

Worcester State University

Fact Book 2016



WORCESTER
STATE
UNIVERSITY

Cover Photo: Wellness Center

FACT BOOK 2016



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Worcester State University
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Worcester State University is an equal employment/ education opportunity institution.

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Introduction

President's Message

A Message from Barry M. Maloney, President of Worcester State University

The year 2016 marked the five-year anniversary of my presidency at Worcester State University. As stated in my inaugural address shortly after I arrived, our main goal is to put students first.

In many ways, we have done just that. With focused effort on the part of the faculty and



staff, and, of course, the persistence of our students, we continue to make improvements in graduation and retention rates. As the Fact Book data suggest, we provide access to students from diverse backgrounds and to first-generation college students, and our investments in high-quality faculty have kept our classroom sizes small.

We now have a modern, dynamic campus that can help us achieve the vibrant, 24/7 campus life we aim to provide – so necessary for a campus that has nearly doubled its percentage of full-time undergraduate students living on campus in the past ten years. The Wellness Center opened in 2016. The associated programming it enables us to provide offers resident and commuting students alike a full range of intramurals, fitness, and recreational sports opportunities. We are helping students stay connected to campus and to stay healthy, as well.

Worcester State is continuing to meet the demands of our many stakeholders. We are taking measures to be more responsive to student concerns, to have academic programs that are advised by regional needs, to provide graduate and continuing education programs that students seek and employers desire, to provide affordable pathways to degree completion, and to graduate more students by ensuring they stay on track and in school.

We have gained recognition as a well-run institution, with excellent fiscal affairs, state university system-leading fundraising and alumni participation, a well-functioning leadership team, modernized processes, 17 new faculty lines and dozens of new faculty – including 24 in 2016 alone – with terminal degrees. The entire Worcester State community must be credited with the progress we have made, and I know we will use the momentum we've gained to continue our progress in the years ahead.

The hard data provided in this report, compiled by our Office of Institutional Research, helps guide our actions. We hope you find the information valuable.

Sincerely,

A handwritten signature in dark ink, reading "Barry M. Maloney". The signature is written in a cursive, flowing style.

Barry M. Maloney
President

Board of Trustees 2016-2017

George H. Albro '65,'68, *Chair*
Craig L. Blais, *Vice Chair*
Maryanne M. Hammond '69,'72, *Vice Chair*
Aleta M. Fazzone
Karen M. LaFond
Stephen F. Madaus
Dina A. Nichols
Shirley A. Steele '59,'63
Marina L. Taylor
David H. Tuttle

Standing Committees 2016-2017

Academic Student Development

Shirley A. Steele, *Chair*
Karen M. LaFond
Corey Laite
Stephen F. Madaus

Finance and Facilities

Craig L. Blais, *Chair*
Aleta M. Fazzone
Stephen F. Madaus
Shirley A. Steele
Marina L. Taylor

Human Resources

Maryanne M. Hammond, *Chair*
Karen M. LaFond
Corey Laite
Dina A. Nichols
Marina L. Taylor

Planning and Development

Maryanne M. Hammond, *Chair*
Corey Laite

Campus Administration, Fall 2016

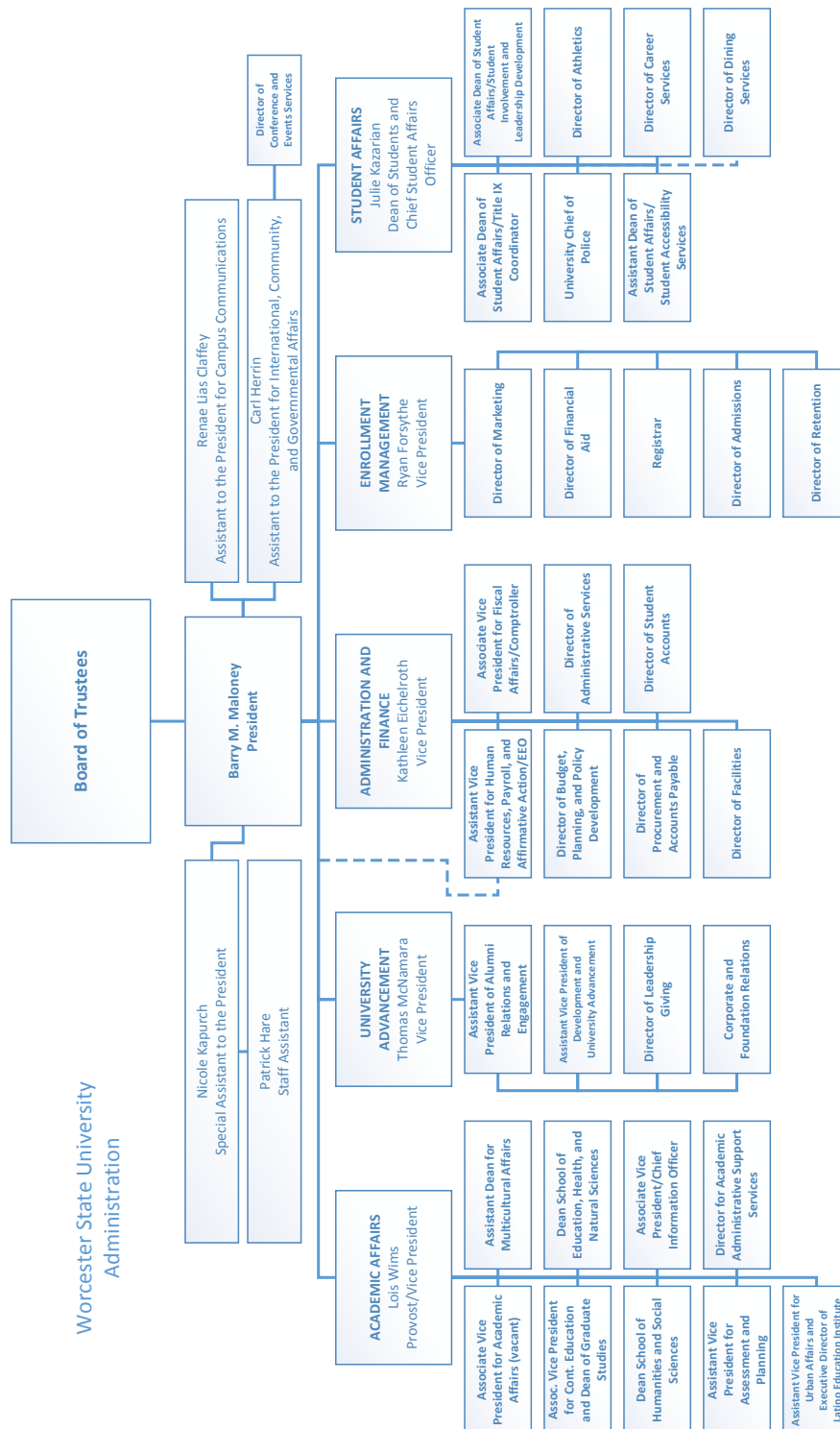
Barry Maloney, *President*
 Lois Wims, *Provost/VP, Academic Affairs*
 Kathleen M. Eichelroth, *VP, Administration and Finance*
 Ryan Forsythe, *VP, Enrollment Management*
 Thomas M. McNamara, *VP, University Advancement*
 Anthony Adade, *Associate Vice President, Chief Information Officer*
 Roberta Kyle, *Assoc. VP for Continuing Education, Dean of Graduate Studies*
 Robin J. Quill, *Assoc. VP, Fiscal Affairs*
 Camilla H. Caffrey, *Asst. VP of Alumni Relations & Engagement*
 Stacey D. Luster, *Asst. VP, Human Resources, Payroll, Affirmative Action & Equal Opportunity*
 Mary Jo Marion, *Asst. VP of Urban Affairs & Executive Director LEI*
 Karen Sharpe, *Asst. VP for Development & Advancement*
 Vacant, *Asst. VP, Assessment and Planning*
 Carl Herrin, *Asst. to the President for International, Community, & Government Affairs*
 Renae Lias Claffey, *Asst. to the President for Campus Communications*
 Julie Kazarian, *Dean of Student Affairs & Senior Student Affairs Officer*
 Linda Larrivee, *Dean, School of Education, Health & Natural Sciences*
 Russ Pottle, *Dean, School of Humanities & Social Sciences*
 Stephanie Chalupka, *Assoc. Dean for Nursing, School of Education, Health & Natural Sciences*
 Sara Grady, *Associate Dean, Graduate Studies & Professional Development*
 Raynold Lewis, *Assoc. Dean of Education, School of Education, Health & Natural Sciences*
 Rosemary Naughton, *Assoc. Dean of Student Affairs & Student Conduct*
 Timothy J. Sullivan, *Assoc. Dean, Student Affairs Director, Office of Student Involvement & Leadership Development*
 Adrian Gage, *Assistant Dean, Student Affairs/Director of Residence Life*
 Fran Manocchio, *Asst. Dean Student Affairs/Director, Office of Student Accessibility Services*
 Laura A. Murphy, *Assistant Dean/Director, Counseling Services*

Tammy Tebo, *Assistant Dean, Academic Success*
 Marcella Uribe-Jennings, *Assistant Dean/Director, Office of Multicultural Affairs*
 Matthew Bejune, *Executive Director, Library*
 Honee Hess, *Executive Director, Worcester Center for Crafts*
 Vincent Pedone, *Executive Director, Council of Presidents*
 Tara Probeck, *Executive Director, Marketing*
 Jillian Anderson, *Director, Career Services*
 Brenda Bussey, *Director, Procurement & Accounts Payable*
 Julie Carmel, *Director, Student Accounts*
 Marion Catacchio, *Director, Financial Records, University Advancement*
 Julie A. Chaffee, *Director, Student Records & Registrar*
 Cherie Comeau, *Director, Center for Business & Industry*
 Joseph DiCarlo, *Director, Admissions*
 Lisa Godfrin, *Director of Advancement Services*
 Anisa Hoxha, *Director of Budget, Planning and Policy Development*
 Alan Jackson, *Director, Veterans Affairs*
 Jayne A. McGinn, *Director, Financial Aid*
 Susan Moore, *Director of Human Resources*
 Michael Mudd, *Director, Athletics*
 Jason Kapurch, *Director of Safety & Security/Chief of University Police*
 Sandra K. Olson, *Director, Facilities*
 Kristen O'Reilly, *Director of Advancement Communications*
 Katey Palumbo, *Director, International Programs*
 Angela Quitadamo, *Director of Retention*
 Nancy Ramsdell, *Director, Administrative Services, Administration & Finance*
 David Roach, *Director, Center for Effective Instruction*
 Lynn E. Ryan, *Director, Payroll*
 Susan Seibel, *Director, Intensive English Language Institute*
 Kenneth A. Smith, *Director, Institutional Research*
 Gerald E. Sorge, *Director, Academic Affairs Administrative Support*
 Isaac Tesfay, *Director, Office of Diversity, Inclusion, Affirmative Action & Equal Opportunity*
 Mark Wagner, *Director, Center for Service Learning & Civic Engagement*
 Karen Woods Weierman, *Director, Honors Program*
 Vacant, *Director of Leadership Giving*
 Michael Priest, *Interim Director, Student Affairs/Conference & Event Services*

Department Chairs, Fall 2016

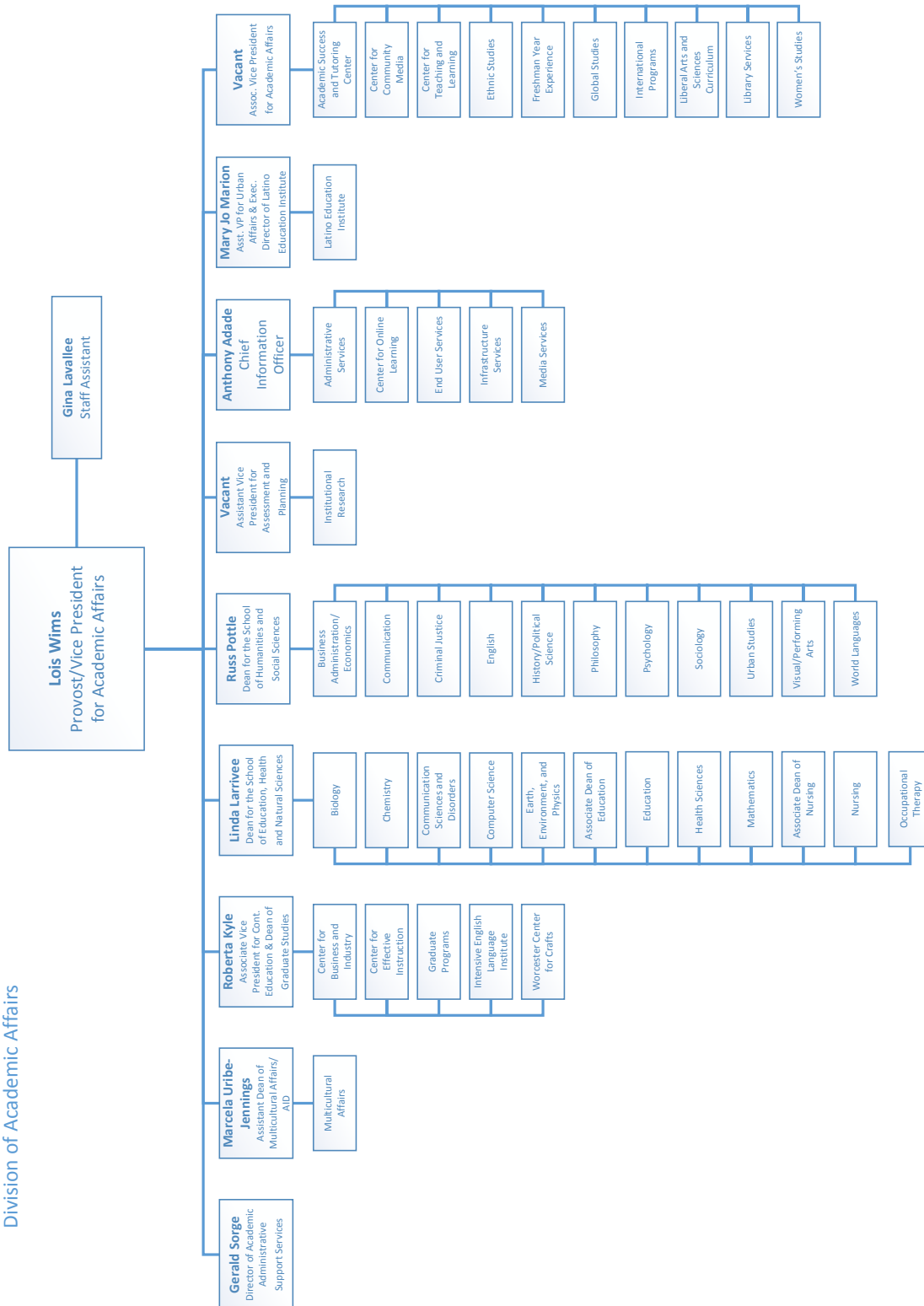
<i>Name</i>	<i>Department</i>
Steve Oliver	Biology
Mark Love	Business & Economics
Margaret Kerr	Chemistry
Julie Frechette	Communication
Susanna Meyer	Communication Sciences & Disorders
Elena Braynova	Computer Science
John Tahiliani	Criminal Justice
William Hansen	Earth, Environment & Physics
Sue Foo	Education
Dennis Quinn	English
Syamak Moattari	Health Sciences
Tona Hangen	History & Political Science
Michael Winders	Mathematics
Robyn Leo	Nursing
Joanne Gallagher	Occupational Therapy
Henry Theriault	Philosophy
Brandi Silver	Psychology
Aldo Guevara	Sociology
Thomas Conroy	Urban Studies
Adam Zahler	Visual & Performing Arts
Antonio Guijarro-Donados	World Languages

Organizational Chart

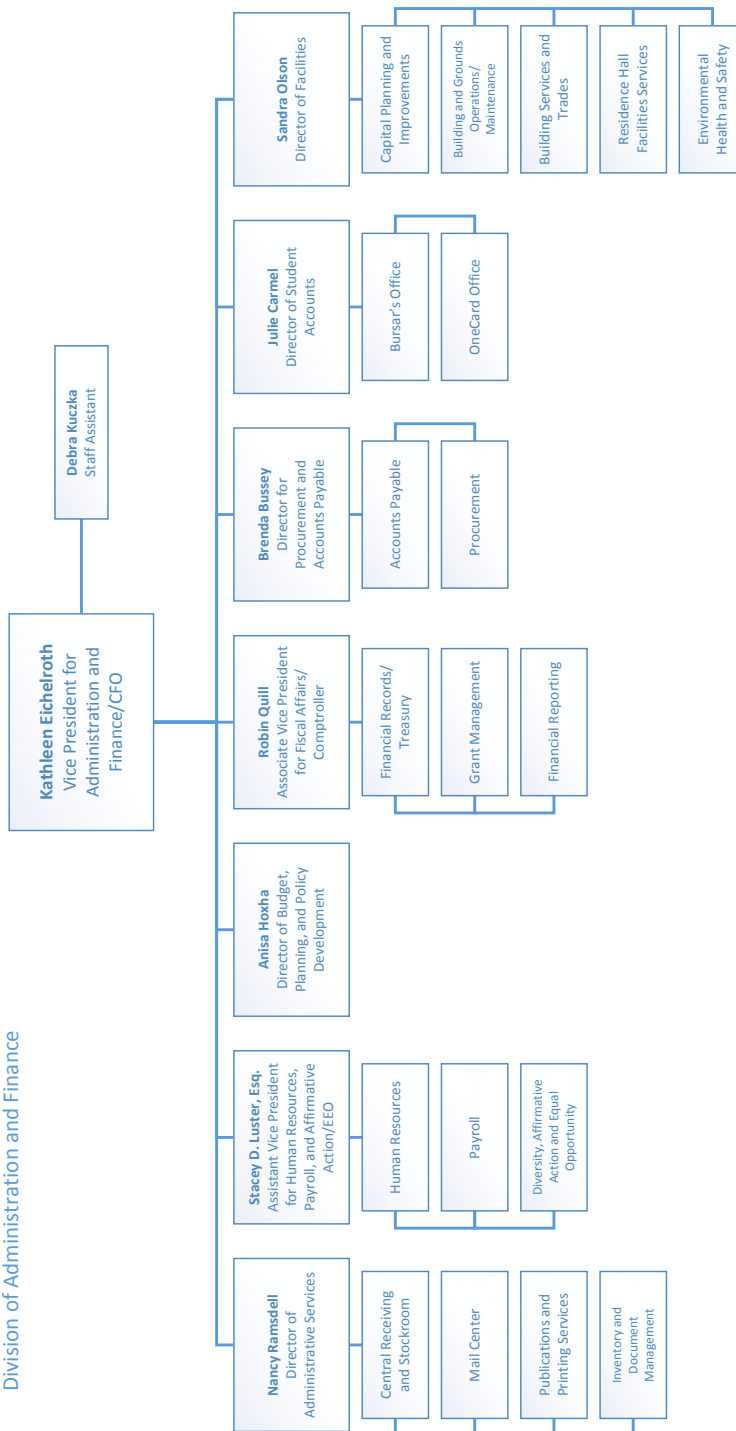


Source: Human Resources

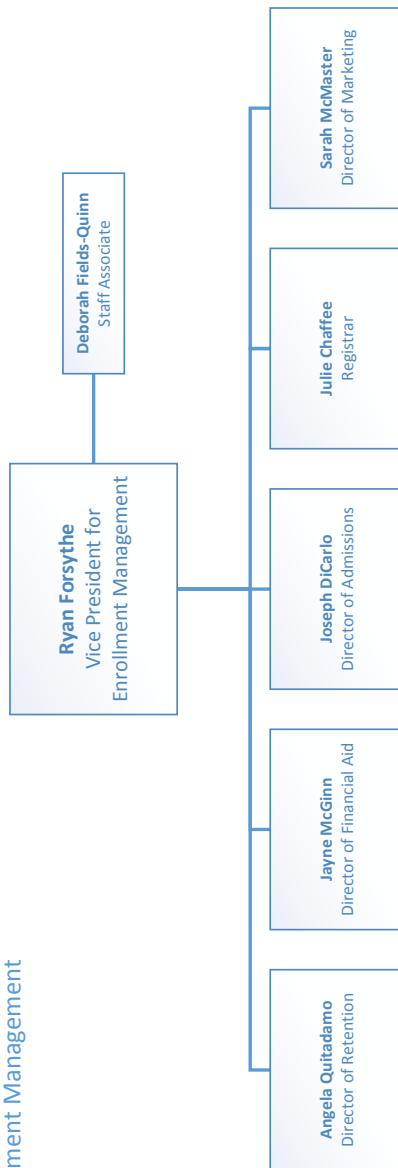
Worcester State University
Division of Academic Affairs



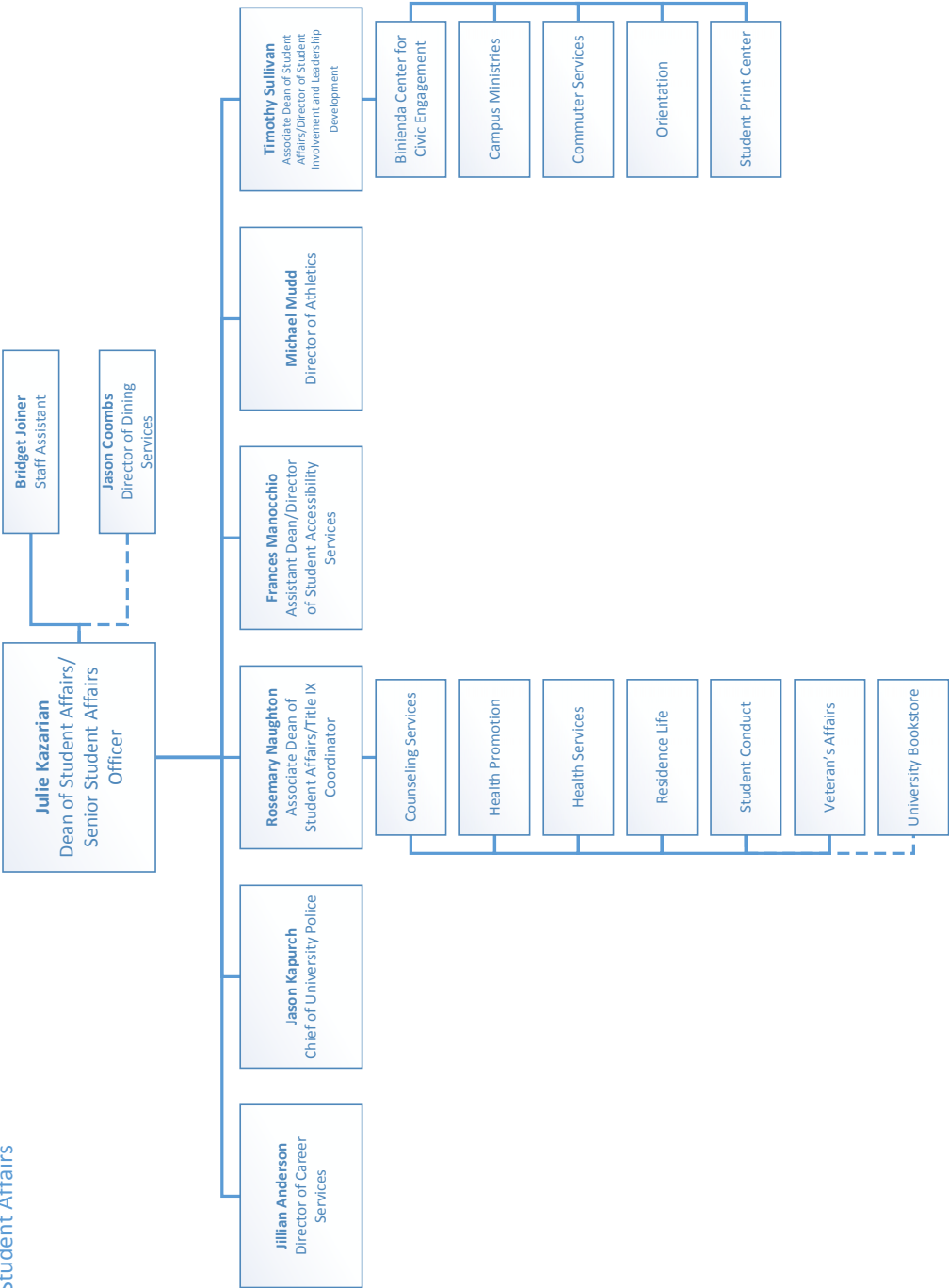
Worcester State University
Division of Administration and Finance



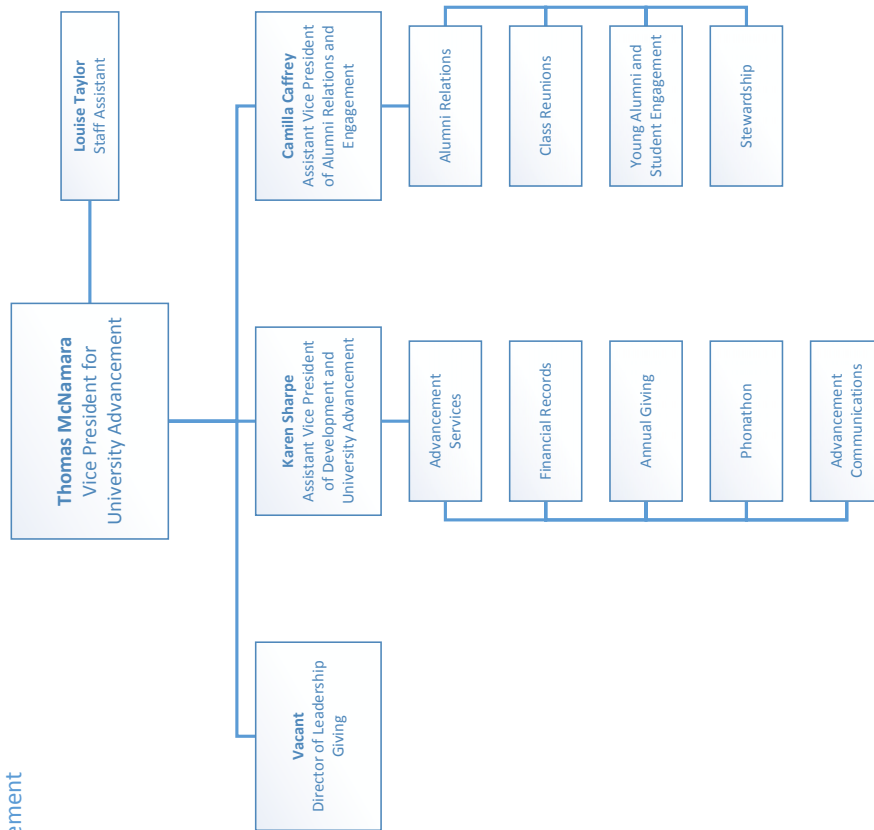
Worcester State University
Division of Enrollment Management



Worcester State University
Division of Student Affairs



Worcester State University
Division of University Advancement



General Information

Worcester State University Fall 2016 Snapshot

STUDENT PROFILE

Fall 2016 Total Enrollment:

Undergraduate Full-Time	4,033
Undergraduate Part-Time	1,348
Graduate Full-Time	173
Graduate Part-Time	917
Total Headcount	6,471

Undergraduate Degree-Seeking Student Characteristics:

Women (Undergraduate)	59%
Men (Undergraduate)	41%
Out of State	3.8%
International (15 Countries)	0.7%
Minority ¹ Students	26.4%
Residential Students ²	36%
Average Age	21.9
First-time Freshmen Average HSGPA	3.25
First-time Freshmen Average SAT Score	1,010
First-time Freshmen Retention (Fall 2015, 1st year)	78%
Graduation Rate (2010 cohort, 6th year)	56%

First-time Freshmen Admissions:

Applied	3,876
Accepted	2,735
Accepted & Enrolled	789

Transfer Admissions:

Applied	990
Accepted	838
Accepted & Enrolled	522

FINANCES

Cost of Attendance:

Undergraduate Tuition	\$ 970
Undergraduate Fees	\$ 8,232
Room and Board (Average)	\$ 11,775

Revenues (2015-2016):

State Appropriation	\$33,605,906
Tuition and Fees-Net	\$47,136,403
Other Sources	\$13,118,708
Total Revenues	\$93,861,017

Student Financial Aid (2015-2016):

Students Receiving FAID	4,300
Average Size of Award	\$ 10,331
Students on WSU Donor Funded Scholarships	242

Market Value of Funds under Management (FY 2016): \$22,267,296

Endowment (FY 2016): \$13,009,586

FACULTY-STAFF PROFILE

Faculty: (from IPEDS Data)

Full-Time (includes Librarians)	210
Part-Time Faculty (includes Adjuncts)	215
Full-Time Faculty with Doctorate	162
Student to Faculty Ratio ³	18 : 1

Staff: (Full-time)

Association of Professional Adm.	136
AFSCME	155
Non Unit Professionals	37

ACADEMICS

Academic Programs:

Undergraduate Majors	31
Undergraduate Minors	30
Graduate Programs	32
Study Abroad Opportunities	82

Largest Undergraduate Major (1st Major only):

Business Administration	767
Criminal Justice	465
Psychology	428
Biology	378
Nursing	342

Average Undergraduate Class Size:

15

Degrees Conferred (2015-2016):

Baccalaureate's	1,115
Post Bachelor's Certificates	120
Master's	205
Certificate of Advanced Graduate Study	8
Total Degrees Conferred	1,448

STUDENT LIFE

Organizations, Clubs & Honor Societies:

Student Organizations and Clubs	41
Academic Honor Societies	18

Intercollegiate Sports:

Men	9
Women	10

ALUMNI⁴

Total Alumni

Alumni Living in MA	23,885
Alumni in Worcester County	18,571
Alumni in the City of Worcester	5,108

¹ Minority includes Black/African American, American Indian/Alaskan Native, Hispanic/Latino, Asian, Native Hawaiian or other Pacific Islander, and Two or More Races.

² Based only on Full-time, Degree-Seeking, Undergraduate Students

³ FTE Students Taught/FTE Faculty

⁴ Includes both Undergraduate and Graduate Degree Recipients.

Brief History of WSU

Worcester State University was founded as the Worcester Normal School in 1874, the fifth state-funded normal school in Massachusetts and one of dozens of teacher-training schools established during the 19th century.

In 1932, all the normal schools were renamed, and Worcester's became Worcester State Teachers College. That same year, the University moved to its present location on Chandler Street. A large, colonial-style building was constructed on the site of Willow Farm, owned by Worcester inventor and philanthropist George I. Rockwood.

In 1942, Rockwood donated an additional 35 acres, paving the way for campus expansion. The University's fifth president, Dr. Eugene A. Sullivan (1947-1970), oversaw a period of unprecedented growth, as enrollment grew from 150 students, all pursuing education degrees, to nearly 2,800 students pursuing a variety of degrees.

By 1963, the former teachers college had evolved into a liberal arts and sciences college, and thus the Board of Education renamed it Worcester State College. Under the leadership of Dr. Robert E. Leestamper (1970-1975), the University opened its first residence hall, Chandler Village, in 1973. Also during his tenure, Worcester State College added a B.S. in business administration and a B.S. in nursing. In 1974, the University established its graduate school.

The growth period continued under the administration of President Joseph J. Orze (1975-1982). In 1979, the University added its second residence hall, Dowden Hall, named for Mrs. Vera M. (Dowden) Baldwin '34, M.Ed. '53, the school's first Dean of Students. Under the leadership of President Philip D. Vairo (1982-1991), the University expanded its programs to include the area's first master of science in speech-language pathology and the first bachelor's degree in occupational therapy in the state college system.

During the presidency of Dr. Kalyan K. Ghosh (1992-2002), the University incorporated the widespread use of technology, from computer-based learning to a campus-wide network. In 2000, the University opened the 110,000-square-foot Kalyan K. Ghosh Center for Science and Technology, with instructional laboratories for 12 academic programs and a 196-seat multimedia lecture hall.

In 2002, the University welcomed its first female president, Dr. Janelle C. Ashley (2002-2011). Under her leadership, the student population grew as the campus undertook major renovations and building projects, including the construction of the awarding-winning residence hall named after philanthropist Phillip M. Wasylean II '63, which opened in 2004.

In 2010, the Commonwealth of Massachusetts granted university status to all nine Massachusetts state colleges.

Barry M. Maloney became the 11th president of the University in July 2011. Under his leadership, WSU has increased its full-time faculty, increased fundraising, and improved student measures of success. Student opportunities for civic engagement and service learning and for student-exchange and study away have grown substantially. A new 400-bed residence hall, named for Lt. Col. James F. Sheehan '55, opened in the fall of 2015, and a new 101,000-square-foot Wellness Center, a state-of-the-art athletic and recreation facility, opened in 2016.

MISSION

Worcester State University champions academic excellence in a diverse, student-centered environment that fosters scholarship, creativity, and global awareness. A Worcester State education equips students with knowledge and skills necessary for lives of professional accomplishment, engaged citizenship, and intellectual growth.

CORE VALUES

As a public institution, Worcester State University embraces the belief that widespread access to high-quality educational opportunities is the cornerstone of a democratic society. Members of the Worcester State community share the following core values:

- **Academic Excellence:** We are committed to providing opportunities to excel in a close-knit learning environment characterized by distinguished faculty, excellent teaching, and creative linkages between classroom learning and real-world experiences.
- **Engaged Citizenship:** We are committed to promoting community service, social justice, the democratic process, environmental sustainability, and global awareness to prepare students to be active and informed citizens.
- **Open Exchange of Ideas:** We are committed to inviting and considering the most expansive range of perspectives in teaching and learning, in scholarly and creative work, and in the governance of a complex, diverse institution.
- **Diversity and Inclusiveness:** We are committed to being an inclusive community in which our diversity enhances learning for all and in which people from all cultures and backgrounds have the opportunity to participate fully and succeed.
- **Civility and Integrity:** We are committed to respecting the dignity of all members of our community and to demonstrating this commitment in our interactions, decisions, and structures.

Strategic Plan 2015-2020

VISION FOR 2020: Our Destination

The WSU we envision in 2020 will be more widely recognized as an educational innovator. Its faculty and staff will be unified behind a model of transformative change in students. Its academic program, which creatively integrates classroom learning with experiential learning that takes place beyond the classroom, will be responsive to the identified priorities of the Commonwealth of Massachusetts and the evolving needs of a complex global community. As a public university grounded in the liberal arts tradition, WSU will be preparing well-rounded, culturally sensitive and socially conscious critical thinkers and problem solvers who are well prepared for chosen professions or advanced study.

By the year 2020, WSU will have solidified a reputation for student-centered educational best practices. The university will continue to be known for the value of the education it provides while also building its reputation for the quality of its academic program, faculty, staff, students, and facilities. In an environment that prizes academic excellence, nurtures creativity, and expects civic engagement, students will be pushed and supported by a faculty and staff committed to helping them succeed – in their studies and in life. The impressive success of WSU alumni, who are leaders in their professions and caring citizens of the world, will be a source of inspiration for students and a testament to the value of a WSU education.

By 2020 – 10 years after WSU attained university status – graduate school offerings will have expanded strategically to meet growing demand. WSU's commitment to supporting the scholarly pursuits of its faculty will be deeper than ever, thereby fortifying the university's reputation for thought leadership.

WSU's unique place within the Massachusetts state university system and among regional institutions of higher learning will be clearly established as a result of well-respected programs that serve as beacons and also as a result of strategic marketing that draws attention to WSU's distinctive strengths. WSU's already strong offerings in the liberal arts and sciences will be further distinguished and enriched through interdisciplinary connections and foundational support from WSU's innovative and integrative general education program. The university also be viewed increasingly as a destination school; its growing appeal as a first-choice option will be attributable in part to distinctive offerings such as a new Honors College, highly regarded pre-professional degree programs in traditional and emerging fields, and a number of centers and institutes designed to serve both the campus community and the greater community of central Massachusetts.

WSU's urban location will represent a competitive advantage for WSU because of how it is leveraged as a valuable educational asset for those who study, teach, and conduct research here. Reflecting its longstanding and deep commitment to community engagement, WSU will be more tightly and broadly connected with its surrounding neighborhoods, the City of Worcester, and the wider world in ways that enrich students' academic experiences and expand their worldviews. The university will be perceived and appreciated in Worcester and the region as a committed community partner, a vibrant cultural resource, and a welcoming place for those seeking lifelong learning opportunities.

The sense of community, sense of belonging, and sense of pride on campus will be stronger than ever. WSU's faculty, staff, and students – traditional and non-traditional, undergraduate and graduate, part-time and full-time – will all feel embraced, equipped, and empowered to do and be their best. A collaborative work environment based on mutual respect and mutual accountability will foster commitment, teamwork, and excellence. Effective leadership and transparent communication will encourage the open sharing of information and ensure alignment around shared goals for WSU.

Alumni, particularly young alumni, will be more engaged with and better supported by their *alma mater* than ever. WSU's enhanced reputation and higher profile will be resulting in a growing number of applications for admission and an expanding pool of donors eager to support the university's mission, faculty, and students. These and other strategies to generate revenues, together with ongoing efforts to contain costs, will create a financially sustainable business model while yielding resources that can be invested strategically in WSU's future. The university's physical plant and infrastructure will be well maintained, up-to-date, and supportive of WSU's paramount objectives: to promote academic excellence and to build community among diverse constituents who have at least one thing in common: their decision to choose Worcester State University.

STRATEGIC IMPERATIVES: *Scholarship, Partnership, and Leadership*

- WSU will channel scholarly creativity in new, exciting, and potentially important directions.
- WSU will be a dynamic valued partner with and a resource to Worcester, the region, and the world.
- WSU will be a model of best practices in promoting retention across the student body and in empowering students to attain both academic and career goals.
- All members of the WSU community will feel included and valued, and they will hold themselves and each other accountable for upholding shared values and achieving common objectives.
- WSU's plans and priorities will support the public agenda for higher education in Massachusetts as reflected in the Vision Project's goals and seven key outcomes.¹

¹ The key outcomes relate to college participation, college completion, student learning, workforce alignment, preparing citizens, elimination of disparities, and research.

OVERARCHING GOALS AND STRATEGIES: Our Roadmap

Academic Program and Excellence

1. Enhance the undergraduate academic program and expand graduate programs in a community of learning that promotes academic excellence and innovation

STRATEGIES:

- Develop and offer innovative, integrative academic programming that supports and advances a model of transformative change in students
- Encourage more interdisciplinary and cross-departmental collaboration in teaching and research
- More clearly articulate the purpose of WSU's general education program and promote greater cohesiveness within the Liberal Arts and Sciences Curriculum/LASC
- Strengthen intellectual life on campus and foster an environment that promotes discourse, discovery, and practice in the liberal arts of learning and expression
- Develop and offer distinctive programs that emphasize community impact, service learning, creativity, and environmental stewardship
- Make stronger connections between students' classroom learning and experiential learning achieved through extra- and co-curricular programming
- Place greater emphasis on research and strengthen the research infrastructure to support the creative and scholarly pursuits of WSU faculty
- Build the infrastructure to support growth in graduate offerings and enrollments
- Expand high-quality online (hybrid) classes and develop new online programs
- Strengthen the process of collecting, sharing, and using data to create a culture of assessment and learn from assessment feedback in order to improve the student experience
- Grow institutional commitment to information literacy and instructional technologies
- Ensure that WSU's library is a 21st-century learning resource center that supports the evolving needs of students and faculty

Differentiation and Impact in the Wider World

2. Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world

STRATEGIES:

- Capitalize on WSU's urban location as a programmatic strength and educational asset
- Expand efforts to integrate arts and sciences in innovative ways that enhance learning and distinguish WSU
- Better articulate the relationship between academics and workforce alignment, particularly in the arts and humanities
- Promote and stress curricular inter-disciplinarity and programmatic connectedness to enrich learning and create multiple potential paths for WSU students to pursue upon graduation
- Cultivate and enhance local, regional, and global connections to benefit students and strengthen WSU's contributions in the wider world
- Nurture student interest in and appreciation for diversity, global awareness, environmental literacy, and engaged citizenship
- Expand opportunities that encourage development of leadership potential within the student body
- Strive to have the top degree-completion rate among the state universities in Massachusetts
- Improve career-related services and expand professional networking opportunities for WSU students and graduates

Enrollment, Retention, and Student Success**3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success****STRATEGIES:**

- Strategically align programmatic offerings with student interest and employment trends
- Implement a sustainable approach to online programming that meets market demands and is attractive to students, supported by faculty, and consistent with government requirements
- Implement a comprehensive marketing strategy and effectively position WSU as a first-choice option through clear messaging and by articulating a compelling value proposition
- Implement recruitment strategies designed to increase diversity within the student body
- More effectively engage faculty, students and alumni as active participants in the recruitment and admissions process
- Increase financial support to make enrollment and the overall WSU experience more affordable
- Leverage WSU's current K-12 initiatives to create a pipeline of applicants from urban areas
- Establish stronger articulation agreements with community colleges to attract more transfer students
- Ensure availability of courses to allow students to stay on track toward degree completion
- Strengthen academic advising across the University
- Expand services in the evening for all students
- Provide excellent customer service to students in all divisions and offices

Community and Campus Life**4. Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued****STRATEGIES:**

- Foster a culture of engagement, pride and gratitude among all WSU constituencies
- Promote greater collaboration across divisions in support of shared, university-wide goals and mutual accountability for progress
- Increase options for all students to participate in campus life outside the classroom
- Establish living-learning communities in the residence halls and more student gathering spots throughout campus
- Create more opportunities for informal interaction among students, faculty, and alumni and between senior administrators and the rest of the campus community
- Nurture a campus culture that promotes cultural awareness and sensitivity as well as commitment to social responsibility and environmental stewardship
- Significantly improve internal communication and ensure faculty and staff feel they have a voice in setting strategic direction and priorities for the University
- Celebrate contributions to campus and community by faculty, staff, students, and alumni who embody WSU's core values
- Ensure opportunities to succeed at WSU are equally available to all members of the faculty and staff
- Promote a pluralistic student experience and ensure that students of diverse backgrounds see themselves reflected in the adult population and leadership ranks on campus
- Seek ways to increase alumni presence on campus and engagement with WSU through events and lifelong learning opportunities that correspond with their interests

Resources, Revenues, and Organizational Sustainability

5. Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value

STRATEGIES:

- Align programs and allocate academic resources in response to student interest and strategic priorities that support the academic vision of the University
- Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue
- Implement the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability
- Secure funding for deferred maintenance work on campus
- Explore options for expanding the campus footprint in creative, cost-effective ways
- Bolster WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies
- Strengthen and sustain efforts to inspire financial support from WSU alumni
- Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising

Scholarship, Partnership, and Leadership for a Changing World

Accreditation

Worcester State University is accredited by the New England Association of Schools and Colleges, Inc., a non-governmental, nationally recognized organization whose affiliated institutions include elementary schools through collegiate institutions offering postgraduate instructions.

Accreditation of an institution by the New England Association indicates that it meets or exceeds criteria for the assessment of institutional quality periodically applied through a peer group review process. An accredited school or college is one which has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

The following programs are also accredited by their respective professional organizations:

Nursing: The National League for Nursing

Speech-Language Pathology: The American Speech-Language-Hearing Association

Occupational Therapy: Accreditation Council for Occupational Therapy Education

Nuclear Medicine Technology: The Joint Review Committee on Educational Programs in Nuclear Medicine Technology

School Psychology: National Association of School Psychologists

Education: Council for the Accreditation of Educator Preparation

Carnegie Foundation Community Engagement Classification

Worcester State University has been named “Best in the Northeast” by the Princeton Review for the thirteenth year in a row. The Princeton Review has also named WSU as a Best Value College (Public) for 2013 and 2014 as well as Most Environmentally Responsible for 2016.

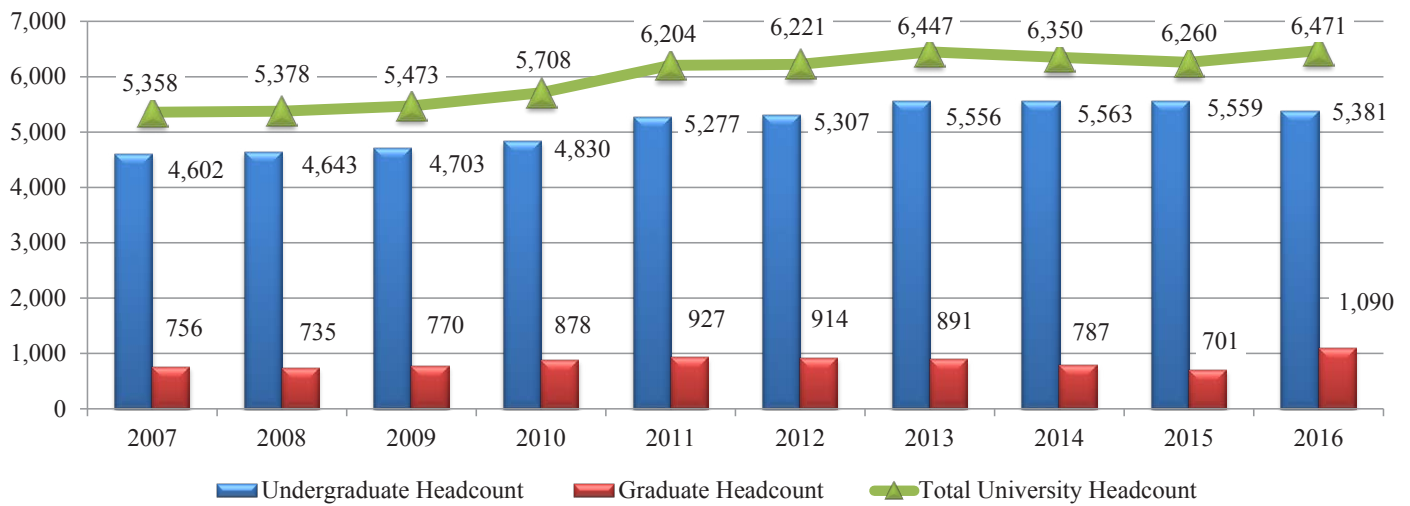


Worcester State University was recognized in the 1st Tier (North) of the 2016 “Best Regional Universities” of the U.S. News and World Report College Rankings.

Worcester State University has been named “Best College” by Worcester Magazine for the 11th time. The university also received this honor in 2002, 2006, 2007, 2009, 2010, 2011, 2012, 2013, 2014 and 2015.

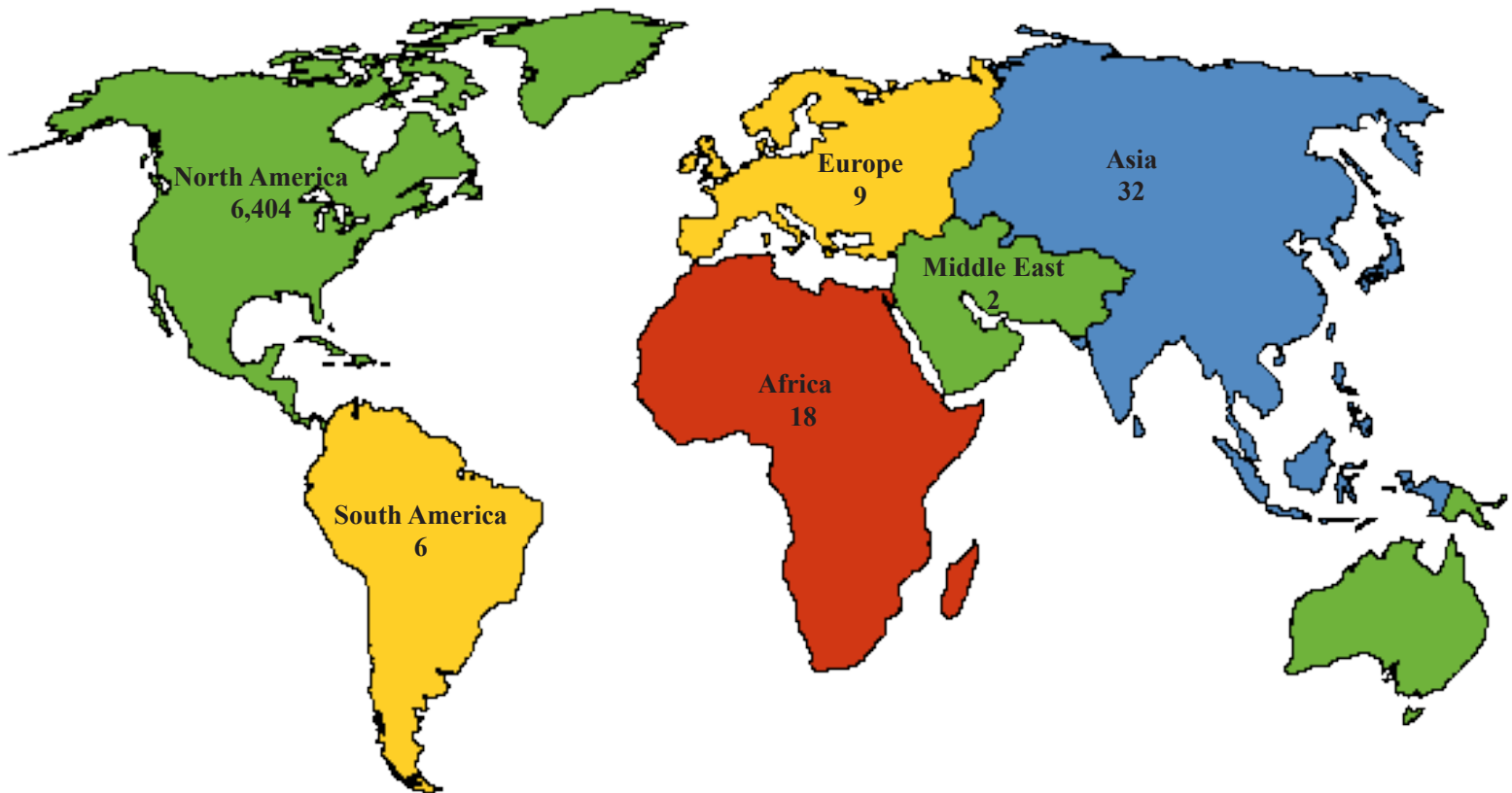
Student Profile

Longitudinal Enrollment, Fall 2007-Fall 2016



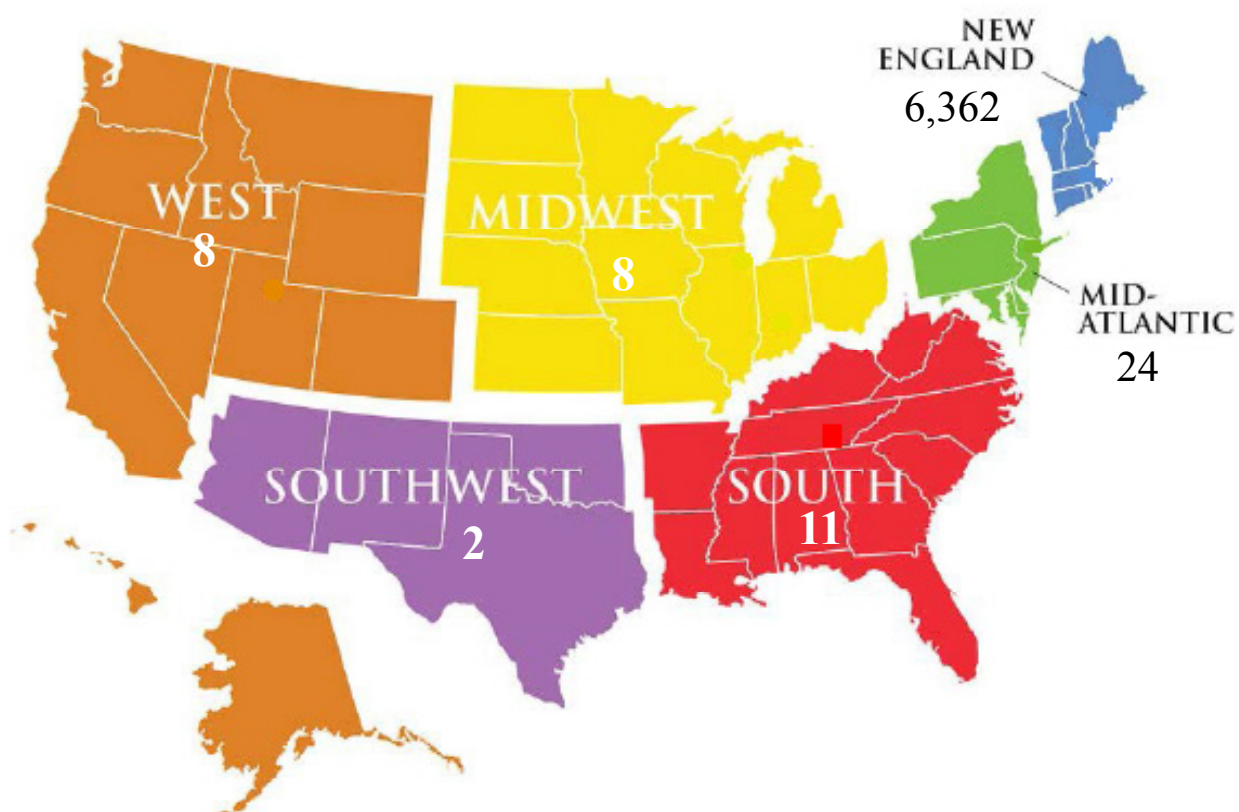
Source: IR Official DHE Fall Files

Number of Undergraduate and Graduate Students by World Regions, Fall 2016



Source: IR Official DHE Fall Files

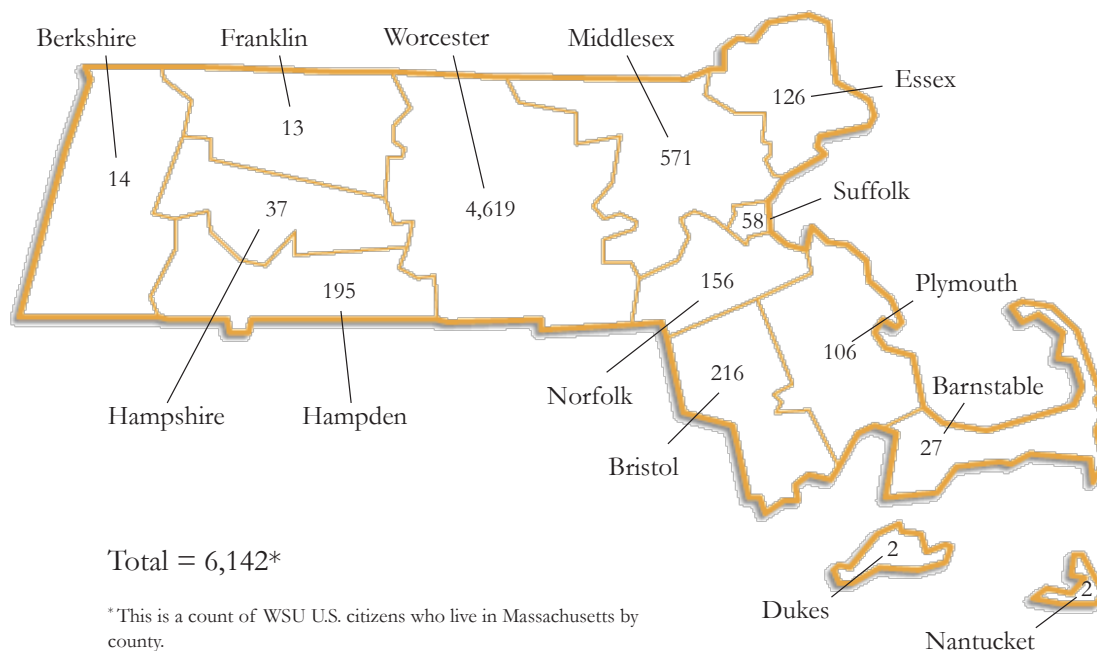
Number of Undergraduate and Graduate Students by United States Regions*, Fall 2016



*non-US citizens are not included

Source: IR Official DHE Fall Files

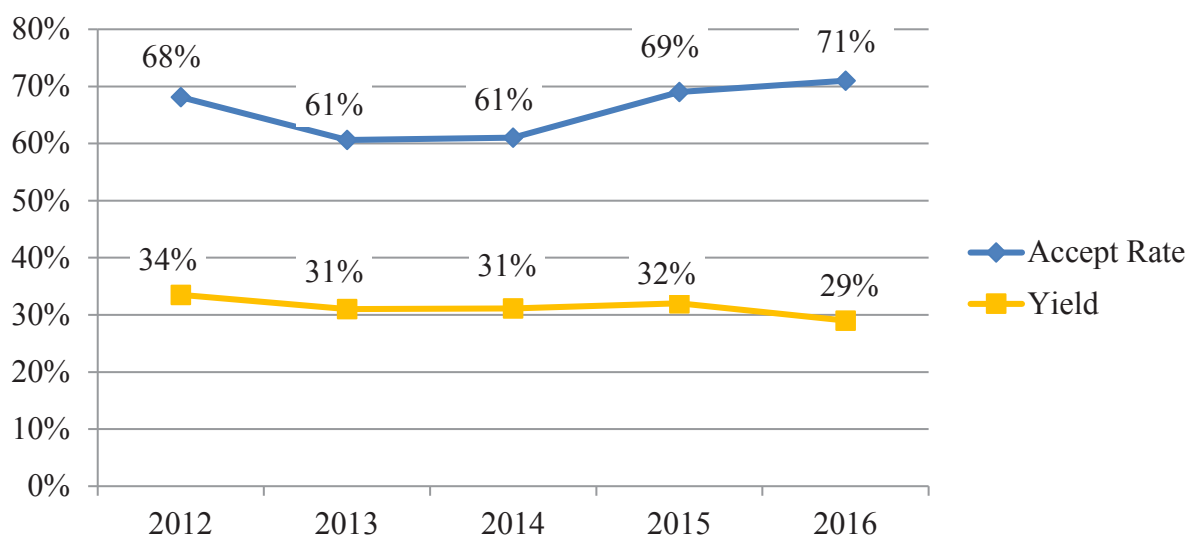
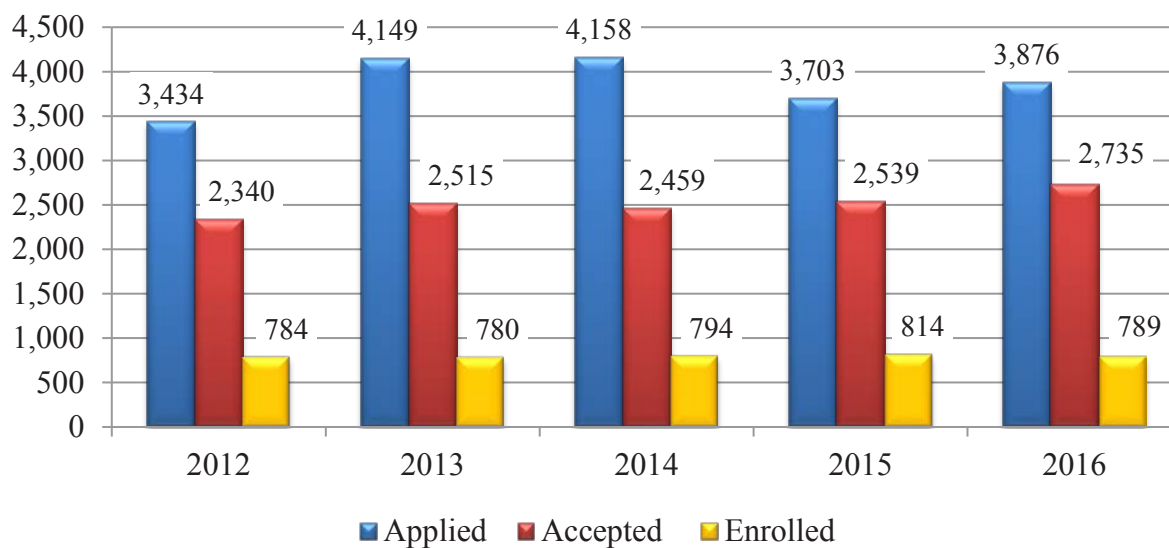
Students by Massachusetts County of Residence, Fall 2016



County	Undergraduate	Graduate	Total
Barnstable	27	0	27
Berkshire	13	1	14
Bristol	197	19	216
Dukes	2	0	2
Essex	118	8	216
Franklin	11	2	13
Hampden	178	17	195
Hampshire	34	3	37
Middlesex	467	104	571
Nantucket	2	0	2
Norfolk	129	27	156
Plymouth	94	12	106
Suffolk	44	14	58
Worcester	3,802	817	4,619
Total	5,118	1,024	6,142

Source: IR Official DHE Fall Files

Degree Seeking, First-Time Freshmen Admissions Fall 2012-Fall 2016



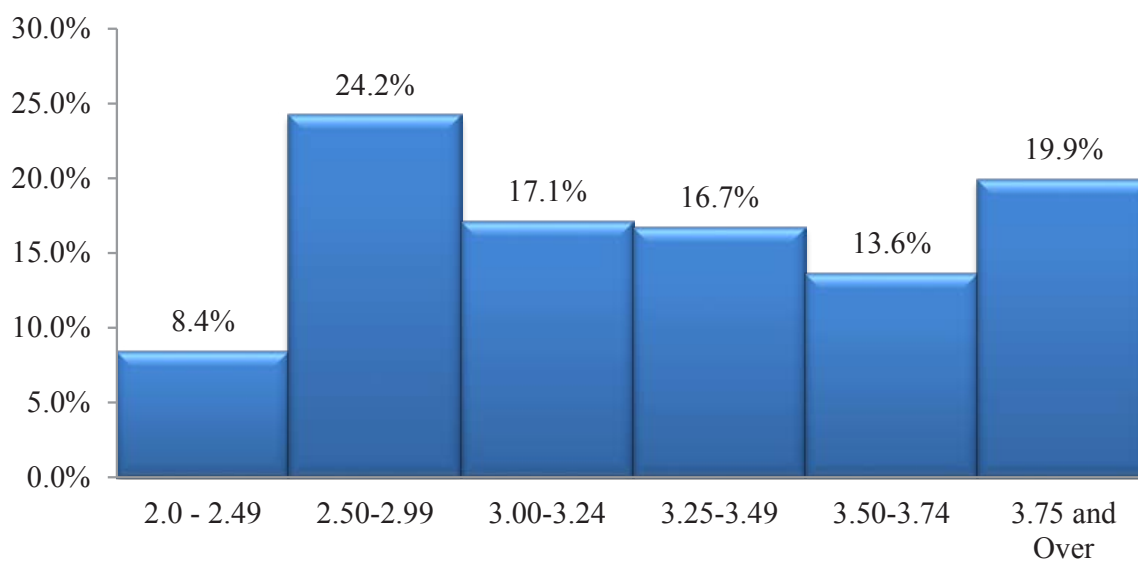
Accept Rate = # Accepted/# Applied

Yield = # Enrolled/# Accepted

Source: IR Official DHE Fall Files

High School GPA of Degree Seeking, First-Time Freshmen, Fall 2016 (n=789)

Mean GPA	3.24	Middle 50% GPA:	2.82-3.64
Minimum GPA:	2.00	Maximum GPA:	4.78

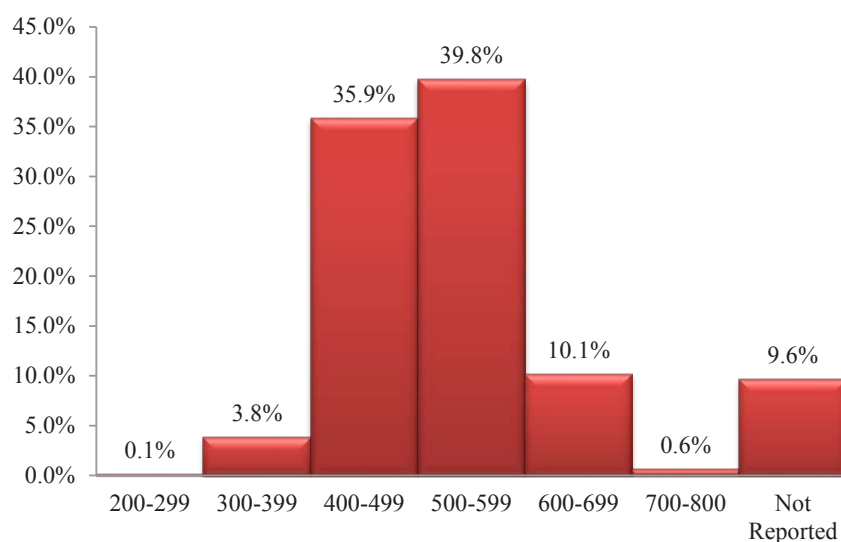


Source: IR Official DHE Fall Files

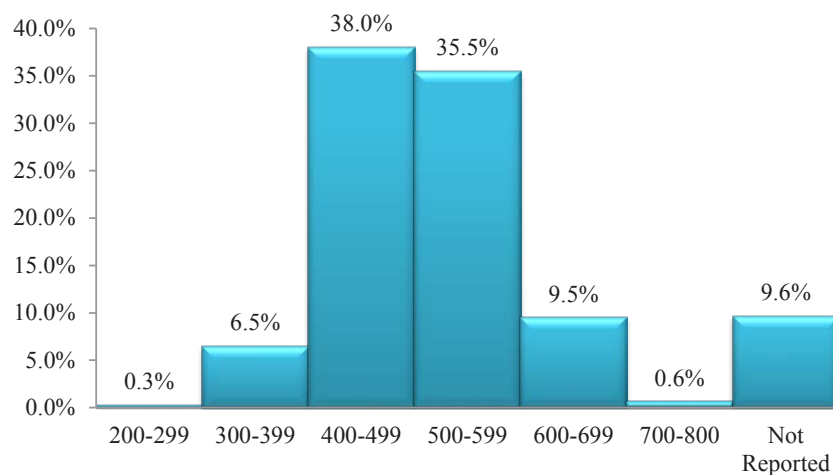
Distribution of SAT Scores of Degree Seeking, First-Time Freshmen, Fall 2016 (n=789)

Mean Score (Math):	509	Middle 50% (Math):	460-560
Mean Score (Verbal):	453	Middle 50% (Verbal):	430-540

Math SAT Scores



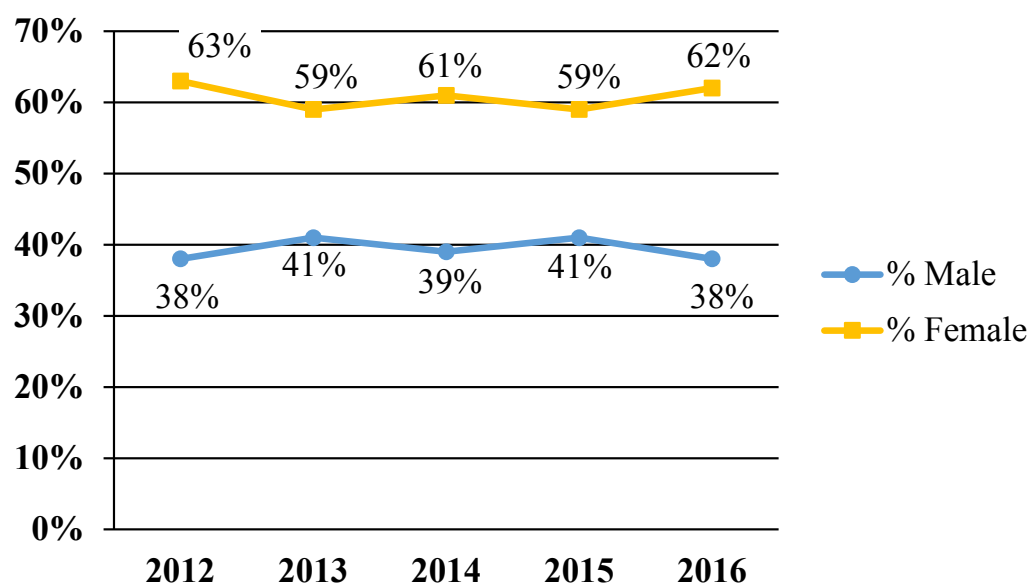
Verbal SAT Score



Source: IR Official DHE Fall Files

Gender of Degree Seeking, First-Time Freshmen, Fall 2012-2016

Gender	2012	2013	2014	2015	2016
Male	294	318	312	336	298
Female	490	462	482	478	491
Total	784	780	794	814	789
% Male	38%	41%	39%	41%	38%
% Female	63%	59%	61%	59%	62%

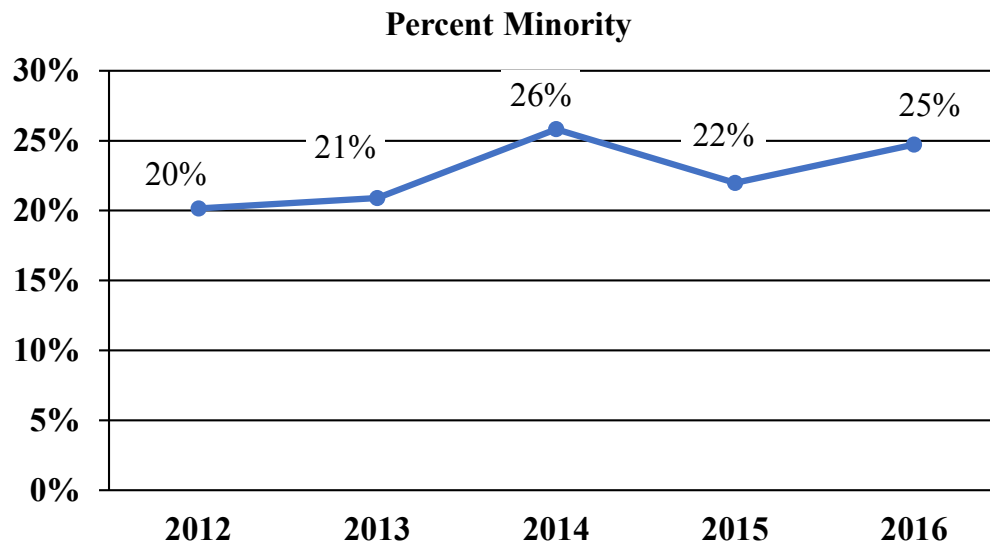


Source: IR Official DHE Fall Files

Ethnicity of Degree Seeking, First-Time Freshmen, Fall 2012-2016

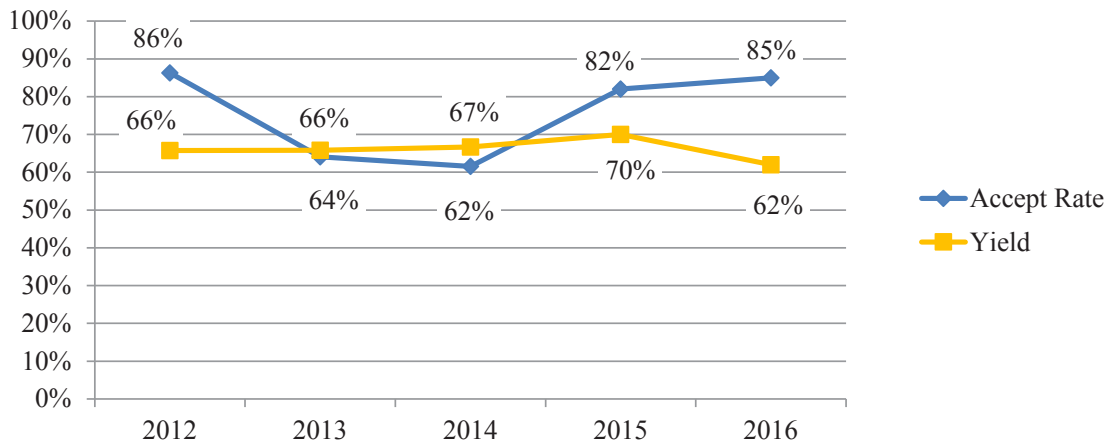
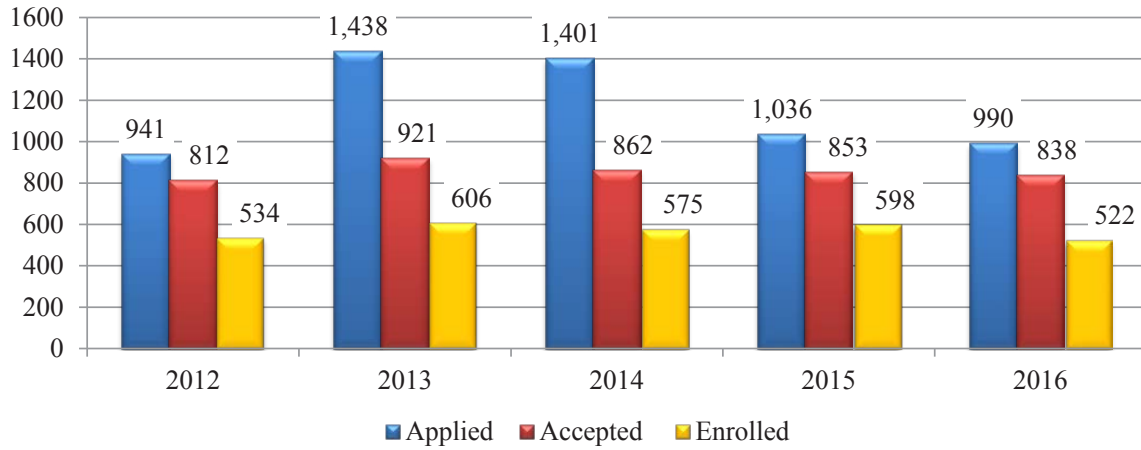
Race/Ethnicity	2012	2013	2014	2015	2016
Non-resident Alien	0	15	3	6	4
Black or African American	36	25	50	42	49
American Indian or Alaska Native	4	6	5	1	1
Hispanic or Latino	61	76	94	78	96
White	604	575	538	604	562
Unknown	22	27	48	25	28
Two or more races	32	19	21	25	28
Asian	25	36	33	32	21
Native Hawaiian or Other Pacific Islander	0	1	2	1	0
Total	784	780	794	814	789
Minority Total ¹	158	163	205	179	195
Percent Minority ¹	20%	21%	26%	22%	25%

¹Excludes Non-resident Alien, White, Unknown



Source: IR Official DHE Fall Files

Degree Seeking Undergraduate Transfer Student Admissions Fall 2012-Fall 2016



Accept Rate = # Accepted/# Applied

Yield = # Enrolled/# Accepted

Source: IR Official DHE Fall Files

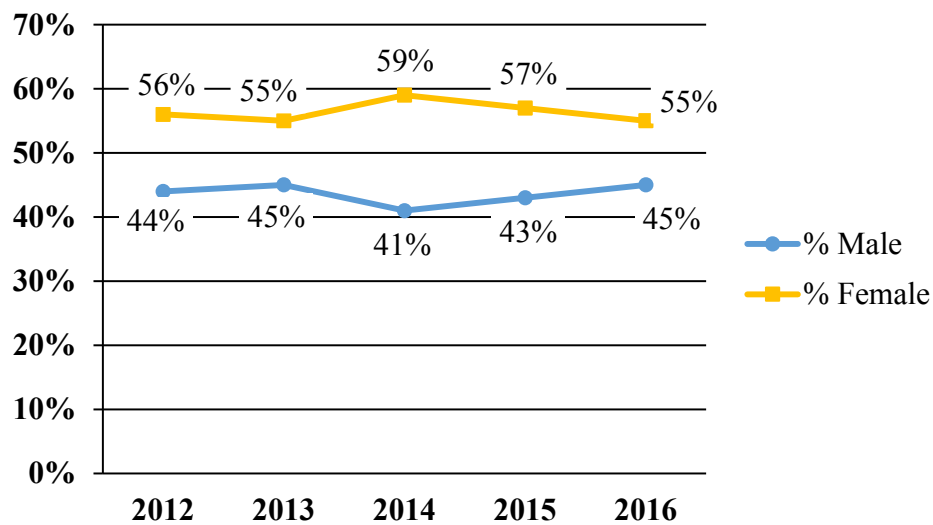
**Age Range of Degree Seeking Undergraduate Transfer Students
Fall 2012-2016**

Age Range	2012	2013	2014	2015	2016
Under 18	1	0	0	3	7
18-24	392	431	412	448	372
25-34	94	104	105	94	85
35-44	19	39	36	36	30
45-54	24	20	13	13	16
55+	4	9	8	3	10
Not Reported	0	3	1	0	1
% 25 + years	26%	29%	28%	24%	27%
Average Age	24	25	24	23	24

Source: IR Official DHE Fall Files

Gender of Degree Seeking Undergraduate Transfer Students Fall 2012-2016

Gender	2012	2013	2014	2015	2016
Male	237	270	236	258	234
Female	297	336	339	339	288
Total	534	606	575	597	522
% Male	44%	45%	41%	43%	45%
% Female	56%	55%	59%	57%	55%

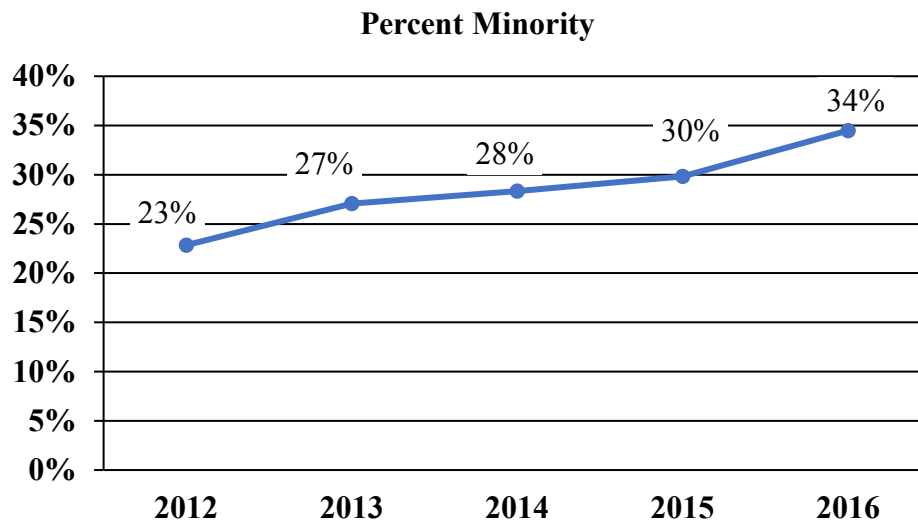


Source: IR Official DHE Fall Files

Ethnicity of Degree Seeking Undergraduate Transfer Students Fall 2012-2016

Race/Ethnicity	2012	2013	2014	2015	2016
Non-resident Alien	5	9	8	5	5
Black or African American	41	63	63	68	66
American Indian or Alaska Native	1	3	2	3	3
Hispanic or Latino	44	52	60	63	73
White	381	405	382	391	306
Unknown	26	28	22	23	31
Two or more races	16	14	15	23	14
Asian	20	31	23	21	24
Native Hawaiian or Other Pacific Islander	0	1	0	0	0
Total	534	606	575	597	522
Minority Total ¹	122	164	163	178	180
Percent Minority ¹	23%	27%	28%	30%	34%

¹Excludes Non-resident Alien, White, Unknown



Source: IR Official DHE Fall Files

Transfer Institutions, Fall 2016

<i>Institution*</i>	<i># of Students</i>
Quinsigamond Community College	203
Mount Wachusett Community College	23
Massachusetts Bay Community College	21
Foreign College	20
Westfield State University	12
University of Massachusetts at Amherst	11
Anna Maria College	10
Framingham State University	9
Becker College	9
University of Massachusetts at Dartmouth	8
Total	326

* Institutions contributing 62% of the transfer students

Source: IR Official DHE Fall Files

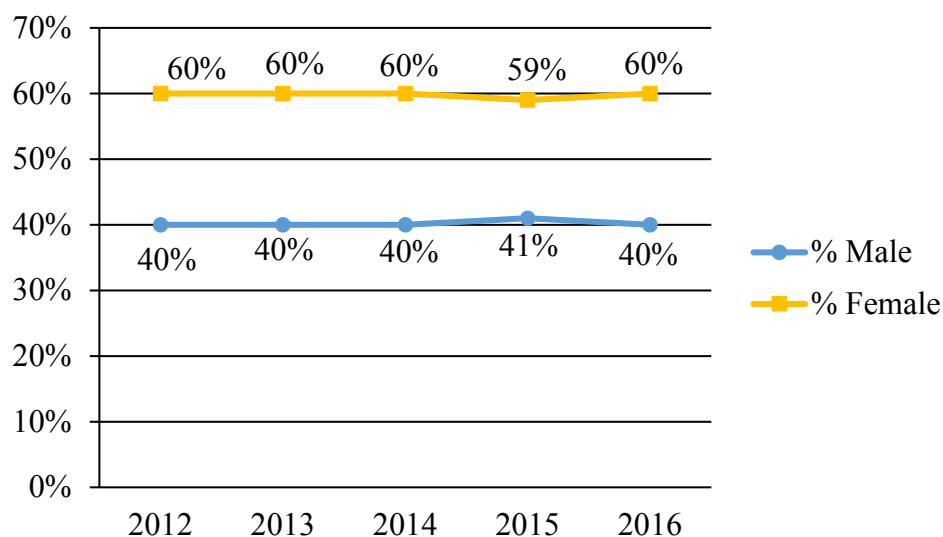
Majors of Degree Seeking Undergraduate Transfer Students Fall 2016

<i>Major</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Biology	13	22	35
Biotechnology	8	8	16
Business Administration	62	41	103
Chemistry	3	4	7
Communication	10	6	16
Communication Sciences & Disorders	1	13	14
Computer Science	23	3	26
Criminal Justice	28	21	49
Early Childhood Education	0	12	12
Early Childhood Education (Non-Licensure)	0	4	4
Economics	8	1	9
Elementary Education	2	10	12
English	5	10	15
Environmental Science	4	3	7
Geography	2	0	2
Health Education	4	8	12
History	10	6	16
Liberal Studies	3	7	10
Mathematics	7	2	9
Nursing (For RNs)	0	10	10
Nursing (Generic)	2	16	18
Occupational Studies	0	0	0
Psychology	13	33	46
Public Health	10	21	31
Sociology	3	6	9
Spanish	1	1	2
Urban Studies	4	10	14
Undeclared	4	5	9
Visual & Performing Arts	4	5	9
Total	234	288	522

Source: IR Official DHE Fall Files

Gender of Full and Part-Time, Degree and Non-Degree Seeking Undergraduate Students Fall 2012-2016

Gender	2012	2013	2014	2015	2016
Male	2,108	2,234	2,230	2,238	2,177
Female	3,199	3,322	3,333	3,276	3,204
Total	5,307	5,556	5,563	5,514	5,381
% Male	40%	40%	40%	41%	40%
% Female	60%	60%	60%	59%	60%

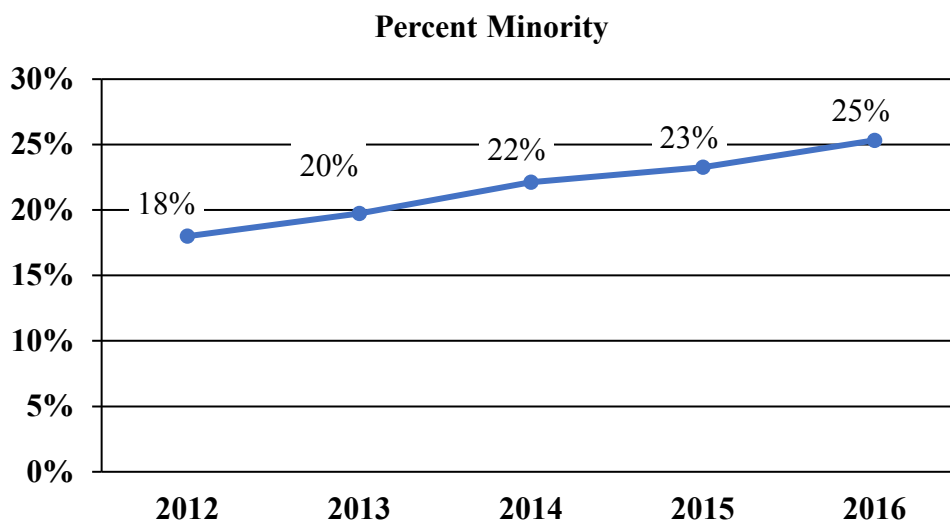


Source: IR Official DHE Fall Files

Ethnicity of Full and Part-Time, Degree and Non-Degree Seeking Undergraduate Students Fall 2012-2016

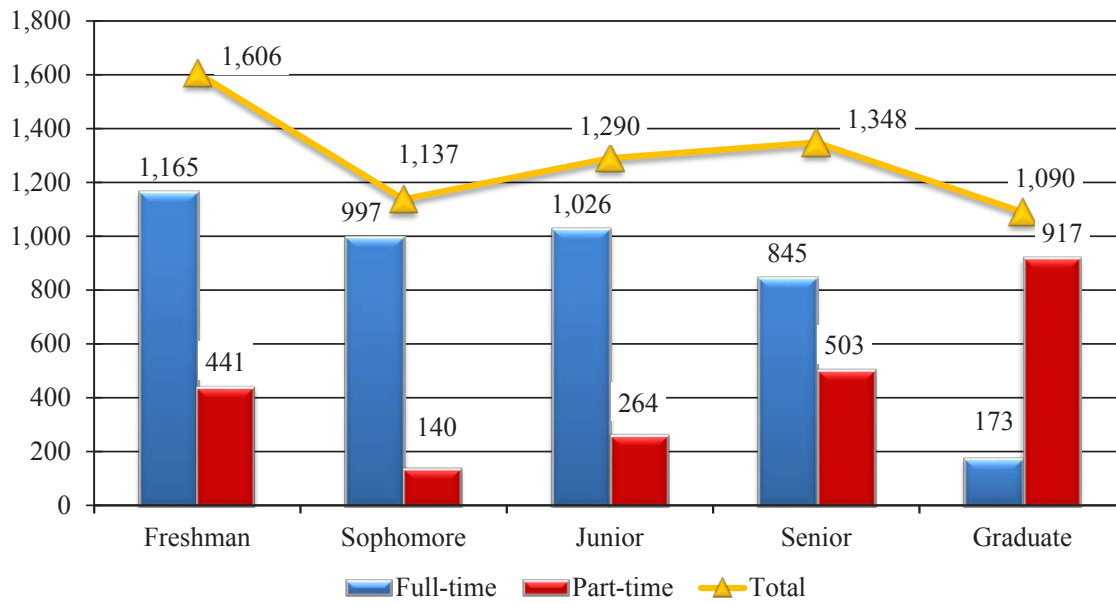
Race/Ethnicity	2012	2013	2014	2015	2016
Non-resident Alien	40	68	47	45	59
Black or African American	298	327	376	407	419
American Indian or Alaska Native	23	28	33	19	23
Hispanic or Latino	370	415	476	482	545
White	3,964	3,980	3,888	3,825	3,587
Unknown	332	411	397	361	372
Two or More Races	98	123	125	152	148
Asian	179	199	218	220	226
Native Hawaiian or Other Pacific Islander	3	5	3	3	2
Total	5,307	5,556	5,563	5,514	5,381
Minority Total ¹	971	1,097	1,231	1,283	1,363
Percent Minority ¹	18%	20%	22%	23%	25%

¹Excludes Non-resident Alien, White, Unknown



Source: IR Official DHE Fall Files

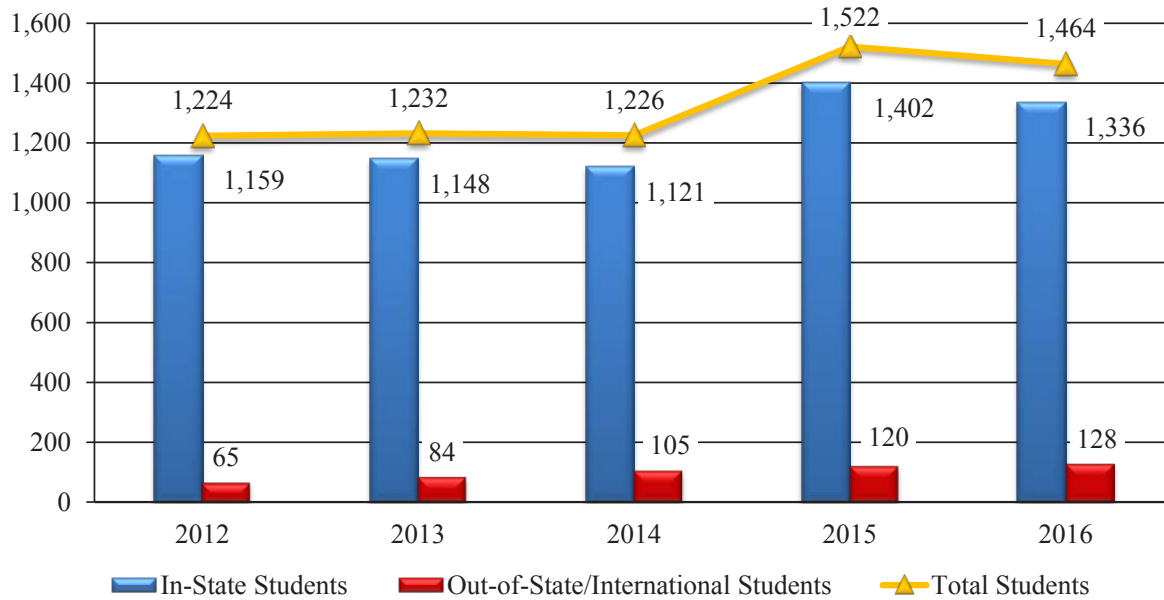
Total Enrollment by Student Classification, Full and Part-Time Status, Fall 2016



Total Enrollment = 6,471

Source: IR Official DHE Fall Files

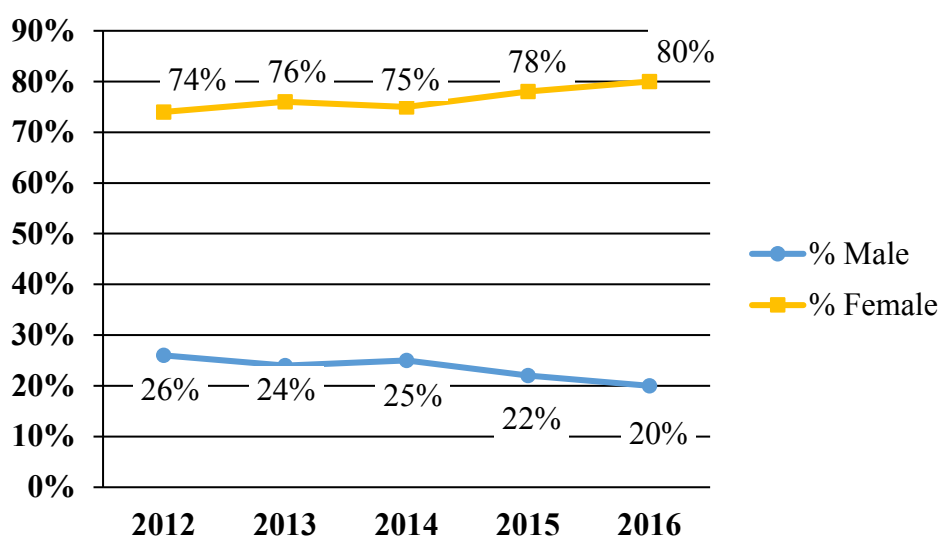
On-Campus Housing by In-State and Out-of-State/International Students Fall 2012-2016



Source: IR Official DHE Fall Files

Gender of Degree and Non-Degree Seeking Graduate Students Fall 2012-2016

Gender	2012	2013	2014	2015	2016
Male	237	218	200	178	223
Female	677	673	587	614	867
Total	914	891	787	792	1,090
% Male	26%	24%	25%	22%	20%
% Female	74%	76%	75%	78%	80%

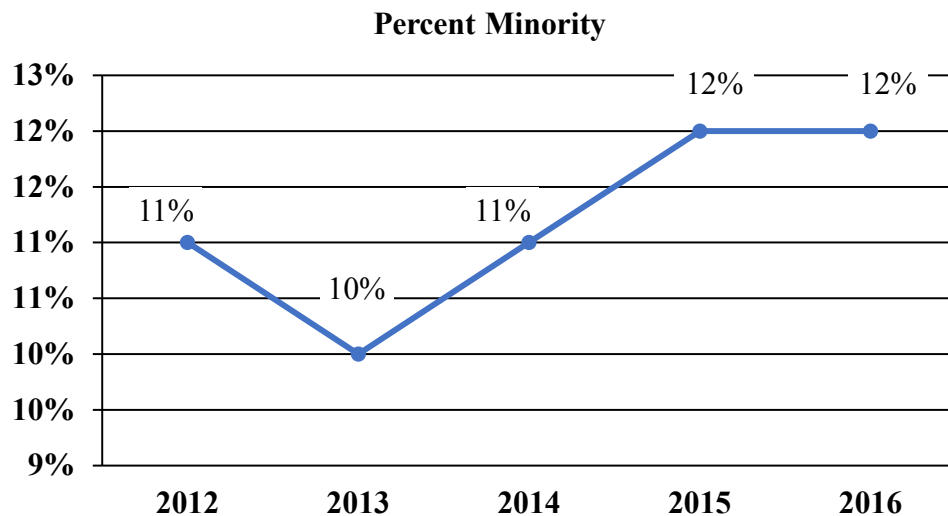


Source: IR Official DHE Fall Files

Ethnicity of Degree and Non-Degree Seeking Graduate Students Fall 2012-2016

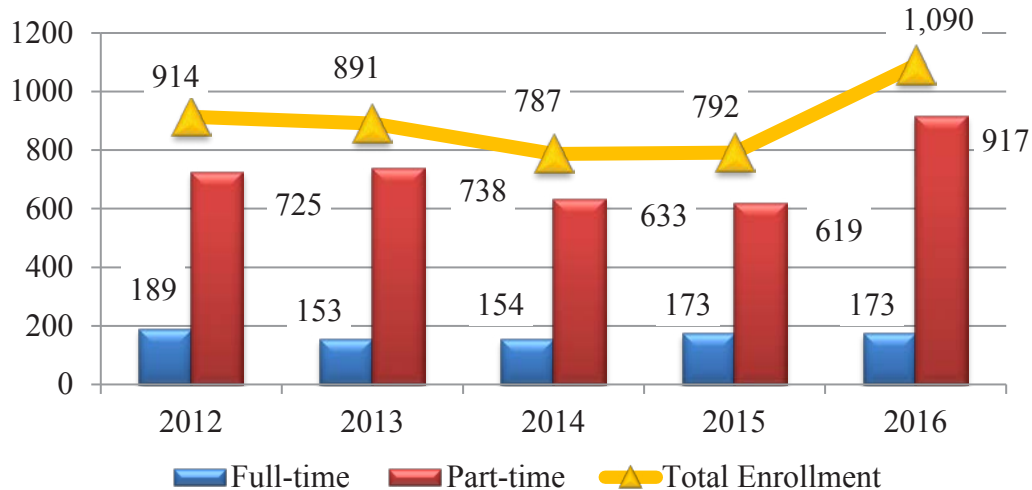
Race/Ethnicity	2012	2013	2014	2015	2016
Non-resident Alien	12	13	16	13	13
Black or African American	25	28	24	25	39
American Indian or Alaska Native	2	1	3	6	8
Hispanic or Latino	38	33	28	34	51
White	715	713	626	616	875
Unknown	84	72	56	71	74
Two or more races	11	8	13	11	15
Asian	24	21	21	16	14
Native Hawaiian or Other Pacific Islander	3	2	0	0	1
Total	914	891	787	792	1,090
Minority Total ¹	103	93	89	92	128
Percent Minority ¹	11%	10%	11%	12%	12%

¹Excludes Non-resident Alien, White, Unknown

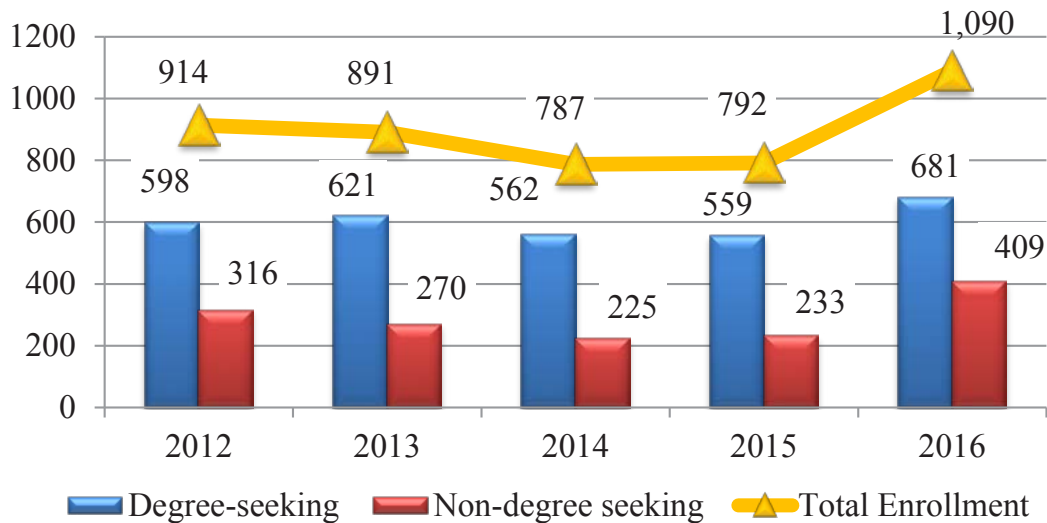


Source: IR Official DHE Fall Files

Enrollment of Full and Part-Time Graduate Students Fall 2012-2016



Enrollment of Degree and Non-Degree Seeking Graduate Students Fall 2012-2016



Source: IR Official DHE Fall Files

Instructional Programs

Undergraduate Enrollment by First and Second Major and Gender, Fall 2016 (1 of 5)

<i>First Major</i>	<i>Second Major</i>	<i>Gender</i>		<i>Total</i>
		<i>Male</i>	<i>Female</i>	
Biology	Criminal Justice		1	1
	Public Health		1	1
	Spanish	1	2	3
	Visual & Performing Arts		2	
	None	128	243	371
	Total	129	249	378
Biotechnology	Chemistry	1	1	2
	Computer Science	1	1	2
	Mathematics	1		
	None	53	49	102
	Total	56	51	107
Business Administration	Communication	1		1
	Criminal Justice	1	1	2
	Economics	6	1	7
	Psychology		1	1
	Sociology	1	1	2
	Spanish		3	3
	Urban Studies		1	1
	None	462	277	739
	Total	471	285	756
Chemistry	Biology		1	1
	Biotechnology		1	1
	Spanish	1		1
	None	36	50	86
	Total	37	52	89
Communication	Business Administration	1	1	2
	Psychology	1		1
	Sociology	1	2	3
	None	114	106	220
	Total	117	109	226
Communication Sciences & Disorders	Liberal Studies		1	1
	Psychology		5	5
	Spanish		2	2
	Visual & Performing Arts		1	1
	None	5	175	180
	Total	5	184	189
Community Health	None	2	11	13
	Total	2	11	13
Computer Science	English	1		1
	Mathematics	2	1	3
	None	159	20	179
	Total	162	21	183

Source: IR Official DHE Fall Files

Undergraduate Enrollment by First and Second Major and Gender, Fall 2016 (2 of 5)

<i>First Major</i>	<i>Second Major</i>	<i>Gender</i>		<i>Total</i>
		<i>Male</i>	<i>Female</i>	
Criminal Justice	Biology		1	1
	Business Administration	1		1
	Communication	2		2
	Psychology	1	5	6
	Sociology	8	1	9
	Spanish		2	2
	Urban Studies	1		1
	None	297	146	443
	Total	310	155	465
Early Childhood Education	Biology		1	1
	Elementary Education		1	1
	English		2	2
	Liberal Studies		2	2
	Psychology		53	53
	Sociology		10	10
	Spanish		2	2
	Visual & Performing Arts		4	4
	None	6	45	51
	Total	6	120	126
Early Childhood Education, Non-Licensure	Psychology		1	1
	Sociology		2	2
	Spanish		1	1
	None		31	31
	Total	0	35	35
Economics	Business Administration	2		2
	None	34	7	41
	Total	36	7	43
Elementary Education	English	1	2	3
	Environmental Science	1		1
	Geography		3	3
	History	1	4	5
	Liberal Studies		1	1
	Mathematics	1	16	17
	Natural Science		3	3
	Psychology	6	57	63
	Sociology		15	15
	Spanish		7	7
	Visual & Performing Arts		2	2
	None	7	54	61
	Total	17	164	181

Source: IR Official DHE Fall Files

Undergraduate Enrollment by First and Second Major and Gender, Fall 2016 (3 of 5)

<i>First Major</i>	<i>Second Major</i>	<i>Gender</i>		<i>Total</i>
		<i>Male</i>	<i>Female</i>	
English	Geography		1	1
	History		3	3
	Mathematics	1		1
	Psychology		4	4
	Sociology		1	1
	Visual & Performing Arts		1	1
	None	42	79	121
	Total	43	89	132
Environmental Science	Geography		1	1
	None	15	18	33
	Total	15	19	34
Geography	Communication	1		1
	Environmental Science		1	1
	Spanish		1	1
	None	17	11	28
	Total	18	13	31
Health Education	None	44	49	93
	Total	44	49	93
History	Business Administration	1		1
	Communication	1		1
	Elementary Education		2	2
	None	90	44	134
	Total	92	46	138
Liberal Studies	Elementary Education		1	1
	None	6	15	21
	Total	6	16	22
Math for Elementary Education	None	2	2	4
	Total	2	2	4
Mathematics	Chemistry	1		1
	Elementary Education		1	1
	Sociology		1	
	None	45	33	78
	Total	46	35	81
Natural Science	Geography	1		1
	None	10	4	14
	Total	11	4	15
Non-Degree Seeking	None	185	305	490
	Total	185	305	490

Undergraduate Enrollment by First and Second Major and Gender, Fall 2016 (4 of 5)

<i>First Major</i>	<i>Second Major</i>	<i>Gender</i>		<i>Total</i>
		<i>Male</i>	<i>Female</i>	
Nursing (For RNs)	Spanish		1	1
	None	5	61	66
	Total	5	62	67
Nursing (Generic)	Biology		3	3
	Health Education		2	2
	Public Health	1	1	2
	Sociology	1		1
	Spanish		2	2
	None	29	236	265
	Total	31	244	275
Occupational Studies	Health Education		1	1
	Psychology	1	3	4
	None	7	100	107
	Total	8	104	112
Psychology	Biology		1	1
	Business Administration	1		1
	Chemistry	1		1
	Communication	2	1	3
	Criminal Justice	1	5	6
	Natural Science	1		1
	Public Health		2	2
	Sociology	1	3	4
	Spanish		1	1
	Urban Studies		1	1
	Visual & Performing Arts		1	1
	None	83	323	406
	Total	90	338	428
Public Health	Business Administration		1	1
	Communication		1	1
	Urban Studies		1	1
	None	49	165	214
	Total	49	168	217
Sociology	Communication		1	1
	Psychology		2	2
	Public Health		1	1
	Spanish		1	1
	Urban Studies		2	2
	None	27	57	84
	Total	27	64	91

Source: IR Official DHE Fall Files

Undergraduate Enrollment by First and Second Major and Gender, Fall 2016 (5 of 5)

<i>First Major</i>	<i>Second Major</i>	<i>Gender</i>		<i>Total</i>
		<i>Male</i>	<i>Female</i>	
Spanish	Business Administration		1	1
	Communication	1	1	2
	Psychology		1	1
	None	6	18	24
	Total	7	21	28
Undeclared	None	112	111	223
	Total	112	111	223
Urban Studies	Geography	1		1
	History	1		1
	None	20	33	53
	Total	22	33	55
Visual and Performing Arts	Business Administration	1	2	3
	Spanish		1	1
	None	15	35	50
	Total	16	38	54
Grand Total		2,177	3,204	5,381

Graduate Enrollment by Program and Gender, Fall 2016

<i>Program</i>	<i>Gender</i>		<i>Total</i>
	<i>Male</i>	<i>Female</i>	
Biotechnology	9	15	24
Community & Public Health Nursing	3	35	38
Early Childhood Education	0	19	19
Early Childhood Education, Non-Licensure	0	0	0
Education	0	1	1
Elementary Education	0	24	24
Elementary Education, Non-Licensure	0	0	0
English	3	7	10
English as a Second Language	3	9	12
Health Care Administration	5	12	17
Health Education	4	3	7
History	6	7	13
Management	18	27	45
Middle School Education	10	18	28
Moderate Special Needs	3	19	22
Non-Degree Seeking	80	329	409
Non-Profit Management	3	10	13
Nurse Educator	3	36	39
Occupational Therapy	6	54	60
Reading	1	12	13
School Leadership & Administration	19	65	84
School Psychology	3	31	34
Secondary Education	35	40	75
Spanish	3	11	14
Speech-Language Pathology	5	83	88
Undeclared-MS	1	0	1
Grand Total	223	867	1,090

Source: IR Official DHE Fall Files

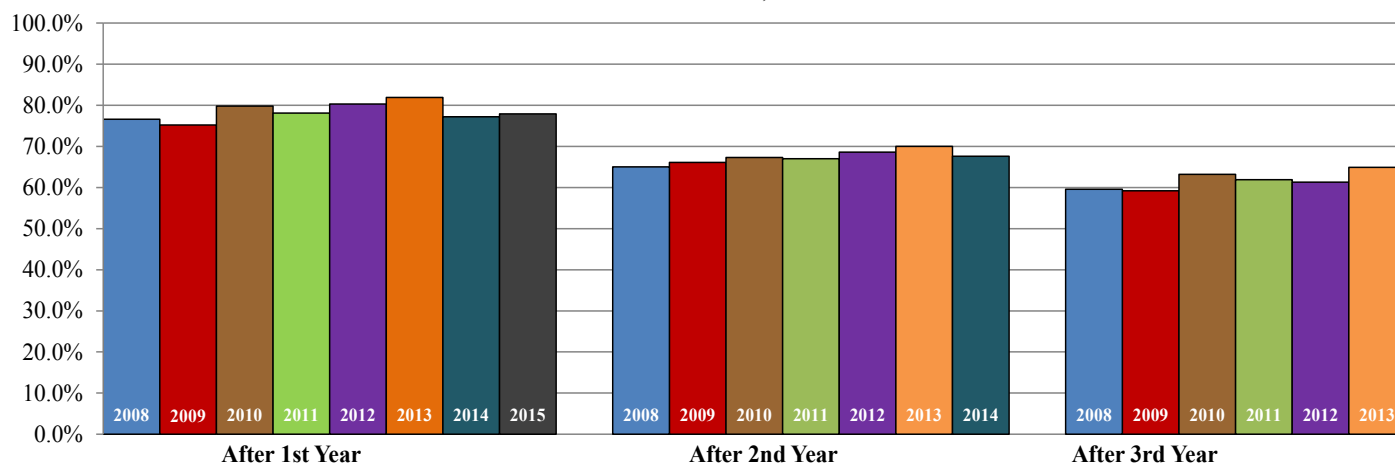
Academic Achievement/Learning Outcomes

First-Time, Full-Time Freshmen Retention and Graduation Rates

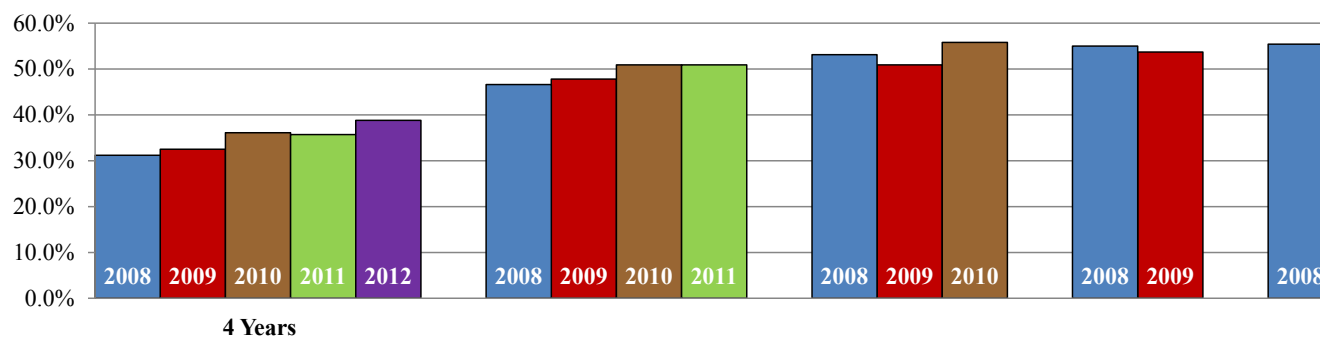
Entering Class	Initial Cohort	% Retained			% Graduating				
		After 1st Year	After 2nd Year	After 3rd Year	Within 4 Years	Within 5 Years	Within 6 Years	Within 7 Years	Within 8 Years
2008	654	76.6	65.0	59.6	31.2	46.6	53.1	55.0	55.4
2009	693	75.2	66.1	59.2	32.5	47.8	50.9	53.7	
2010	809	79.8	67.3	63.2	36.1	50.9	55.8		
2011	790	78.1	67.0	61.9	35.7	50.9			
2012	781	80.3	68.6	61.3	38.8				
2013	775	81.9	70.0	64.9					
2014	785	77.2	67.6						
2015	808	77.9							

Note: Calculations are based on adjusted cohorts, which excludes deceased students.

Retention of First-time, Full-time Freshmen



Graduation Rates for First-time, Full-time Freshmen



Source: WSU Colleague Enterprise System & IPEDS Graduation Rates Surveys

Degrees Conferred by Program and Degree Level, FY 2016

Program	Degree Level				Grand Total
	Bachelors	Post Baccalaureate	Masters	Certificate of Advanced Graduate Studies	
Biology	64				64
Biotechnology	19		9		28
Business Administration	191				191
Chemistry	15				15
Communication	64				64
Communication Sciences & Disorders	39				39
Community Health	24				24
Computer Science	24				24
Criminal Justice	105				105
Early Childhood Education	12	12	2		26
Early Childhood Education, Non-Licensure	22				22
Economics	17				17
Education		4	16		20
Elementary Education	27	31	7		65
English	35		6		41
Environmental Science	2				2
Geography	3				3
Health Care Administration			11		11
Health Education	42		1		43
History	36		12		48
Liberal Studies	4				4
Management			17		17
Mathematics	6				6
Middle School Education			9		9
Moderate Special Needs					0
Natural Science	8				8
Non-Profit Management			9		9
Nursing			24		24
Nursing (for RNs)	35				35
Nursing (Generic)	53				53
Occupational Studies	24				24
Occupational Therapy			29		29
Psychology	135				135
Public Health	37				37
Reading		3	3		6
School Leadership & Administration			5		5
School Psychology			8	8	16
Secondary Education			6		6
Sociology	30				30
Spanish	10		5		15
Speech-Language Pathology			26		26
Teacher Education		70			70
Urban Studies	22				22
Visual & Performing Arts	10				10
Grand Total	1,115	120	205	8	1,448

Source: IR Official DHE Degrees Conferred Files

Personnel Profile

Total Employees, Fall 2012-Fall 2016

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Total Employees (Non-Faculty & Faculty)	530	540	557	560	561
Non-Faculty					
Full-time Non-Faculty	322	324	339	339	344
Part-time Non-Faculty	13	15	12	13	13
Full-time Faculty					
Professor	69	69	75	75	69
Associate Professor	53	57	54	52	49
Assistant Professor	58	62	65	66	72
Instructor	15	13	12	10	14

Source: IR Official DHE HR Files

Full and Part-Time Non-Faculty by Race and Gender, Fall 2012-Fall 2016

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Female					
Non-resident Alien	0	0	0	0	0
Black or African American	6	6	7	9	10
American Indian or Alaska Native	0	0	0	0	0
Hispanic or Latino	8	8	9	8	8
White	175	182	184	187	175
Unknown	1	0	0	0	0
Two or more races	0	0	1	0	0
Asian	3	3	4	3	5
Native Hawaiian or Other Pacific Islander	0	0	0	0	0
Female Total	193	199	205	207	198
Male					
Non-resident Alien	0	0	0	0	0
Black or African American	7	8	9	9	11
American Indian or Alaska Native	0	0	0	0	0
Hispanic or Latino	18	12	11	12	16
White	112	111	119	117	125
Unknown	2	4	3	3	2
Two or more races	0	0	0	0	0
Asian	3	5	4	4	5
Native Hawaiian or Other Pacific Islander	0	0	0	0	0
Male Total	142	140	146	145	159

Source: IR Official DHE HR Files

Full-Time Faculty by Race and Gender, Fall 2012-Fall 2016

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Female					
Non-resident Alien	0	0	0	0	0
Black or African American	4	4	4	4	3
American Indian or Alaska Native	0	0	0	0	0
Hispanic or Latino	4	4	4	4	5
White	92	98	96	94	93
Unknown	1	1	1	1	1
Two or more races	0	0	0	0	0
Asian	13	13	12	13	12
Native Hawaiian or Other Pacific Islander	0	0	1	1	1
Female Total	114	120	118	117	115
Male					
Non-resident Alien	0	0	0	0	0
Black or African American	6	5	5	4	4
American Indian or Alaska Native	0	0	0	0	0
Hispanic or Latino	5	7	8	6	7
White	64	62	69	71	71
Unknown	0	0	0	0	1
Two or more races	0	0	0	0	0
Asian	6	7	6	5	6
Native Hawaiian or Other Pacific Islander	0	0	0	0	0
Male Total	81	81	88	86	89

Source: IR Official DHE HR Files

Full-Time Faculty by Department and Rank, Fall 2016

<i>Department</i>	<i>Professor</i>	<i>Associate Professor</i>	<i>Assistant Professor</i>	<i>Instructor</i>	<i>Total</i>
Biology	7	2	4	0	13
Business & Economics	10	2	5	0	17
Chemistry	2	3	5	0	10
Communication	5	2	2	0	9
Communication Sciences & Disorders	2	2	2	0	6
Computer Science	4	0	0	0	4
Criminal Justice	0	5	4	0	9
Earth, Environment & Physics	1	4	4	1	10
Education	4	5	4	0	13
English	6	3	6	2	17
Health Sciences	1	0	3	0	4
History & Political Science	3	6	5	0	14
Mathematics	3	2	7	0	12
Nursing	1	3	3	8	15
Occupational Therapy	1	2	0	2	5
Philosophy	3	0	1	0	4
Psychology	7	3	6	0	16
Sociology	1	0	4	1	6
Urban Studies	0	1	4	0	5
Visual & Performing Arts	7	3	0	0	10
World Languages	1	1	3	0	5
Total	69	49	72	14	204

Source: IR Official DHE HR Files

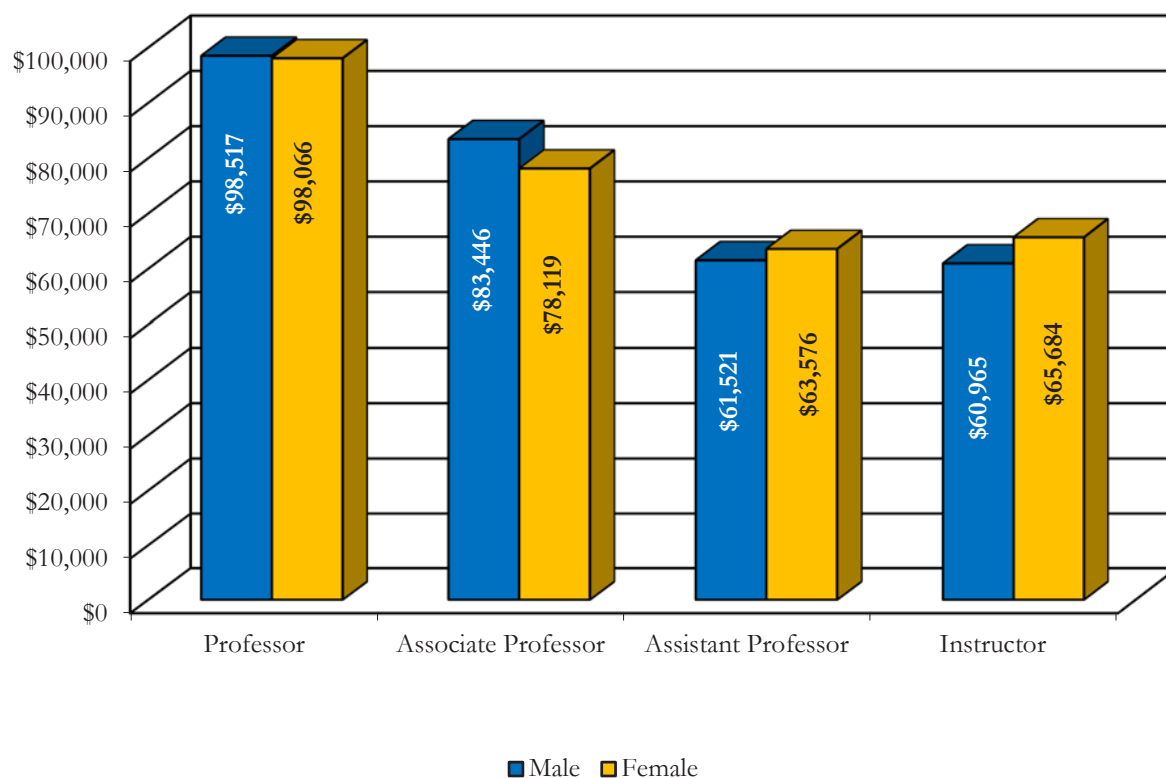
Full-Time Faculty by Gender, Rank and Tenure Status, Fall 2012-Fall 2016

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Female					
Professor	43	43	47	49	43
Associate Professor	21	24	21	22	25
Assistant Professor	37	41	39	38	37
Instructor	13	12	11	8	10
Female Total	114	120	118	117	115
Male					
Professor	26	26	28	26	26
Associate Professor	32	33	33	30	24
Assistant Professor	21	21	26	28	35
Instructor	2	1	1	2	4
Male Total	81	81	88	86	89

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Female					
Tenured	70	71	70	71	68
On tenure track	32	35	35	34	39
Not on tenure track	12	14	13	12	8
Female Total	114	120	118	117	115
Male					
Tenured	58	60	62	56	49
On tenure track	21	18	21	22	32
Not on tenure track	2	3	5	8	8
Male Total	81	81	88	86	89

Source: IR Official IPEDS HR Files

Average Salaries of Full-Time Faculty by Rank and Gender, Fall 2016



Source: IR Official IPEDS HR Files

Library Information

Library Holdings, FY 2012-FY 2016

<i>Category</i>	<i>FY 2012</i>	<i>FY 2013</i>	<i>FY 2014</i>	<i>FY 2015</i>	<i>FY 2016</i>
Total Print Volumes	204,971	205,424	150,000	144,910	143,442
Electronic On-line Journal Titles	42,326	48,912	54,822	56,397	135,588
Electronic On-line Newspaper Titles	1,227	1,227	1,227	1,227	1,814
Electronic On-line Periodical Subscriptions	186	186	186	100	138
Electronic On-line Books	13,225	90,847	90,847	140,521	152,949
Electronic On-line Research Databases	91	115	133	133	252
Paper Periodical Subscriptions	310	310	220	129	76
Microfilm Titles	588	588	588	588	588
Current Microform Subscriptions	6	4	4	4	0
Media (DVDs, CD-ROM and Videos) Titles	4,267	4,282	4,266	4,213	4,289
Total Library Holdings	267,197	351,895	302,293	348,222	439,136

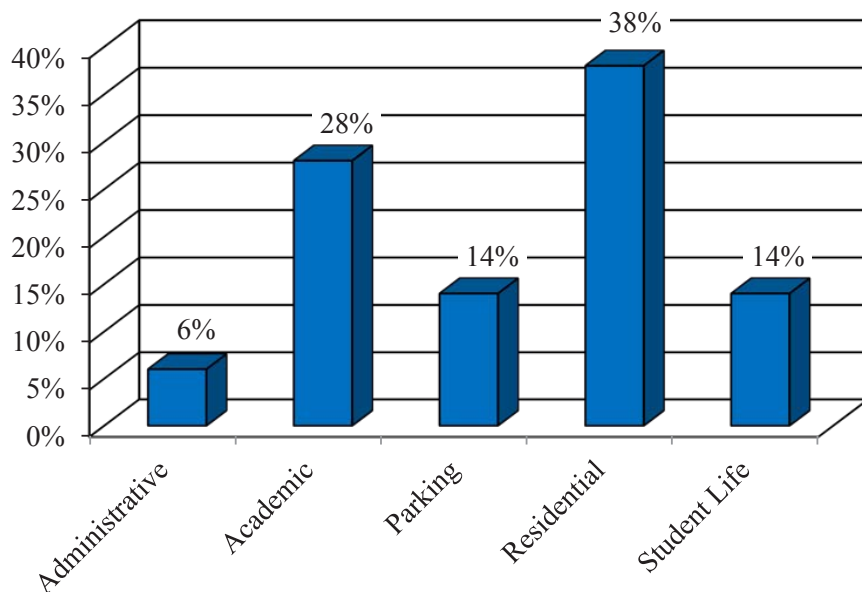
Source: NCES Library Reports

Facilities Information

Physical Plant Facilities, Fall 2016

<i>Building Name</i>	<i>Primary Use</i>	<i>Gross sq. ft.</i>
Shaughnessy Administration	Administrative	67,066
Learning Resource Center	Library, Classrooms	113,335
Sullivan Academic Center	Academic	110,690
Science Tech Center	Academic	97,300
Student Center	Student Affairs, Dining	71,416
Sheehan Hall	Housing, Dining	152,713
17 Candlewood Street	Campus Ministry	1,200
Chandler Village	Housing	103,560
Dowden Hall	Housing	98,555
Wasylean Hall	Housing	109,000
Parking Garage	Parking	174,032
Modular Building	Multicultural Affairs	9,945
Worcester Center for Crafts	Visual & Performing Arts Studios	N/A
May Street Building	Classrooms	23,916
Wellness Center	Athletics, Fitness	99,000

Percentage of gross square feet and its distribution on campus



Source: Office of Facilities

Campus Map



Source: Printing & Publications

University Advancement

Foundation Board of Directors 2016-2017

Craig A. Bovaird '77, *Chair*
 Jill C. Dagilis '78, *Vice Chair*
 Janice D. Glickman, *Vice Chair*
 Edward L. Sherr, *Treasurer*
 Robin J. Quill, *Assistant Treasurer*
 Mary C. Ritter, *Immediate Past Chair*
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 David E. Bedard '74
 John P. Brissette '88
 Matthew Cote
 Ann L. DeBiasio '79
 Allen J. Falke '93, Esq.
 Mary Burke Fallon
 Ellen J. Gaucher '76, MSA, MSPH, FAAN
 Lillian R. Goodman, Ed.D.
 Christopher J. Grondin '97
 Maryanne H. Hammond '69, M.Ed. '72
 Kristina M. Jackson '93
 Renee A. King '12
 Barry M. Maloney, Ex Officio
 Dorothy J. Manning, M.Ed. '88
 Rosanne Sullivan Matulaitis '65
 Michael J. Mills '72
 Satya B. Mitra, Ph.D.
 Robert J. Morton '87
 Suzanne Singh Nebelung, M.Ed. '00
 John J. O'Brien
 Alan O. Osmolowski '91, CPA
 Stephen R. O'Toole
 R. David Richer
 Carissa M. Rodriguez '17
 Gregg H. Rosen '86
 Robert J. Spain '78
 Peter J. Staiti '02
 George W. Tetler III
 Steven J. Ward '76
 Randal D. Webber '91

Alumni Association's Advisory Board 2016-2017

Michael J. Mills '72, *President*
 Danielle M. Williamson '03, *Vice President*
 Elizabeth A. Bitar '11, *Secretary*
 Kathryn M. Portle '69, *Executive Committee*
 Eric S. Swedberg '02, M.A. '10, *Executive Committee*

Directors 2016-2017

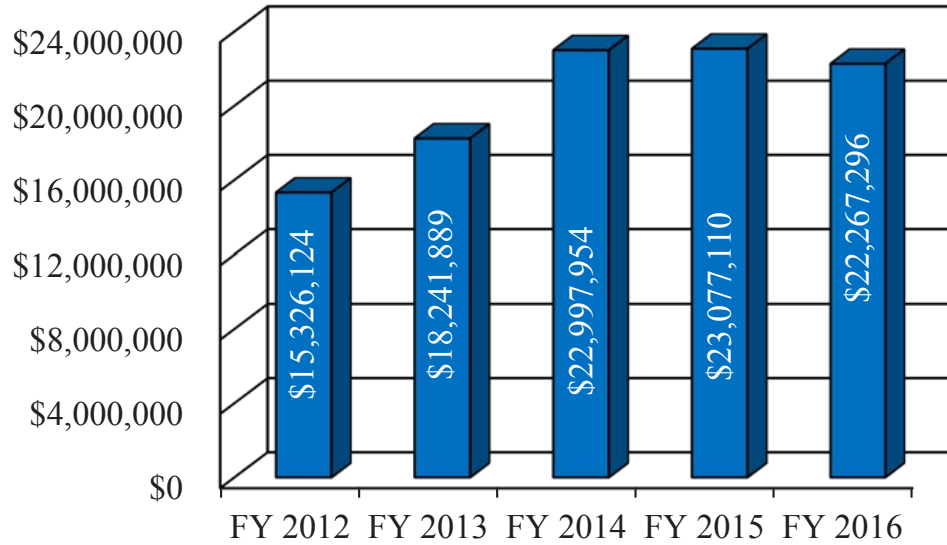
John A. Ahern '80
 Michael J. Borowiec '10
 James C. Celona '12
 Sean P. Dugan '12
 Veto F. Filipkowski '62, M.Ed. '66
 Elizabeth N. Gilgun '92
 Tara A. Hancock, M.S. '06
 Trevor R. Hodde '12
 Todd D. Jarvis '86
 Jessica Julian '12
 Joseph J. Klimavich '74
 Deirdre A. Olson O'Connor '71
 Amanda M. Riik '02
 Theresa A. Smith '83
 Jacqueline M. Trotta '69, M.Ed. '74

SGA President-Student Representative

Andrew Huy D. Ngo '17

Source: Office of University Advancement

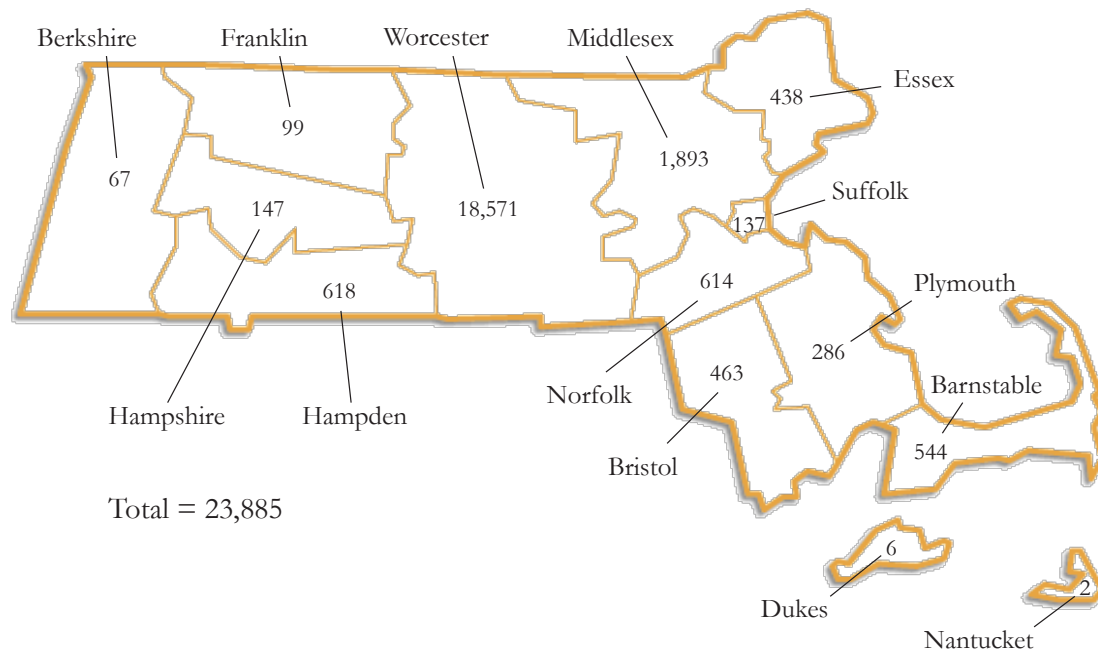
Total Market Value of Funds Under Management¹, FY 2012-FY 2016



¹Total Net Asset Per Official Audit

Source: Office of University Advancement

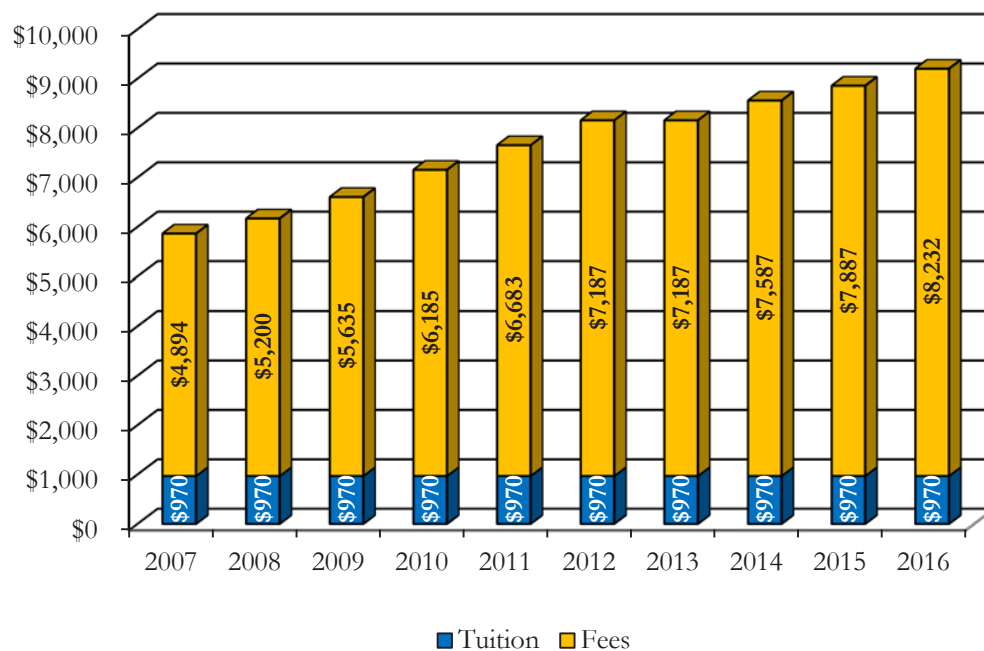
Alumni by Massachusetts County of Residence, Fall 2016



Source: Office of University Advancement

Financial Information

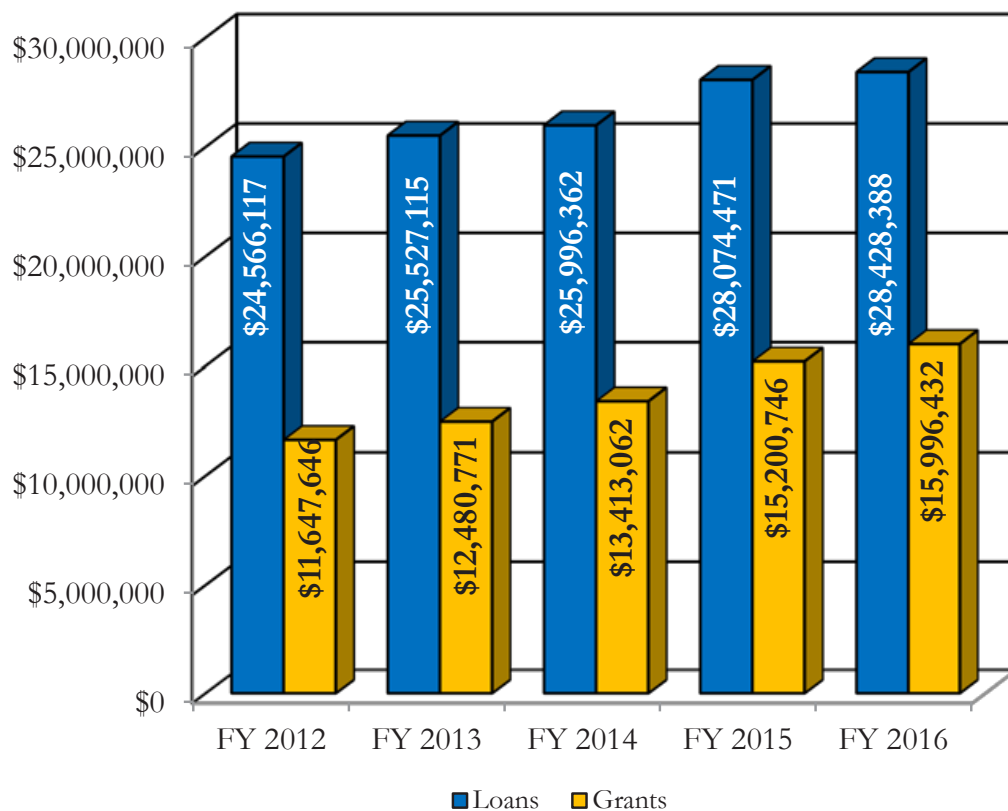
Tuition and Fees per Academic Year, 2007-2016*



*Tuition and Fees reflect rate for MA Residents only

Source: Office of Administration and Finance

Financial Aid Awards, FY 2012-FY 2016



Source: Office of Financial Aid

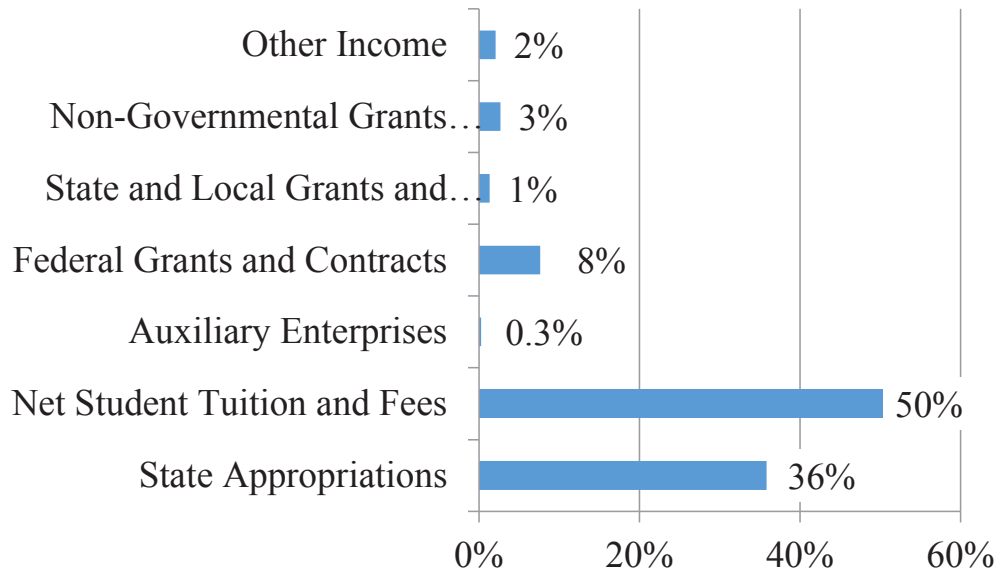
Revenues and Expenditures, FY 2014-FY 2016

REVENUES	FY 2016		FY 2015		FY 2014	
Operating Revenues:						
Student Tuition and fees	\$	43,982,183	\$	42,564,442	\$	40,957,693
Auxiliary enterprises, student housing		11,906,540		10,377,646		8,593,284
Less: Scholarship discounts and allowance		8,752,320		8,350,165		7,558,228
Net student tuition and fees		47,136,403		44,591,923		41,992,749
Federal grants and contracts		7,172,962		7,511,031		7,001,491
State and local grants and contracts		1,259,516		1,366,407		1,296,533
Nongovernmental grants and contracts		2,492,114		1,697,789		1,105,981
Auxiliary enterprises		236,258		873,017		754,505
Other operating revenues		1,146,016		1,058,816		1,574,697
Total operating revenues	\$	59,443,269	\$	57,098,983	\$	53,725,956
EXPENSES						
Operating expenses:						
Instruction	\$	34,662,566	\$	33,402,333	\$	32,780,505
Public service		955,701		1,149,664		520,666
Academic support		7,768,616		6,607,824		7,025,574
Student services		9,396,733		8,625,036		7,469,711
Institutional support		15,447,340		13,432,296		13,443,252
Operation and maintenance of plant		9,297,557		9,342,808		7,409,398
Scholarship		1,170,665		729,898		1,033,633
Depreciation		4,664,588		4,224,797		4,158,890
Debt service		289,560		270,821		574,866
Auxiliary enterprises		11,838,607		12,299,488		8,243,709
Total operating expenses	\$	95,491,933	\$	90,084,965	\$	82,660,204
Operating loss	\$	(36,048,664)	\$	(32,985,982)	\$	(28,934,248)
NONOPERATING REVENUES (EXPENSES)						
State appropriations	\$	33,605,906	\$	31,840,805	\$	30,055,723
Interest and investment income		801,365		467,982		417,298
Other nonoperating revenues (expenses)		10,477		3,730		3,200
Net nonoperating revenues	\$	34,417,748	\$	32,312,517	\$	30,476,221
Income (loss) before other revenues, expenses, gains, or losses		(1,630,916)		(673,465)		1,541,973
Capital appropriations		23,038,527		2,645,362		2,058,059
Change in net position		21,407,611		1,971,897		3,600,032
NET POSITION (ASSETS)						
Beginning of year		82,871,582		91,466,817		87,866,785
Adoption of accounting principle				(10,567,132)		
End of year	\$	104,279,193	\$	82,871,582	\$	91,466,817

Source: Financial Statements year ended June 30, 2016, 2015 and 2014, and Independent Auditor's Report

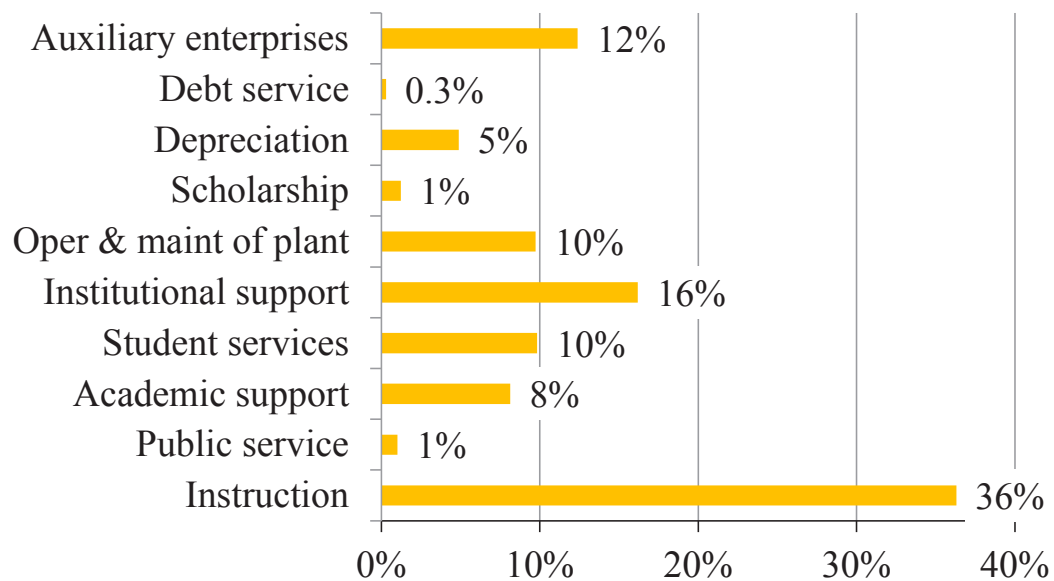
Fund Revenues by Source, FY 2016

REVENUES
Total = \$93,891,017



Fund Expenditures by Source, FY 2016

EXPENSES
Total = \$95,491,923



Source: Office of Administration and Finance

Office of Institutional Research

Phone: (508) 929-8121

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