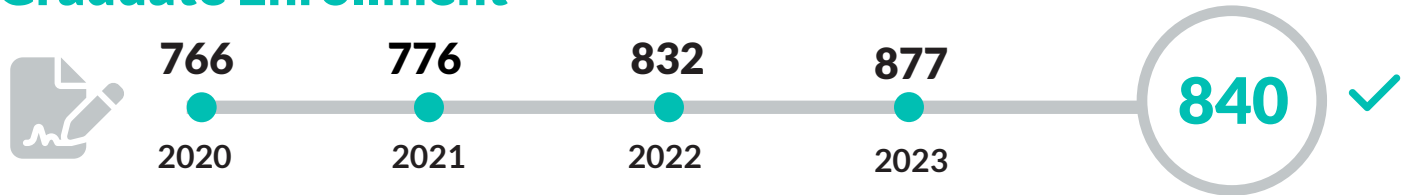
PROGRESS INDICATORS

TARGET MET

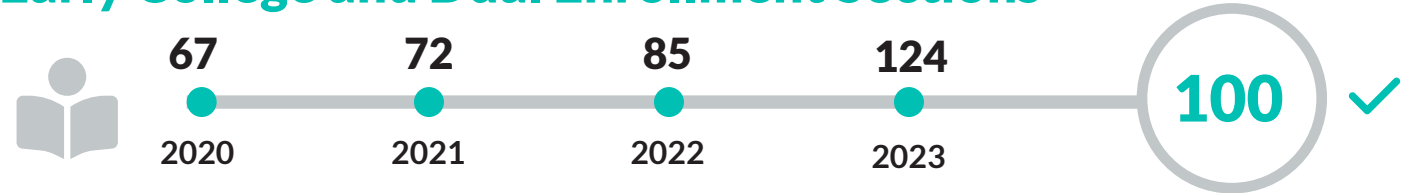
Undergraduate Enrollment



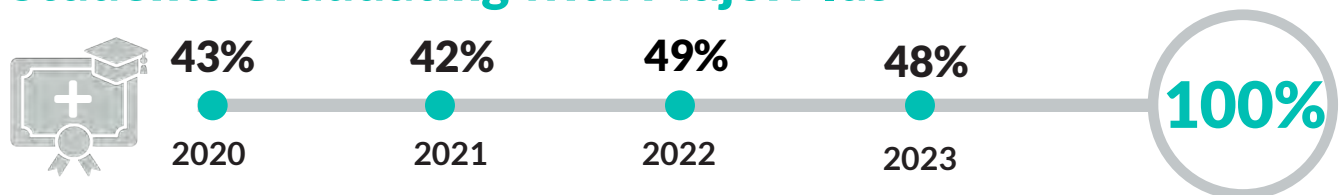
Graduate Enrollment



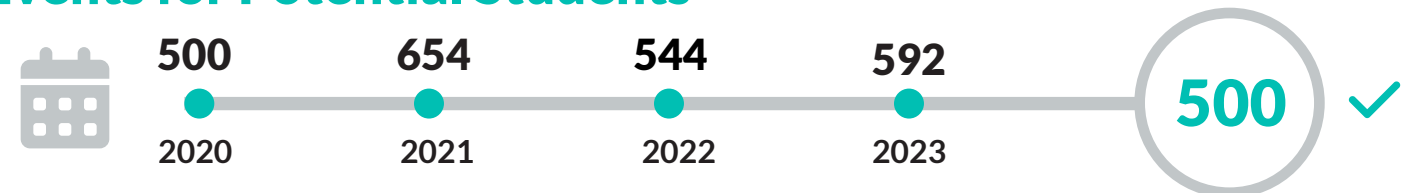
Early College and Dual Enrollment Sections



Students Graduating with MajorPlus



Events for Potential Students



RECOGNITION

**BEST
REGIONAL
UNIVERSITY
NORTH**

**U.S. NEWS &
WORLD REPORT**

**TOP PUBLIC
UNIVERSITY
NORTH**

**U.S. NEWS &
WORLD REPORT**

**TOP
PERFORMERS
ON SOCIAL
MOBILITY**

**U.S. NEWS &
WORLD REPORT**

**AMERICA'S
TOP
COLLEGES**

FORBES MAGAZINE

**BEST
VALUE
COLLEGES**

NICHE

**BEST
COLLEGES
FOR YOUR
MONEY**

MONEY MAGAZINE



EXTERNAL FUNDING



\$94,757

MA Department of Higher Education
In support of Early College Initiatives.



\$40,000

MA Department of Higher Education
To support Commonwealth Dual Enrollment efforts with two school districts.



\$72,614

MA Inclusive Concurrent Enrollment Initiative Planning Grant (MAICEI)
In support of students with special education needs attending classes at WSU.



\$218,018

Nursing Pathways Expansion Grant
MA Workforce Skills Cabinet
For continuing work in conjunction with Quinsigamond Community College and community partners.



COMMUNITY ENGAGEMENT AND PUBLIC GOOD



PROGRESS INDICATORS

TARGET MET

Partnerships with Local Organizations



500



Faculty and Staff Engaged with the Community



150



Students in Civic Engagement Sections



3000



Student-Faculty Scholarly/Creative Pursuits



150



Alumni Events



50

RECOGNITION



Alex Lucier

Communication Major

Newman Civic Fellowship

Recognizing students for their leadership and commitment to creating positive change at Campus Compact institutions.



Carnegie Foundation Community Engagement Classification

National distinction recognizing institutions that make extraordinary commitments to community engagement.



Latino Education Institute

United Way of Central MA Aubrey Reid Award

In recognition for its years of excellent community service.



Carmen Rosado

LEI Family Engagement & Community Liaison

Commonwealth Heroines Class of 2024

MA Commission on the Status of Women and the MA House of Representatives.



EXTERNAL FUNDING



\$982,000

Dr. Jaime Vallejos (Health Sciences)

Dept. of Elementary and Secondary Education

To continue the Students of America Future Health Professionals Program.



\$2,799,308

Youth Problem in Gambling initiative

MA Department of Public Health

10-year contract



\$862,000

Secured by

The Latino Education Institute

Including grants from:

United Way Community Investments - Women's Initiative

United Way of Central Massachusetts

Greater Worcester Community Foundation

Nellie Mae Education Foundation

UMass Memorial Determination of Need Funds

Fred Harris Daniels Foundation

Department of Elementary and Secondary Education

Massachusetts Biotechnology Initiative

COMMUNITY ENGAGEMENT



STEM Connections Camp

Local high school students were able to explore STEM skills through support from Cornerstone Bank.



Men's Hockey Fundraiser

The team visited Worcester Animal Rescue League and brought toys donated from their dog toy toss fundraiser.



Singing Program

Visual & Performing Arts and Speech-Language-Hearing Sciences students offered a weekly singing program for community members with Parkinson's disease.



Housing Justice Summit

The Urban Action Institute brought together community leaders to discuss the region's housing crisis.



PEOPLE AND CULTURE



PROGRESS INDICATORS

TARGET MET

Full-Time Faculty Retention



95%

Full-Time Staff Retention



95%

Faculty Professional Development



100



Staff Professional Development



100



Social Events for Faculty and Staff



50



© RECOGNITION & FUNDING



Emerging Hispanic Serving Institution Designation

Hispanic Association of Colleges & Universities and Excelencia in Education



2023 Community Choice Award: Best College/University

Worcester Telegram and Gazette



\$57,000

**Welcoming, Inclusive & Supportive Environments
Graduate Fellows Program**

Dept. of Higher Education Higher Education Innovation Fund
Supports early career development for ALANA/BIPOC graduate students on the path to professorships.



UNITY, PRIDE & COMMUNICATION

Online Resource Center

The University created an internal online resource center to centralize official announcements, updates, and resources related to campus incidents and federal actions.

Capt. Ross A. Reynold Memorial Fountain

The University celebrated the life of U.S. Marine Corps. Captain Ross A. Reynolds '17 through the dedication of a memorial fountain in his name.

Employee Service Recognition & Retirement Celebration

Campus Collaboration Award

Jennifer Quinn (Student Affairs)

Diversity and Inclusion Award

Frances Manocchio (Student Accessibility Services)

Riley McGuire (English)

Edgar Moros (IELI)

Extraordinary Dedication Award

Sonela Demirazi (DGCE)

John Mejia (Facilities)

Sarah Potrikus (Student Engagement)

Sarah Strout (Assessment & Planning)

Donald Vescio (English)

Adam Zahler (Visual & Performing Arts)

Mark W. Cusson Award

Jason Grant (Sociology Clerk)



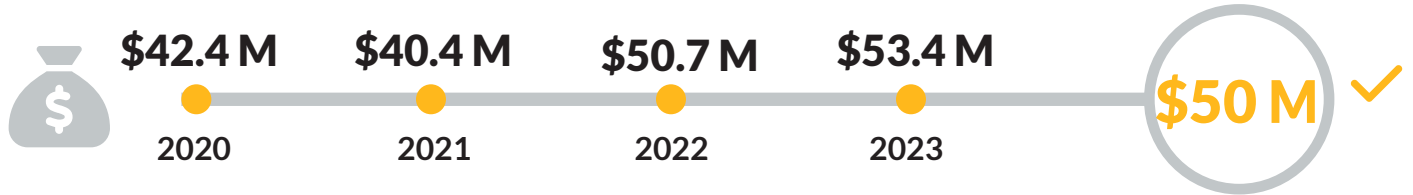
RESOURCES AND INFRASTRUCTURE



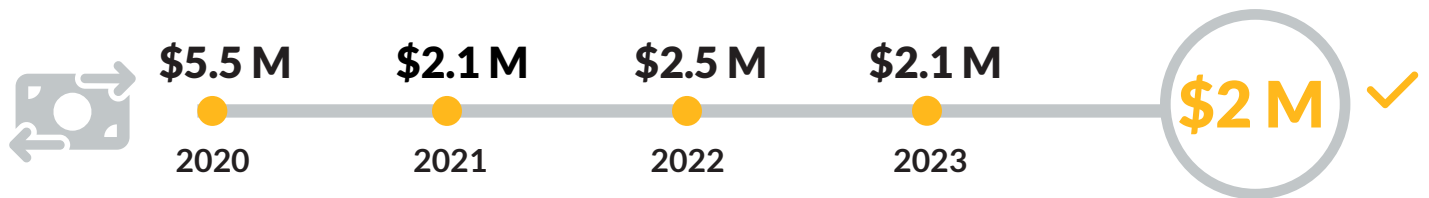
PROGRESS INDICATORS

TARGET MET

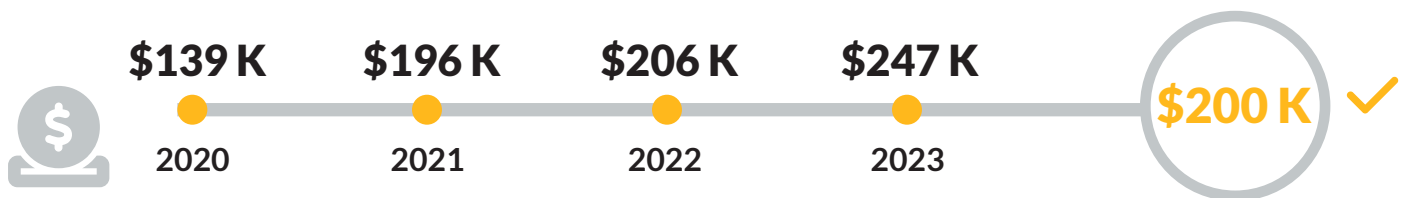
Overall Endowment



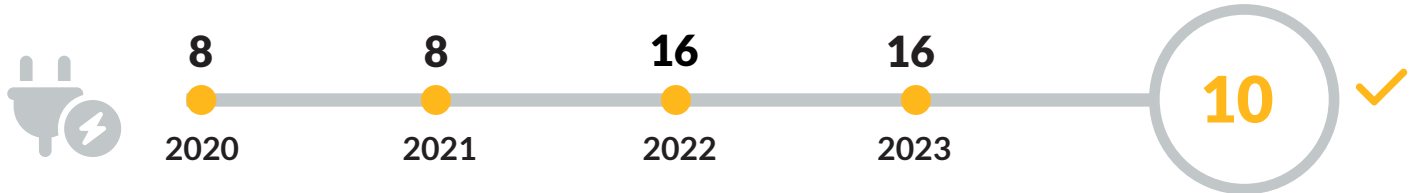
Endowment Funds Transferred to the University



Student Emergency Funds Raised to Date



Electric Vehicle Charging Stations



Estimated Savings/Cost Reduction from OpEx Projects



RECOGNITION & FUNDING



Princeton Review Green College

Institutions are selected for their exceptional programs, policies, and practices related to sustainability and the environment.



Worcester State Foundation

Ranks in top 3% compared to other 4 year public universities for its 23% increase in endowment market value. (National Association of College and University Budget Officers)



\$400,000

Nursing Pathways Expansion Grant

To purchase patient simulators and fully integrated mobile medication stations for the nursing program.



\$1.29 million

MA Executive Office of Education

To advance decarbonization efforts, address deferred maintenance and increase climate resilience.

PHILANTHROPIC SUPPORT

\$4.4 Million

Total amount raised from
2,502 donors.

\$115,000

Raised for scholarships at the
Worcester State Foundation
Board Golf Tournament.

\$1.07 million

Raised for scholarships and
awards.

\$1.2 million

Transferred to the University
for direct student support.

\$250,000

Gift to support the Robert E.
Mullin Scholarship Fund.

\$250,000

Pledge for the John J.
Connolly '62, Ed. D. & Ingrid
Connolly Presidential Lecture
Series.

TECHNOLOGY & FACILITIES



Sullivan Auditorium Renovation

Enhanced accessibility features (accessible entryway, accessible bathrooms including two gender-neutral facilities, and assistive technology), upgraded lighting and sound systems, improved acoustics, a refurbished backstage, and a modernized foyer.



Eager Auditorium Renovation

Installation of surround sound systems and acoustic paneling, leveraging funding from the Massachusetts Higher Education Bond Bill for deferred maintenance projects and campus capital improvements.

FISCAL SUSTAINABILITY

\$3.2 million

Estimated savings or efficiencies from FSTF recommendations.

\$1.9 million

Estimated savings or efficiencies from Operational Excellence projects.

\$300,000+

Eliminated in credit card processing fees by implementing a third-party credit card process.

"A" bond rating

Maintained with Standard & Poors.

SUMMARY & ANALYSIS

At the midpoint of our strategic plan - *Beyond 150: Lead, Succeed, Engage*, we have made considerable progress across all six goals and two overarching areas. As we enter the second half of the strategic plan and celebrate our 150th anniversary, we are well-positioned to build upon the achievements of the first four years and fulfill the promise of our strategic plan: To lead, succeed, and engage beyond 150 years.

Progress to Date:

- 91% of metrics are at least halfway toward their targets.
- 52% of metric targets have been met or exceeded.
- 80% of initiatives have been fully implemented.
- 37% of initiatives are established ongoing practices.
- 86% of IE&B initiatives have been fully implemented.
- 81% of Continuous Improvement initiatives have been fully implemented.



SUMMARY & ANALYSIS

Academic Excellence & Distinction

- We have increased our academic offerings with over 25 new programs, majors, and minors, aligning with workforce and student demand.
- Experiential learning sections grew by 20% and student participation in internship, practicum, and fieldwork experiences increased from 8% to 21%.
- The Center for Teaching and Learning expanded its offerings to include peer mentorship, faculty leadership development, and workshops focused on current trends in teaching and learning, such as artificial intelligence.
- Our faculty have been recognized for their achievements, including Fulbright awards, publications in top-tier journals, and teaching awards.
- External grant funding increased by 138% from \$1.4 million to \$5.5 million, including competitive grants from prestigious agencies such as the National Science Foundation.

Looking Forward:

To appeal to non-traditional learners, we should focus on the initiatives relating to the flexibility of programs and courses, such as “Develop an accelerated degree completion program for non-traditional students.”, “Increase the number of degrees that can be attained completely online or during the evening.”, and “Create and offer an online track for core general education courses.”



SUMMARY & ANALYSIS

Student Support & Success

- First-year retention rates increased to 77%, approaching the 80% target, and the 6-year graduation rate reached 61%, surpassing our goal of 60%.
- Student support has been strengthened, with 63% of faculty utilizing Starfish for early alerts and student support offices enhancing their outreach to students.
- \$247,000 has been raised for the Student Emergency Fund, which has supported 363 students in times of financial hardship. Additional external grant funding has helped address food insecurity on campus.
- Campus life is thriving, with new student clubs and activities, many of which target under-served groups such as Military and Veterans, LGBTQ+ students, and ALANA/BIPOC students.

Looking Forward:

Despite our overall progress, we continue to see equity gaps in student outcomes. Compared to the 86% of white first-year students retained, the retention rate was 82% for African American students and 79% for Latine students. For graduation rates, 67% of white students graduated in six years, compared to 55% of African American students and 42% of Latine students. In the second half of the strategic plan, we should focus on initiatives relating to advising, academic support, and student retention.



SUMMARY & ANALYSIS

Marketing & Enrollment

- Our *Strategic Enrollment Plan* has produced positive results across undergraduate, graduate, and dual enrollment populations and our membership in the Common Application and targeted communications for transfer and adult learners further strengthened our enrollment funnel.
- While our undergraduate enrollment remains below pre-pandemic levels, we continue to see yearly improvements, with 4,734 students in 2023 (91% of target).
- Graduate enrollment has grown to 877 students, exceeding our goal. The accelerated online graduate programs in particular have experienced robust growth from 121 students in 2020 to 561 in 2023.
- Dual enrollment and early college opportunities have also expanded significantly, with annual course sections increasing to 124.
- Latine student enrollment reached 18%, resulting in our recognition as an Emerging Hispanic Serving Institution from the Hispanic Association of Colleges and University and Excelencia in Education.
- We have diversified our marketing, including multilingual recruitment materials, a Spanish-Language sub-site, and an increased social media presence.

Looking Forward:

As an Emerging Hispanic Serving Institution, we will need to examine our current policies and practices and enhance our support systems to ensure that our Latine student population is successful.



SUMMARY & ANALYSIS

Community Engagement & Public Good

- Student-faculty scholarly collaborations reached 283 (an 89% increase), and student research presentations and publications more than doubled.
- Our over 700 partnerships span local schools, nonprofit organizations, public health initiatives, and environmental stewardship projects. Faculty and staff community engagement increased, with 177 individuals involved in community-based activities in 2023.
- Our Carnegie Community Engagement Classification was renewed, recognizing our commitment to community engagement.

Looking Forward:

While most areas of the University are engaged with community, a centralized effort to identify and promote community engagement programs may help to improve the community's awareness of the role Worcester State plays in the local community.



SUMMARY & ANALYSIS

People & Culture

- The equity audit, strong Campus Pride Index score, and *Inclusive Excellence and Belonging Strategic Plan*, along with inclusion and belonging events such as Lavender Graduation, Unity Day, and “In Our Shoes” disabled student panel have helped create a more inclusive campus climate.
- We have improved internal communication through the continuation of Campus Conversations and the creation of an online internal resource center to centralize official announcements and resources.
- The launch of the data warehouse, improved data quality in our student information system, and the creation of the Operational Excellence team have helped to foster a culture of continuous improvement.

Looking Forward:

Faculty and staff continue to report confusion regarding the roles of various offices and individual staff. A comprehensive resource given at Academic Kick-Off each year, which outlines the role of each office and individual or role-based responsibilities may help to increase communication.



SUMMARY & ANALYSIS

Resources & Infrastructure

- The endowment has grown to \$53.4 million, surpassing our \$50 million goal.
- More than \$8 million in cost savings and operational efficiencies have been realized through Operational Excellence projects and Financial Sustainability recommendations.
- Capital improvements, such as renovations to Sullivan and Eager Auditoriums, have enhanced the campus experience and improved accessibility.

Looking Forward:

Staffing levels in Information Technology remain below the 36 FTE target and the organizational structure may no longer be suitable for the changes in the way in which IT interacts with the University. The initiative “Evaluate the organizational structure of IT and assess the need for additional resources and/or staffing” should be a focus in the coming years.

Environmental sustainability initiatives have stalled. Updating the Climate Action Plan, created in 2012, may lead to new initiatives and reinvigorate interest in sustainability.





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