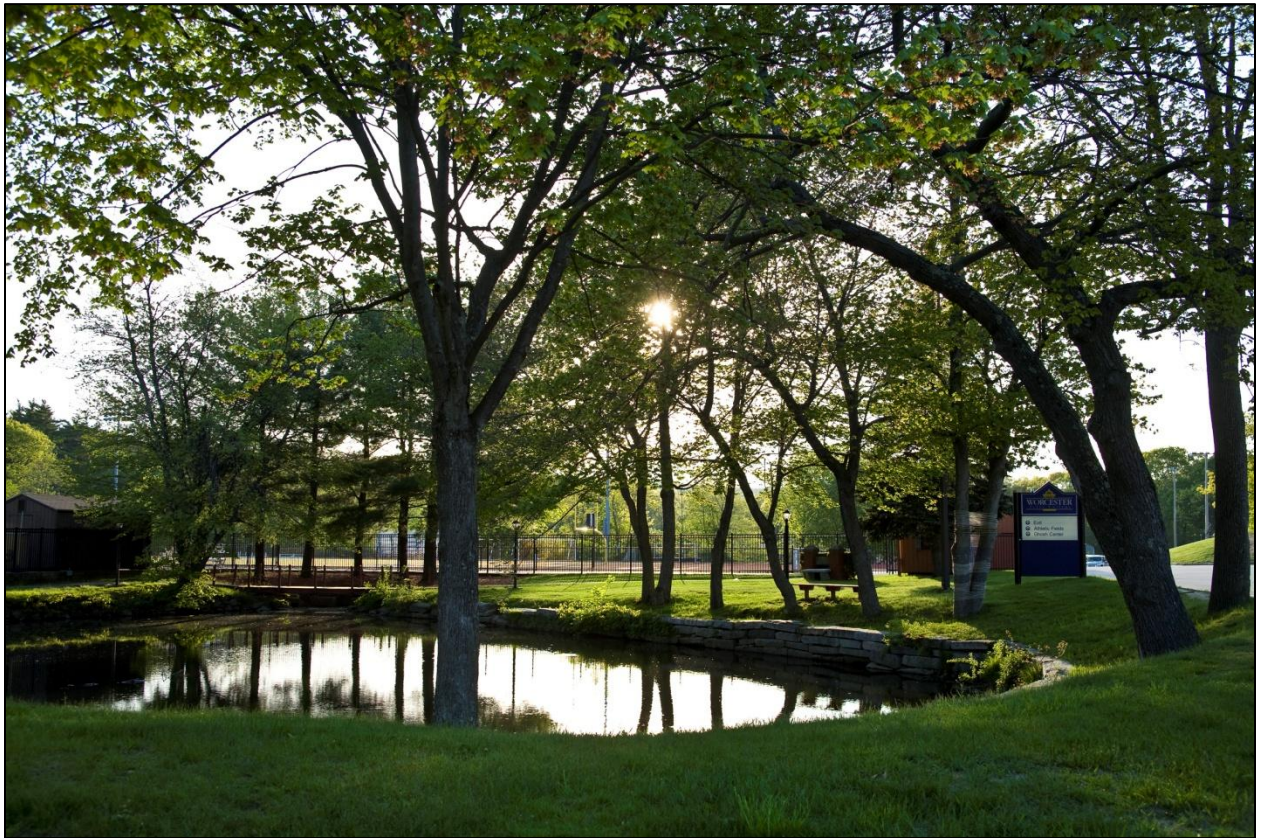




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# FACT BOOK 2008





# Fact Book 2008



**Office of Institutional Research  
Worcester State College  
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Worcester, Massachusetts 01602-2597  
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*Worcester State College is an equal employment/education opportunity institution.*



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## Introduction

### President's Message

#### A Message from Dr. Janelle Ashley, President of Worcester State College



As Worcester State College embarks on its strategic planning process, data is more important now than ever. As we navigate our future direction, clear, and accurate facts are essential to our success. This fact book provides a thorough look at the college, its students, faculty and staff.

At Worcester State College, students are our first priority. I am proud of the strong commitment from our distinguished teaching faculty and a caring support staff who make student success the center of their work.

While most of our students come from Massachusetts and surrounding states, we educate students from more than 20 countries. Worcester State College is a microcosm of our global society with a diversity of age, race, ethnicity, and socio-economic backgrounds.

Our graduates will be prepared to not only enter fulfilling careers, but emerge with the tools they need to be engaged in their communities and to adapt to an ever-changing world.

I encourage you to refer to this valuable resource about Worcester College and do not hesitate to contact the Office of Institutional Research with questions or for clarification.

Sincerely,  
Janelle Ashley  
President

## Board and Administration

### Board of Trustees

George W. Tetler III, *Chair*  
John P. Brissette '88, *Vice Chair*  
Jean A. Campaniello '77, *Vice Chair*  
Jeffrey L. Busha '90  
Lisa M Giarrusso  
Elizabeth M. Rooney '10

Stephen Paige  
Dennis Pojani  
Richard A. Sheppard  
Michael K. Thomas  
Ronald R. Valerio '75

### Standing Committee 2008-2009

#### Academic/Student Development:

Jean Campaniello, *Chair*  
Lisa Giarrusso  
Elizabeth Rooney  
Michael Thomas

#### Finance and Facilities:

George Tetler, *Chair*  
John Brissette  
Jeffrey Busha  
Dennis Pojani

#### Human Resources:

Jeffrey Busha, *Chair*  
Lisa Giarrusso  
Stephen Paige

#### Planning and Development:

John Brissette, *Chair*  
Dennis Pojani  
Elizabeth Rooney  
Richard Sheppard  
Michael Thomas  
Ronald Valerio

Note: Chair George Tetler is an ex-officio voting member of each committee.



## Campus Administration

Janelle C. Ashley, *President*

Sibyl M. Brownlee, *VP, Student Affairs*

Kathleen M. Eichelroth, *VP, Administration and Finance*

Thomas M. McNamara, *VP, Inst. Advancement*

Maureen D. Shamgochian, *Interim VP, Academic Affairs*

Donald W. Vescio, *Chief Information Officer, Information Technology*

Lori J. Dawson, *Interim Assoc. VP, Academic Affairs*

Charles J. Oroszko, *Assoc. VP/Student Affairs, Dean of Students*

Robin J. Quill, *Assoc. VP, Administration and Finance*

Anmarie D. Samar, *Assoc. VP, Enrollment Management*

William H. White, *Assoc. VP & Dean, Graduate and Continuing Education*

Camilla H. Caffrey, *Asst. VP, Inst. Advancement*

Lea Ann Erickson, *Asst. VP, Public Relations and Marketing*

John Durkin, *Executive Director, Center for Effective Instruction*

Mary Jo Marion, *Executive Director, Latino Educational Institute*

Judith A. St. Amand, *Executive Assistant to the President*

Nicole M. Brown, *Assistant Dean, Graduate & Continuing Education*

Julie A. Kazarian, *Assistant Dean, Student Affairs/Director of Residence Life*

Timothy J. Sullivan, *Assistant Dean, Student Affairs and Director, Student Activities*

Marcella Uribe-Jennings, *Assistant Dean/Director, Office of Multicultural Affairs, AID*

Beth Axelson, *Director, Admissions*

Lynn E. Bromley, *Director, Payroll/Benefits*

Julie A. Chaffee, *Director, Registrar*

Steve Chao, *Director, International Programs*

Susan E. Chapman, *Director, Athletics*

Brian R. Dinsdale, *Director, Publications & Printing Services*

Marcia J. Eagleson, *Director, Career Services*

Donald D. Hochstetler, *Director, Library*

William Hosmer, *Director, Center for Effective Instruction*

Robertta L. Kyle, *Director, Center for Business & Industry*

Dennis Lindblom, *Director, Disability Services*

Jayne A. McGinn, *Director, Financial Aid*

Raja Mukherjee, *Director, Advancement Services*

Laura A. Murphy, *Director, Counseling Services*

Rosemary F. Naughton, *Chief of College Police*

Sandra K. Olson, *Director, Facilities*

Susan Seibel, *Director, ESL/IELL*

Kenneth A. Smith, *Director, Institutional Research*

Gerald E. Sorge, *Director, Academic Affairs Administrative Support*

Edna P. Spencer, *Director, Diversity & Affirmative Action*

Louise Storey, *Director, Procurement/Business Manager*

Russell E. Vickstrom, *Director, Human Resources*

Andrea L. Wamboldt, *Director, Academic Success*

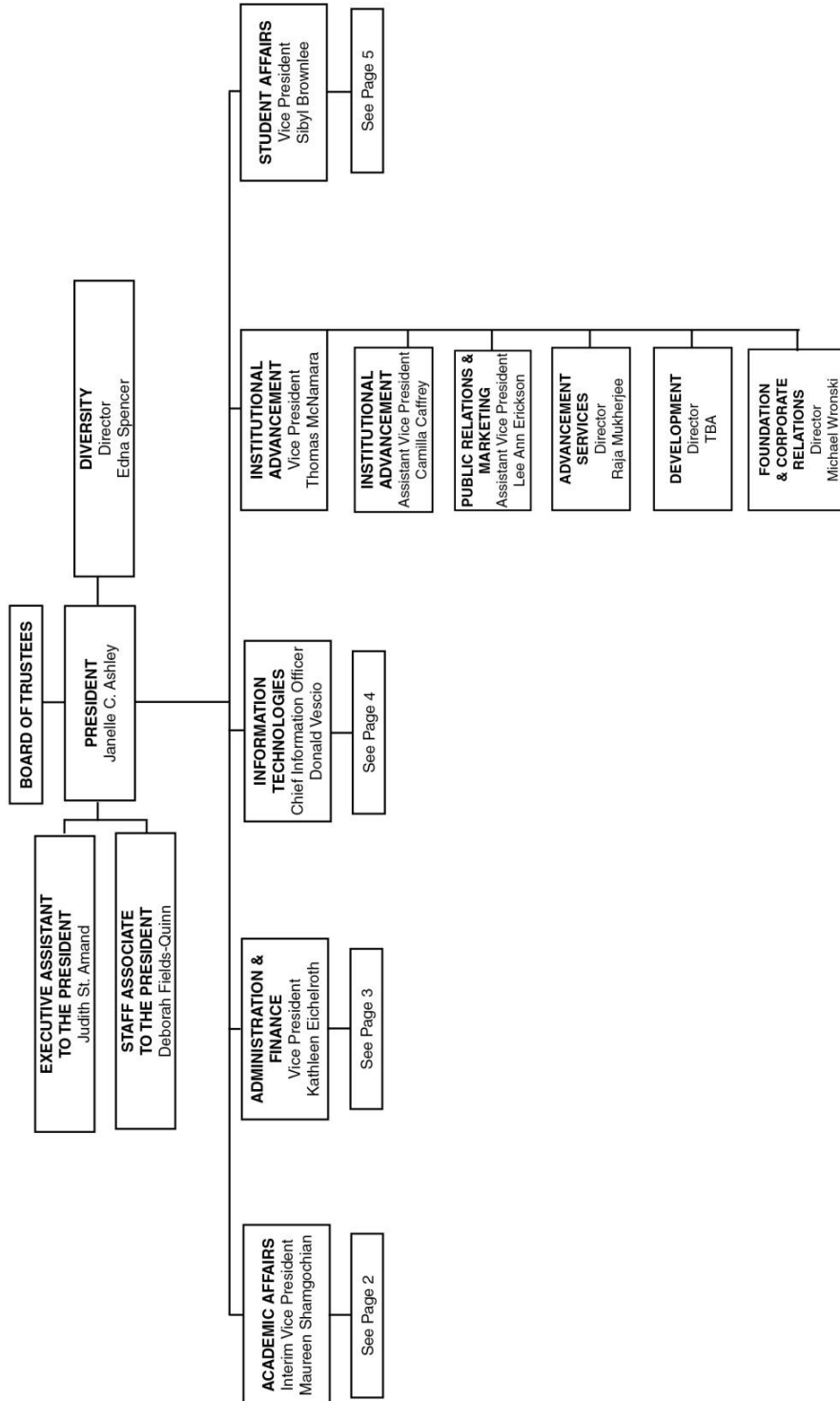
Note: President Ashley is an ex-officio non-voting member of each committee.

## Department Chairs

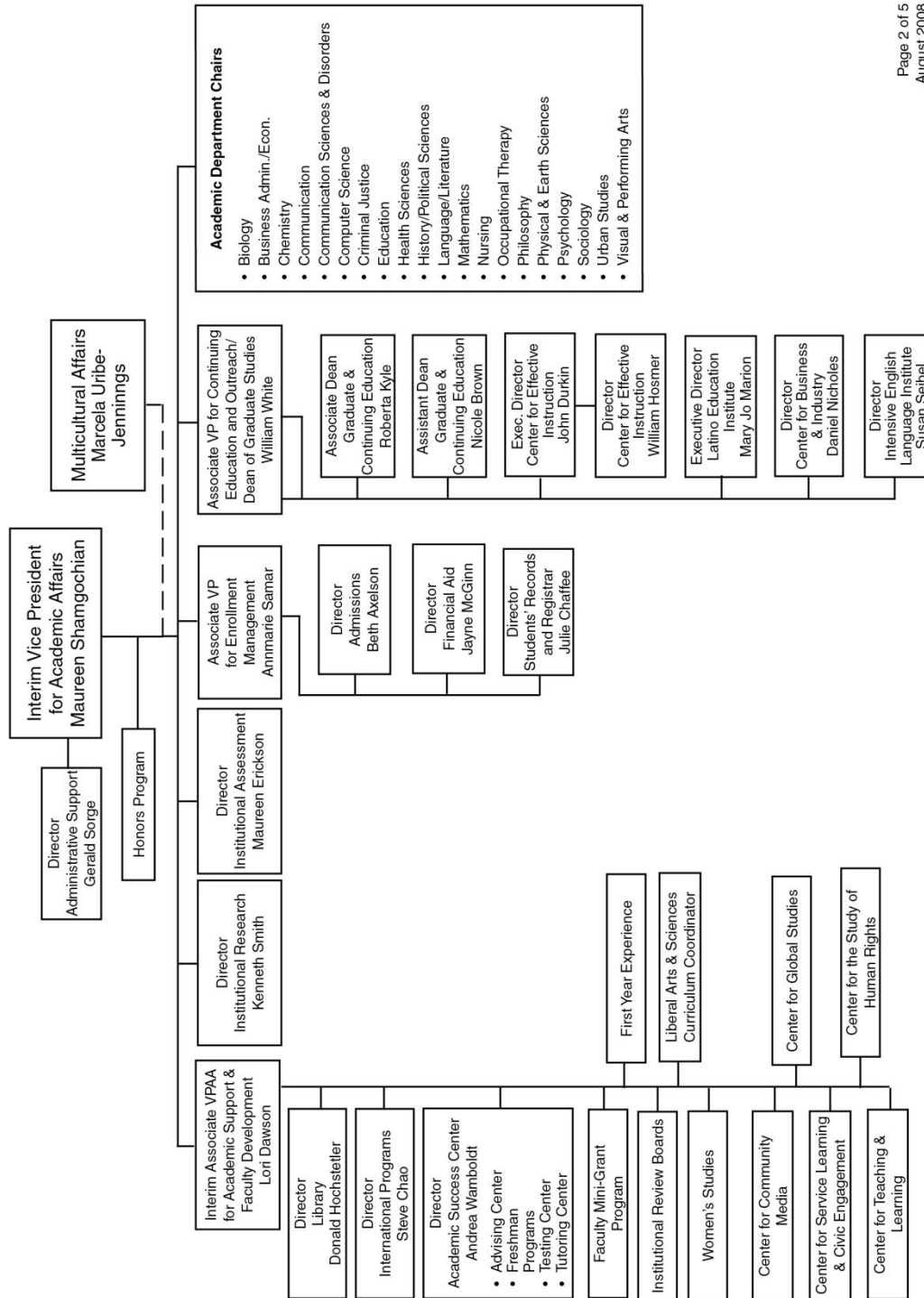
<i>Name</i>	<i>Department</i>	<i>Title</i>
Ellen Fynan	Biology	Chair
Wei-Pang Lee	Business and Economics	Chair
Alan Cooper	Chemistry	Chair
Linda Larrivee	Communication Disorders	Chair
Don Bullens	Communication	Chair
Karl Wurst	Computer Science	Chair
Penny Martin	Criminal Justice	Chair
Raynold Lewis	Education	Interim Chair
Helena Semerjian	Health Sciences	Chair
Frank Minasian	History and Political Science	Chair
Philip Burns	Languages and Literature	Chair
Richard Bisk	Mathematics	Chair
Andrea Wallen	Nursing	Chair
Joanne Gallagher	Occupational Therapy	Chair
Kristin Waters	Philosophy	Chair
Patricia Benjamin	Physical and Earth Science	Chair
Emily Soltano	Psychology	Chair
Corey Dolgon	Sociology	Chair
Steven Corey	Urban Studies	Chair
Michael Hachey	Visual & Performing Arts	Chair

# Organizational Chart

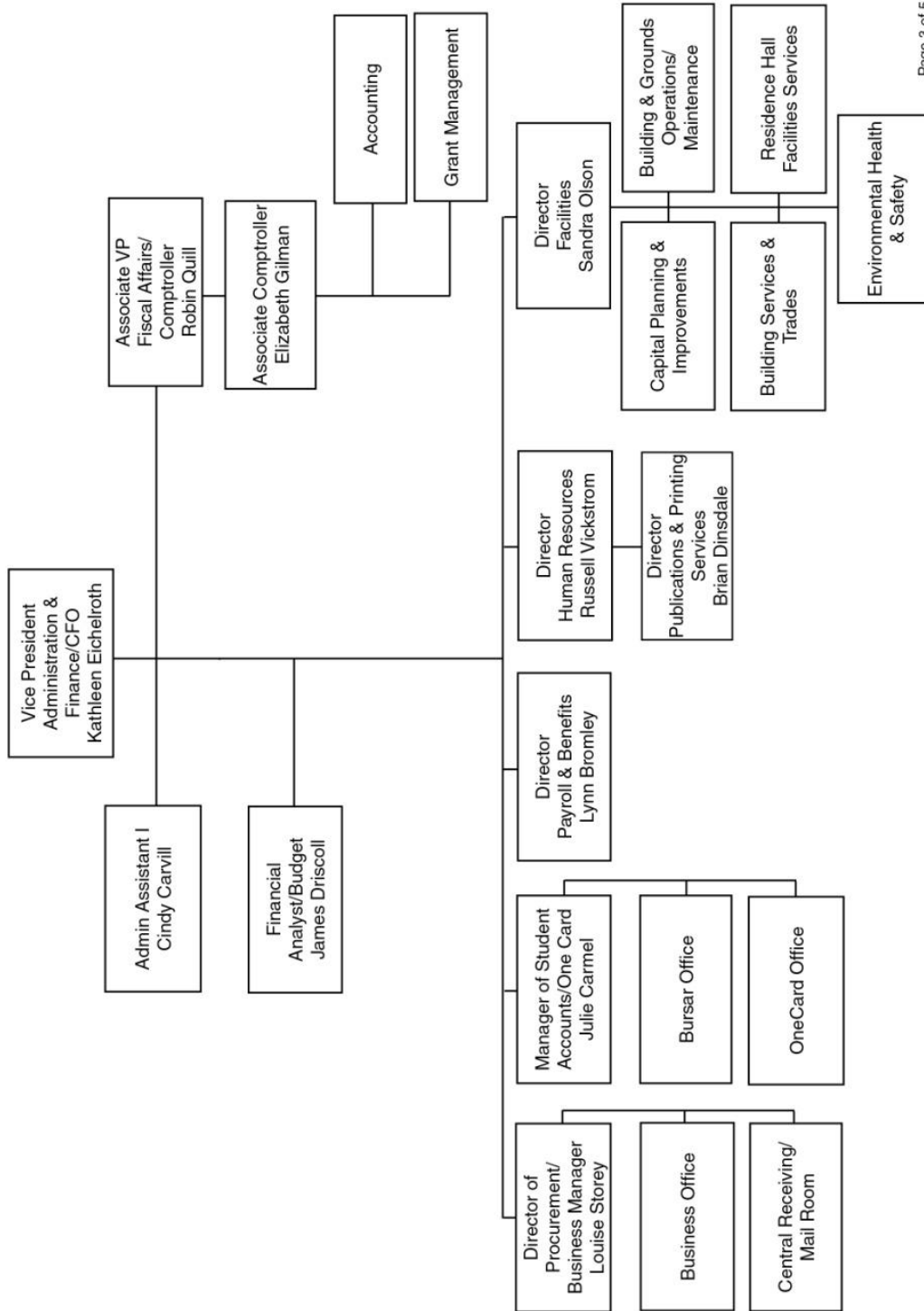
## WORCESTER STATE COLLEGE TABLE OF ORGANIZATION



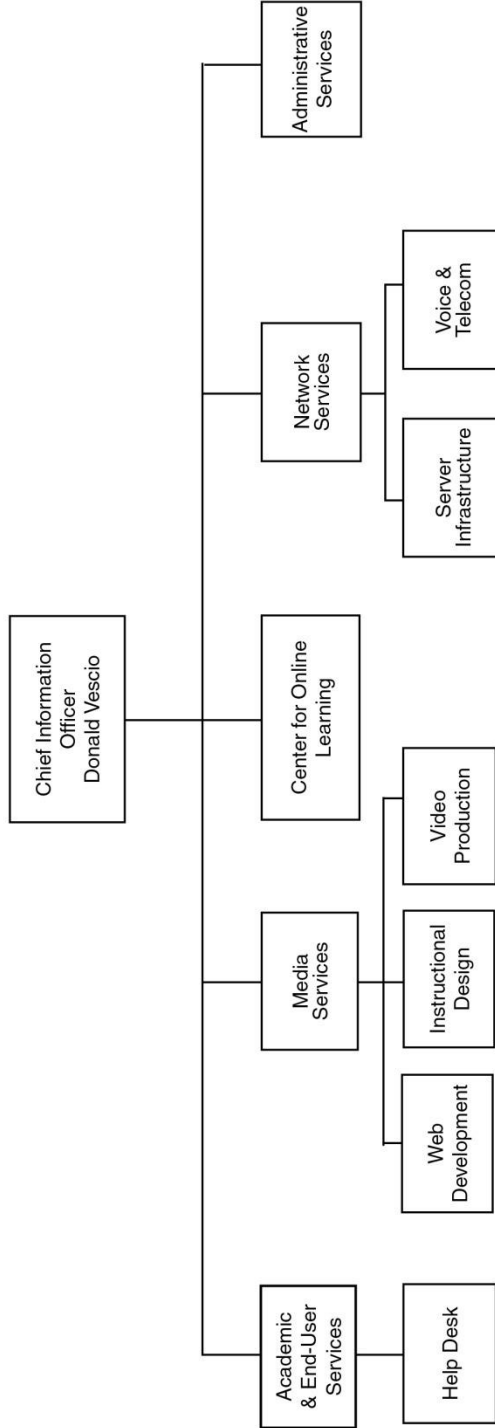
# Division of Academic Affairs



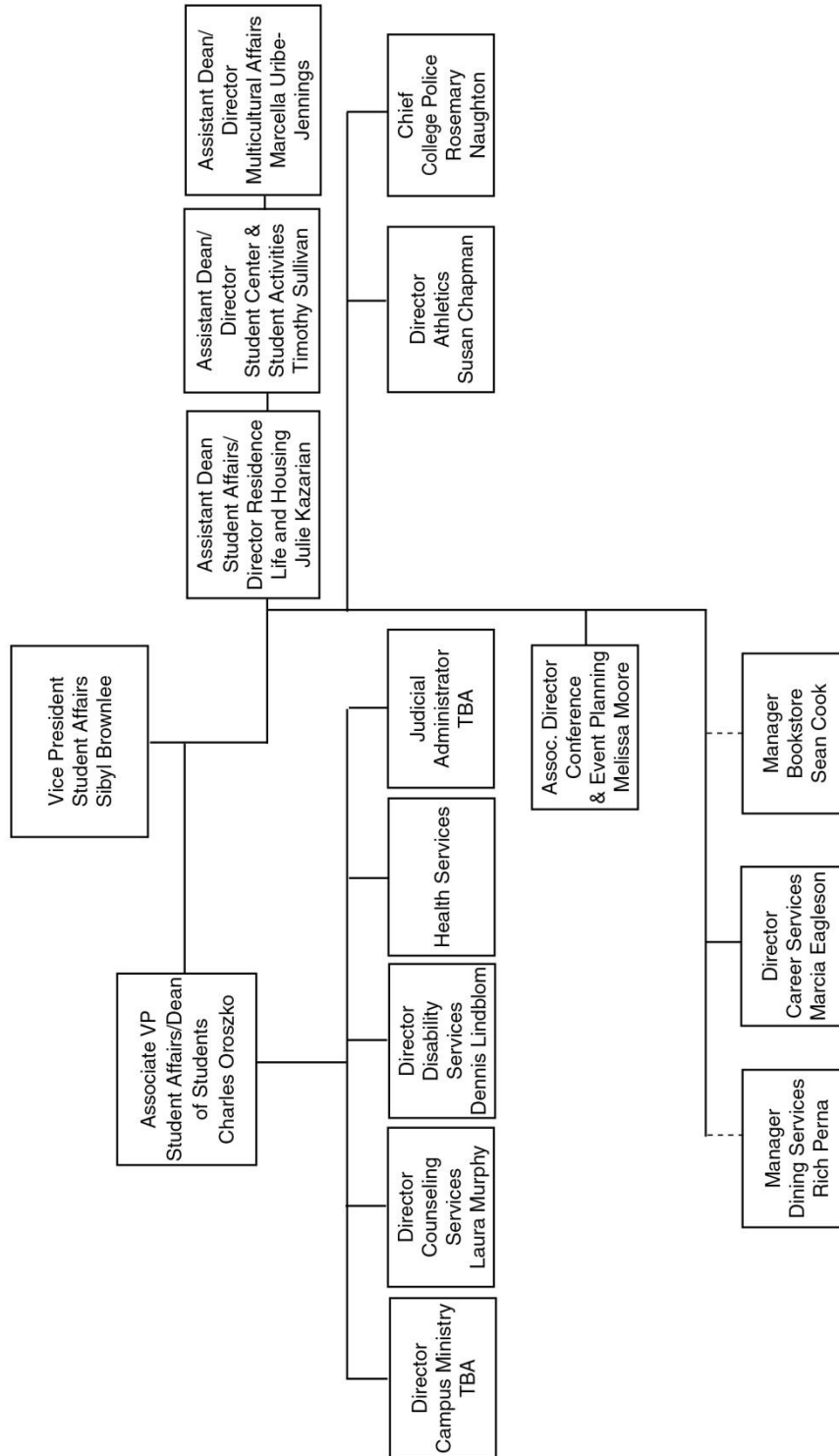
# Division of Administration and Finance



# Division of Information Technologies



# Division of Student Affairs







## General Information

### Worcester State College Snapshot, Fall 2008

#### STUDENT PROFILE

##### Fall Enrollment 2008:

Undergraduate Full-Time	3,377
Undergraduate Part-Time	1,266
Graduate Full-Time	103
Graduate Part-Time	632
Total Headcount	5,378

##### Student Characteristics:

Women (Undergraduate)	59%
Men (Undergraduate)	41%
Out of State	4%
International (19 Countries)	1.3%
ALANA <sup>1</sup> Students	14%
Residential Students <sup>2</sup>	30%
Average Age (Undergraduate)	24
Average HSGPA	3.06
Average SAT Score	1011
Retention (Fall 2007, 1 <sup>st</sup> year)	76%
Graduation (2001, 6 <sup>th</sup> year)	44%

##### First-time Freshmen Admissions:

Applied	3,736
Accepted	2,025
Accepted & Enrolled	682

##### Transfer Admissions:

Applied	1,376
Accepted	734
Accepted & Enrolled	460

#### FINANCES

##### Cost of Attendance:

Undergraduate Tuition	\$970
Undergraduate Fees	\$5,200
Room and Board (Average)	\$8,527

##### Revenues (2007-2008):

State Appropriation	\$29,809,731
Tuition and Fees-Net	\$24,322,946
Other Sources	\$13,756,063
Total Revenues	\$67,888,740

##### Student Financial Aid (2007-2008):

Students Receiving FAID	2,897
Average Size of Award	\$7,666
Students on WSC Scholarships	1,026

Market Value of Funds under Mgmt: \$12,998,733

Endowment: \$8,750,553

<sup>1</sup> ALANA (African-American, Latino, Asian, Native-American).

<sup>2</sup> Based only on Full-time, Degree-Seeking, Undergraduate Students.

<sup>3</sup> Includes 24 adjuncts who are both Day and CE Faculty.

#### FACULTY-STAFF PROFILE

##### Faculty:

Full-Time	185
Part-Time Day Faculty <sup>3</sup>	145
Part-Time CE Faculty <sup>3</sup>	80
Full-Time Faculty with PhD/T Degree	143
Student to Faculty Ratio <sup>4</sup>	16 : 1

##### Staff:

Association of Professional Adm.	104
AFSCME	150
Non Unit Professionals	28

#### ACADEMICS

##### Academic Programs:

Undergraduate Majors	24
Undergraduate Minors	27
Graduate Programs	21
Study Abroad Programs	44

##### Largest Major (1<sup>st</sup> Major only):

Business Administration	830
Psychology	410
Criminal Justice	322
Nursing	253
Communications	244

##### Average Undergraduate Class Size

19

##### Degrees Conferred (2007-2008):

Baccalaureate's	762
Post Bachelor's Certificates	131
Master's	183
Total Degrees Conferred	1,076

#### STUDENT LIFE

Student Organizations and Clubs	42
Honor Societies	15

##### Intercollegiate Sports:

Men	10
Women	10

#### ALUMNI<sup>5</sup>

Total Alumni	31,728
Alumni Living in MA	20,887
Alumni in Worcester County	16,452

<sup>4</sup>FTE Students Taught/FTE Faculty.

<sup>5</sup> Includes both Undergraduate and Graduate Degree Recipient.

## Brief History of WSC

- 1874 The State Normal School in Worcester was founded on September 11.
- 1921 The Normal School introduced a four-year Bachelor of Science in Education degree.
- 1932 Became Worcester State Teachers College (WSTC).
- 1941 Became the first Massachusetts teachers college to earn professional accreditation from the American Association of Teachers Colleges.
- 1952 The College introduced a Master of Science in Education.
- 1963 The Board of Education renamed the school Worcester State College to reflect the expansion of Liberal Arts and Science disciplines.
- 1974 The College introduced a Bachelor of Science Degree in Business Administration and establishes the Graduate School. 1974 also saw the establishment of the Nursing Program, the first Bachelor of Science program for registered nurses in New England, and the first to be accredited by the National League of Nursing.
- 1980 The area's first Master of Science degree in Speech-Language Pathology was offered, and the area's first college-operated Speech, Language, and Hearing Clinic was established.
- 1984 The first baccalaureate-level Occupational Therapy program in the Massachusetts State College system was established. These offerings expanded to include a Master of Occupational Therapy in 1998.
- 2000 The College established a Master of Science in Health Care Administration, built a state-of-the-art athletic field, established a campus-wide area network and website, and opened the Kaylan K. Ghosh Center for Science and Technology.
- 2002 The Board of Trustees appointed Janelle C. Ashley as WSC's 10<sup>th</sup> president.
- 2003 The Development and Alumni Relations Office was able to generate a record amount of funding from private sources, and increase the number of donors to the highest level in the College's history.
- 2004 The new 6-story, Wasylean Hall opened to 348 students, bringing the resident student population to nearly 1,000. The office of Institutional Advancement raised over \$2.2 million from over 3,500 donors, a record-breaking milestone at the College.
- 2005 The Eugene A. Sullivan Academic Center opened as a fully refurbished building equipped for full wireless technology and multi-media capability in every classroom.
- 2007 The first parking garage in the state college system was opened at the College.
- 2008 Worcester State College was one of only 200 colleges nationwide to be named to the President's Higher Education Community Service Honor Roll for exemplary service efforts and service to disadvantaged youth.

## Core Values

Worcester State College values inclusiveness and diversity, recognizes higher education's responsibility to society, and embraces the belief that widespread access to excellent educational opportunities is the cornerstone of a democratic society.

## Vision

Worcester State College is dedicated to offering high quality, affordable undergraduate and graduate academic programs and to promoting the lifelong intellectual growth, global awareness, and career opportunities of its students.

## Mission

Worcester State College, a public metropolitan institution of higher learning located in a culturally vibrant region of the Commonwealth, affirms the principles of liberal learning as the foundation for all traditional liberal arts and sciences disciplines, while maintaining its historical focus on teacher education. It has expanded its offerings with professional degree programs in biomedical sciences, business, and the health professions. Through its curricula, the college addresses the intellectual and career needs of the increasingly diverse citizenry of central Massachusetts.

Worcester State College is dedicated to offering high quality, affordable undergraduate and graduate academic programs and to promoting global awareness, lifelong intellectual growth, and career opportunities of its students. To this end, the college values teaching excellence rooted in scholarship and community service; cooperates with the business, social and cultural resources of Worcester County; collaborates with other institutions of higher learning in the region, and develops new programs responsive to emerging community needs.



## Strategic Priorities FY 2004 – 2009

### Academic and Student Affairs

#### **A. Develop a more integrated and interdisciplinary curriculum that includes a global perspective while strengthening and emphasizing the traditional focus on literacy and liberal learning**

##### Strategic Goals:

1. Include an increased focus on global issues and the global community as curriculum options for students within traditional undergraduate majors
2. Revise general education to provide more connections among disciplines and develop students' awareness of global issues while strengthening the traditional focus on literacy and liberal learning
3. Enhance connections to the diverse community of central Massachusetts through increased opportunities for community service and service learning

*Rationale: It is increasingly apparent that the world has been transitioning to a new and more significant level of social, political, economic, and environmental integration. This priority focuses on educating students to function responsibly, effectively, and competitively in this new global environment.*

#### **B. Increase the effectiveness of the academic support provided by the library and academic advising**

##### Strategic Goals:

1. Update and enhance library collections to support the curriculum, and provide adequate library staffing
2. Develop a state-of-the-art system of academic advising and tutoring available to all students
3. Develop effective linkages between Academic Affairs and Student Affairs to support students academic success

*Rationale: Academic support and advising services must provide diverse students with the state-of-the-art tools and assistance they need to succeed in college and in their professional lives after graduation. Vital academic supports and services include thorough and well-informed academic advising, a library collection and staffing that adequately support the curriculum, and targeted tutoring services at both the departmental and college-wide levels.*

#### **C. Enhance the quality and recognition of the graduate school**

##### Strategic Goals:

1. Identify and/or hire additional graduate faculty
2. Provide additional support for graduate student research and scholarship
3. Develop mission for graduate education that clarifies how it is intellectually distinct from undergraduate studies and its role within the College

*Rationale: This priority stresses the development of a specific identity and mission for the graduate school that will assure the quality of graduate teaching, promote high academic standards for admission and graduation, and support graduate student performance, particularly in research and scholarship.*

**D. Increase the quantity and quality of co-curricular and student activities outside the classroom to engage commuter and residential students in campus life**

Strategic Goals:

1. Develop programs and activities that focus on cultural and global awareness to complement the curricular focus on a global perspective
2. Develop services and activities for an increased residential population and that also engage commuter students in campus life
3. Develop effective linkages between student affairs and academic affairs

*Rationale:* The experiences available to students outside of the formal curriculum play a critical part in the overall learning environment of the College. This priority focuses on providing a seamless learning environment that enhances and complements the classroom experience.

**Assessment, Campus Diversity, and Decision Making**

**E. Increase our capacity to effectively assess student learning, academic supports, student affairs, and other key outcomes**

Strategic Goals:

1. Ensure that quality data is widely available for decision making
2. Develop and implement a departmentally based, faculty driven student learning outcome assessment process for each academic major
3. Develop and implement assessment strategies for academic supports, student affairs, and other key outcomes

*Rationale:* The College's ability to assess its effectiveness in a variety of areas and to use the information obtained to make improvements are critical to inform its planning, decision-making, and resource allocation. The important area of assessment of student learning outcomes must be faculty driven and departmentally based and supported by the availability of quality data systems.

**F. Achieve a significant increase in diversity among our students, faculty, and administration**

Strategic Goals:

1. Implement specific strategies to develop a campus culture that is welcoming to a range of diverse students and employees
2. Utilize new approaches for recruitment and retention of a range of diverse faculty and administrators
3. Establish a target of 20% of new faculty hires from under-represented groups each year over the next 5 years
4. Implement methods designed to recruit and retain an increasingly diverse student body

*Rationale:* The importance of increasing the diversity of the campus community is supported by the fact that the citizenry of the Commonwealth, which we serve, is becoming increasingly diverse. A more diverse campus community will support the goals related to developing a global perspective established in other priorities. To successfully recruit and retain diverse faculty and students, it is essential to create a campus culture that is welcoming to people of color.

## **G. Engage faculty, students, and staff effectively in institutional decision making**

### Strategic Goals:

1. Promote, nurture and sustain a sense of academic community among the faculty, students, and administration
2. Support and encourage faculty, students and staff to contribute appropriately to institutional decision making

*Rationale:* The central work of the College is accomplished in the interaction between faculty and students both within and outside the classroom. In all aspects of campus life, the best decisions will be made by incorporating the experience and expectations of faculty, students, and staff. The formal governance procedures specify important ways in which this priority can be met. The College should follow the contractual procedures in ways that ensure the broadest and fullest participation of faculty, students and staff in the decision making process.

## **Facilities and Grounds**

## **H. Engage the campus community in a facility master planning process**

### Strategic Goals:

1. Create physical facilities and a natural setting that reflect and support the mission, values and vision of the College
2. Develop a facilities master plan that reflects the needs of commuting students and the increased residential population
3. Design and support a sustainable information technology infrastructure

*Rationale:* In order to thrive in the future the College needs to maintain a high quality physical plant and natural environment that reflect and support its mission. A facility master plan is needed to guide the next phase of this ongoing process. The physical and natural spaces at the College should support and encourage the learning process envisioned in the College's strategic priorities, a vibrant social life, and exciting co-curricular events and student activities.

## **Fiscal Resources and Public Relations**

## **I. Strengthen the link of fund raising strategies and stewardship of fiscal resources to the College's mission and strategic priorities**

### Strategic Goals:

1. Support research and scholarship that connect the College with local and global communities
2. Initiate a capital campaign that supports the College's strategic priorities

*Rationale:* The enhancement of revenue through fundraising and the careful stewardship of financial resources will be essential for the College to maintain and enhance its ability to fulfill its mission. The ongoing development of mutually advantageous community engagement should provide the foundation for a new capital campaign that will increase the endowment in a manner that targets key mission priorities.

## J. Foster and communicate the sense of pride we have about the College

### Strategic Goals:

1. Focus on internal and external communities, state policy makers, and potential funders
2. Develop and implement communications strategies focused on key messages that capture the unique characteristics of the College and its strategic priorities

*Rationale: The College has much to be proud of and it is critical that this sense of accomplishment and pride be communicated effectively to prospective students and their families, state policy makers, potential funders, and regional and national academic constituencies.*

## Accreditation

Worcester State College 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 instruction.

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.

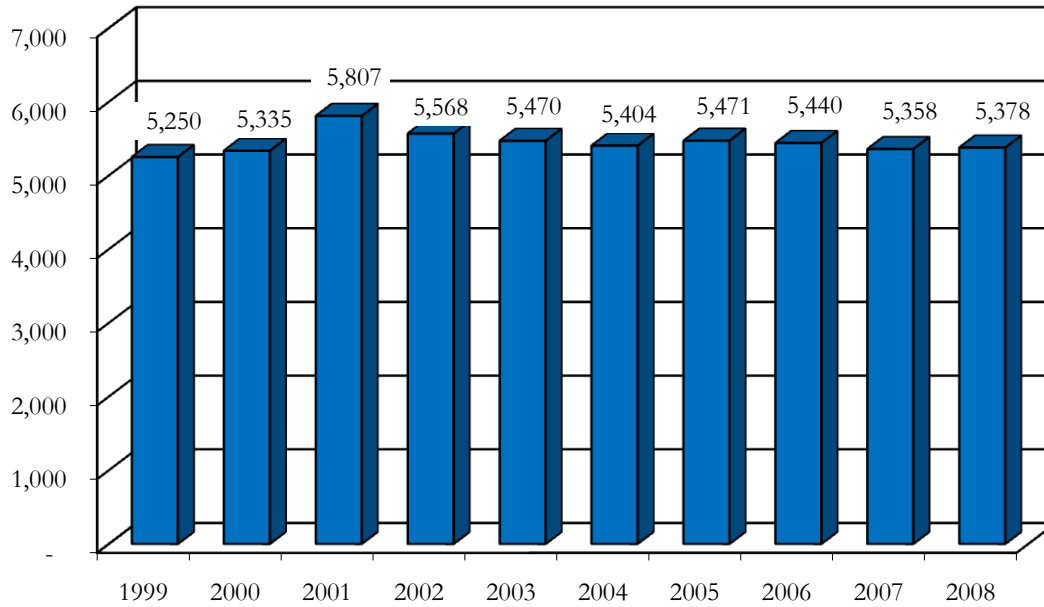
Worcester State College was named the “Best College in Worcester County” in Worcester Magazine’s Readers Poll three out of the past five years. The Princeton Review also designated the College a 2007 “America’s Best Value College” and a “Best Northeastern College” in 2005, 2006, 2007, 2008, and 2009. Worcester State is the only Massachusetts State College named a Best Northeastern College by the Princeton Review for 5 years.





## Student Profile

### Longitudinal Enrollment, Fall 1999-2008



Source: IR Official DHE Fall Files

## Students by Country of Residence, Fall 2008

<i>Country</i>	<i>Undergraduate</i>	<i>Graduate</i>	<i>Total</i>
Albania	6	1	7
Brazil	3	1	4
Cote D'Ivoire	1	0	1
Cameroon	2	1	3
China	16	0	16
Ghana	1	2	3
India	2	1	3
Ireland	0	1	1
Jamaica	0	1	1
Kenya	15	3	18
Korea, Republic of	1	0	1
Liberia	2	0	2
Moldova, Republic of	1	0	1
Niger	1	0	1
Nigeria	2	0	2
Peru	1	0	1
Romania	1	0	1
Sweden	0	1	1
Uganda	1	0	1
United Kingdom	1	0	1
United States	4,583	723	5,306
Vietnam	2	0	2
Zambia	1	0	1
<b>Total</b>	<b>4,643</b>	<b>735</b>	<b>5,378</b>

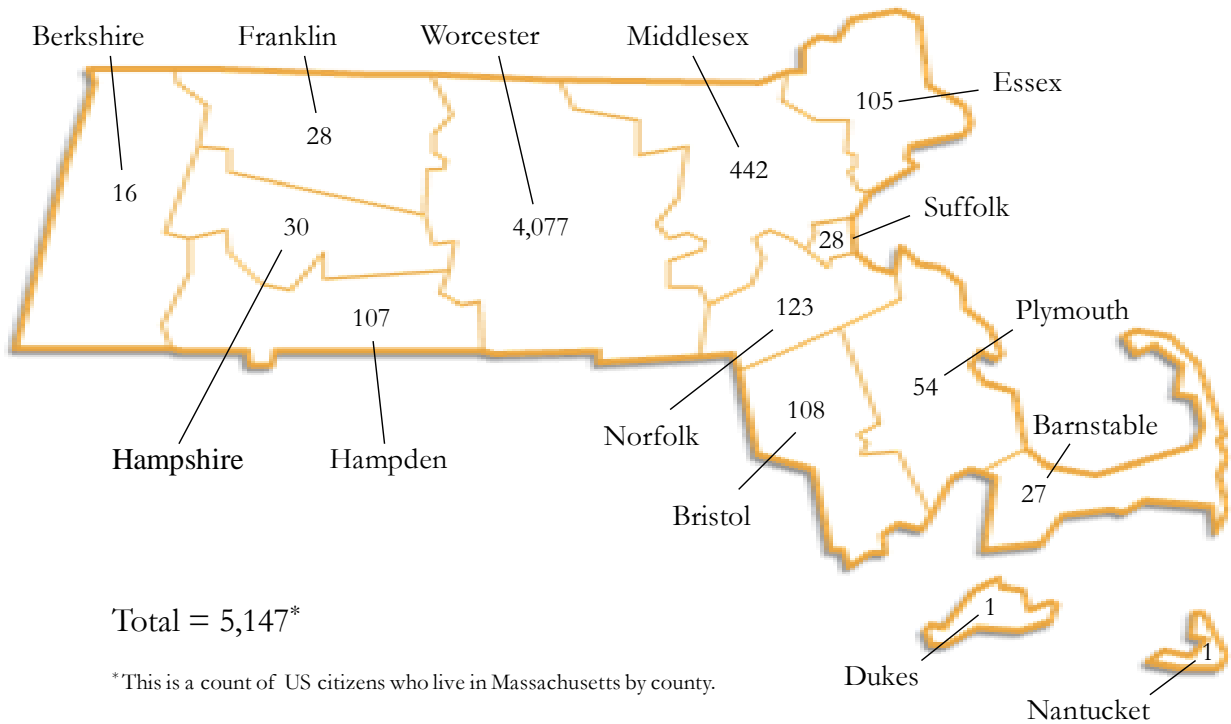
Source: IR Official DHE Fall Files

## Students by State of Residence, Fall 2008

<i>State</i>	<i>Undergraduate</i>			<i>Graduate</i>			<i>Total</i>
	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	
Arizona	1	0	1	0	0	0	1
Connecticut	19	35	54	4	6	10	64
Florida	1	2	3	0	0	0	3
Indiana	1	0	1	0	0	0	1
Maine	0	5	5	0	0	0	5
<b>Massachusetts</b>	<b>1,799</b>	<b>2,654</b>	<b>4,453</b>	<b>163</b>	<b>531</b>	<b>694</b>	<b>5,147</b>
Montana	0	1	1	0	0	0	1
New Hampshire	7	14	21	0	5	5	26
New Jersey	2	0	2	0	0	0	2
New York	10	1	11	0	0	0	11
Oregon	0	1	1	0	0	0	1
Pennsylvania	5	0	5	0	0	0	5
Rhode Island	6	16	22	2	12	14	36
Texas	1	0	1	0	0	0	1
Vermont	1	1	2	0	0	0	2
Non-US Citizen	34	26	60	6	6	12	72
<b>Total</b>	<b>1,887</b>	<b>2,756</b>	<b>4,643</b>	<b>175</b>	<b>560</b>	<b>735</b>	<b>5,378</b>

Source: IR Official DHE Fall Files

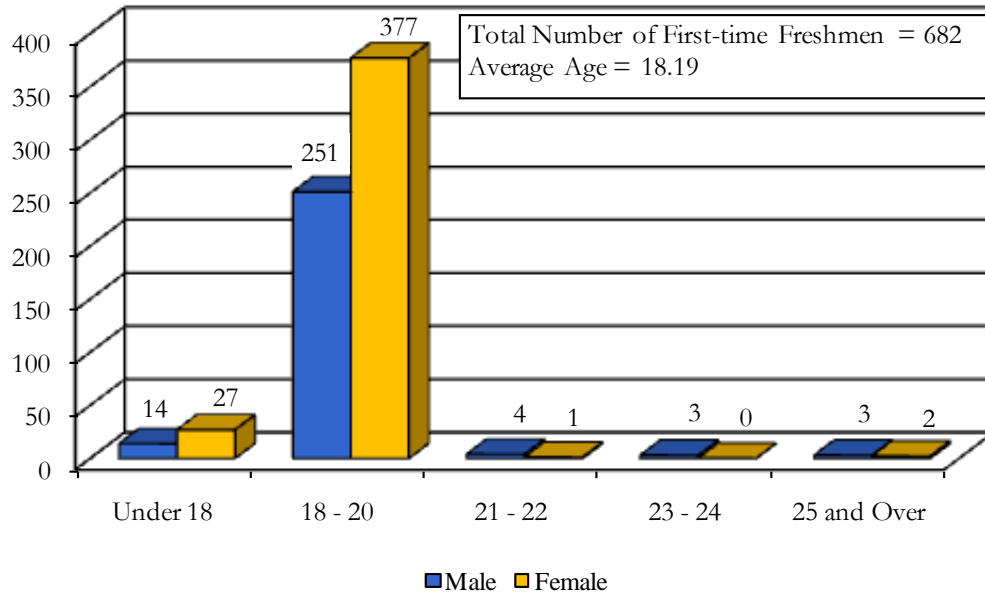
## Students by County of Residence, Fall 2008



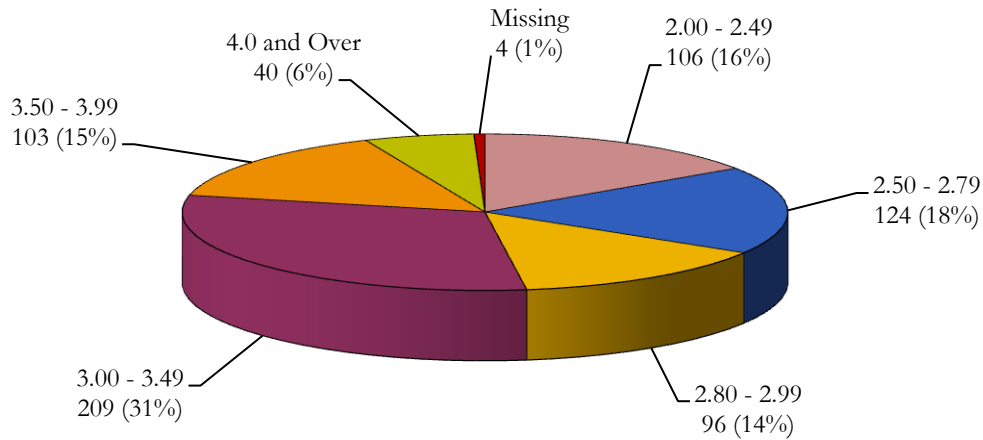
County	Undergraduate	Graduate	Total
Barnstable	22	5	27
Berkshire	15	1	16
Bristol	101	7	108
Dukes	1	0	1
Essex	98	7	105
Franklin	23	5	28
Hampden	90	17	107
Hampshire	27	3	30
Middlesex	394	48	442
Nantucket	0	1	1
Norfolk	110	13	123
Plymouth	53	1	54
Suffolk	23	5	28
Worcester	3,496	581	4,077
<b>Total</b>	<b>4,453</b>	<b>694</b>	<b>5,147</b>

Source: IR Official DHE Fall Files

### Age of Degree-seeking, First-time Freshmen, Fall 2008



### High School GPA of Degree-seeking, First-time Freshmen, Fall 2008

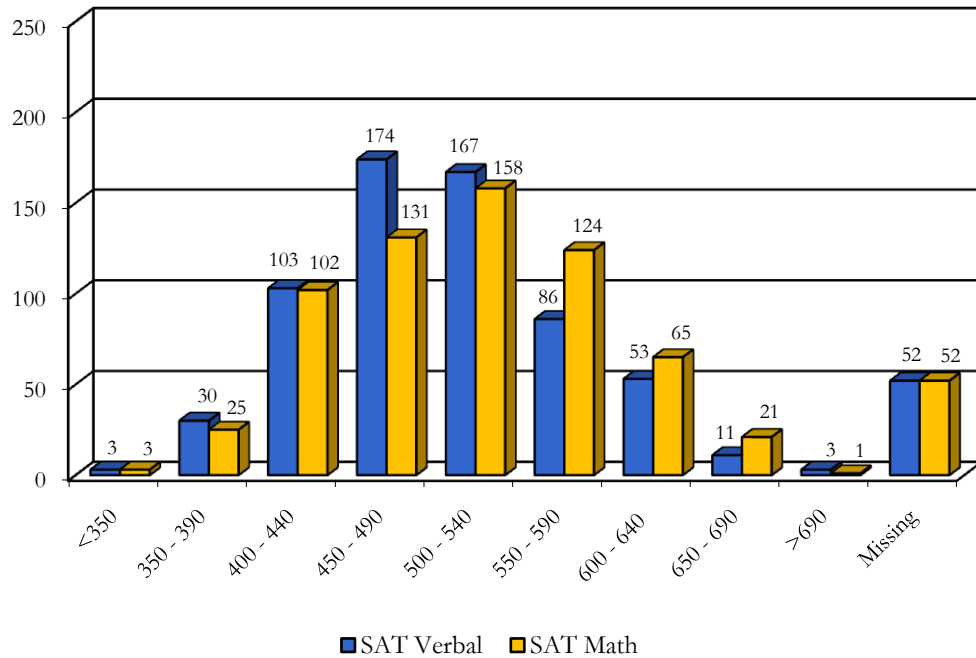


Total Number of First-time Freshmen = 682

Source: IR Official DHE Fall Files

### SAT Scores of Degree-seeking, First-time Freshmen, Fall 2008

Score Range	SAT Verbal			SAT Math		
	Male	Female	Total	Male	Female	Total
<350	2	1	3	1	2	3
350 - 390	7	23	30	7	18	25
400 - 440	39	64	103	31	71	102
450 - 490	68	106	174	48	83	131
500 - 540	66	101	167	68	90	158
550 - 590	41	45	86	51	73	124
600 - 640	26	27	53	37	28	65
650 - 690	4	7	11	10	11	21
>690	1	2	3	1	0	1
Missing	21	31	52	21	31	52
<b>Total</b>	<b>275</b>	<b>407</b>	<b>682</b>	<b>275</b>	<b>407</b>	<b>682</b>

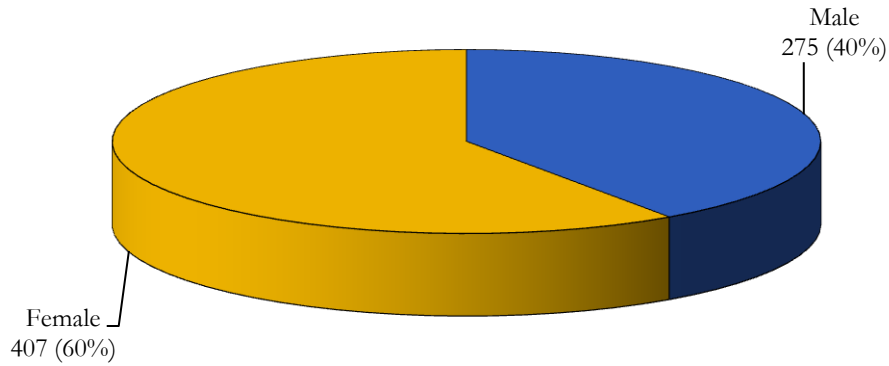


### Average Combined SAT Score, Fall 2008

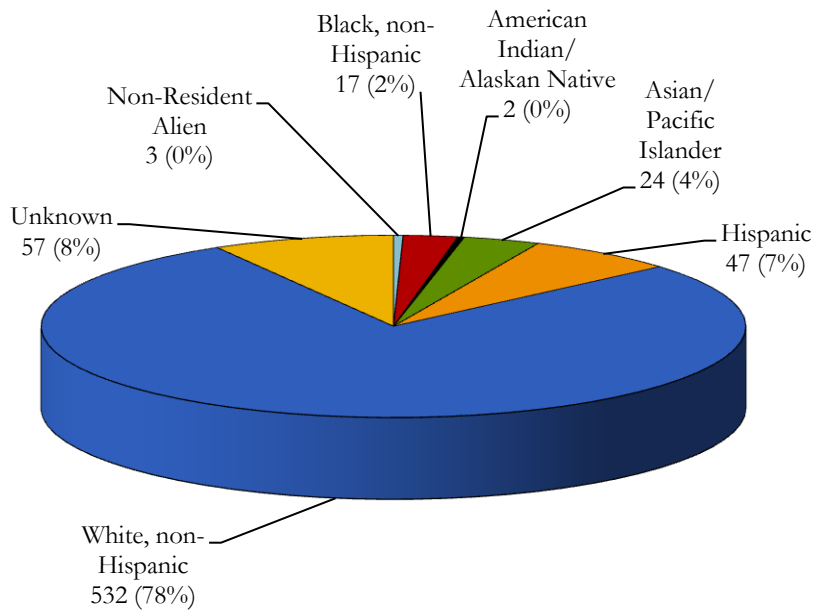
Male 1030.4      Female 998.2      Total 1011.2

Source: IR Official DHE Fall Files

## Gender and Ethnicity of Degree-seeking, First-time Freshmen, Fall 2008



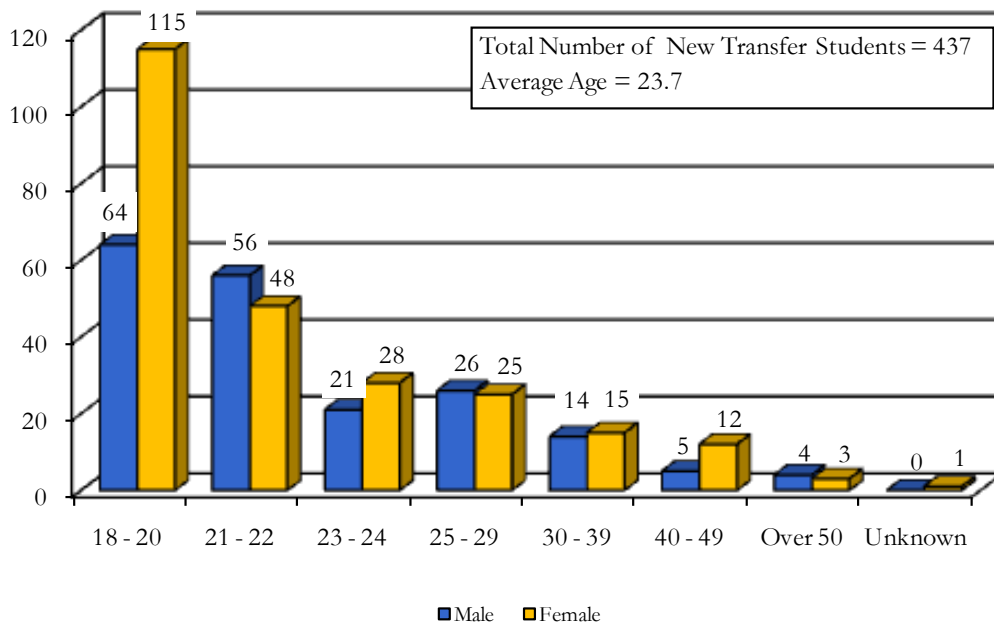
Total Number of First-time Freshmen = 682



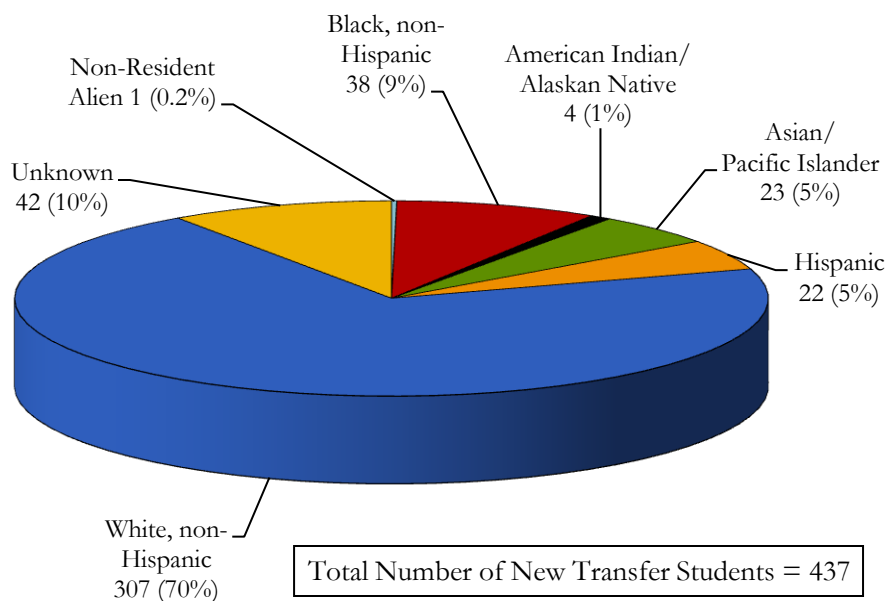
Total Number of First-time Freshmen = 682

Source: IR Official DHE Fall Files

### Age of New Degree-seeking Transfer Students, Fall 2008



### Ethnicity of New Degree-seeking Transfer Students, Fall 2008



Source: IR Official DHE Fall Files



## Transfer Institutions, Fall 2008

<i>Institution</i> *	<i># of Students</i>
Quinsigamond Community College	131
Becker College	17
Mount Wachusett Community College	15
University of Massachusetts at Amherst	15
Westfield State College	15
Foreign College	12
Assumption College	11
Framingham State College	10
<b>Total</b>	<b>226</b>

\* Institutions contributing approximately 1/2 the transfer students

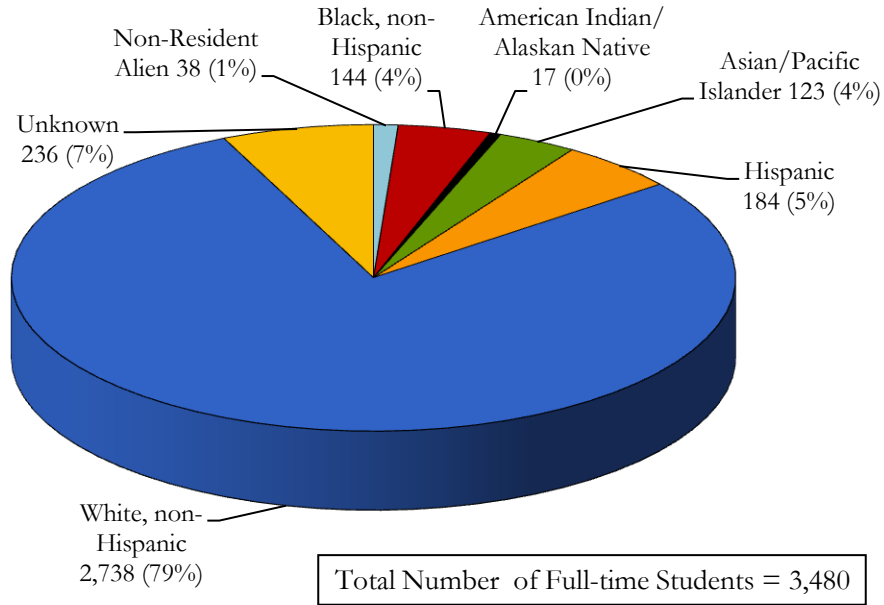
Source: IR Official DHE Fall Files

## Majors of New Degree-seeking Transfer Students, Fall 2008

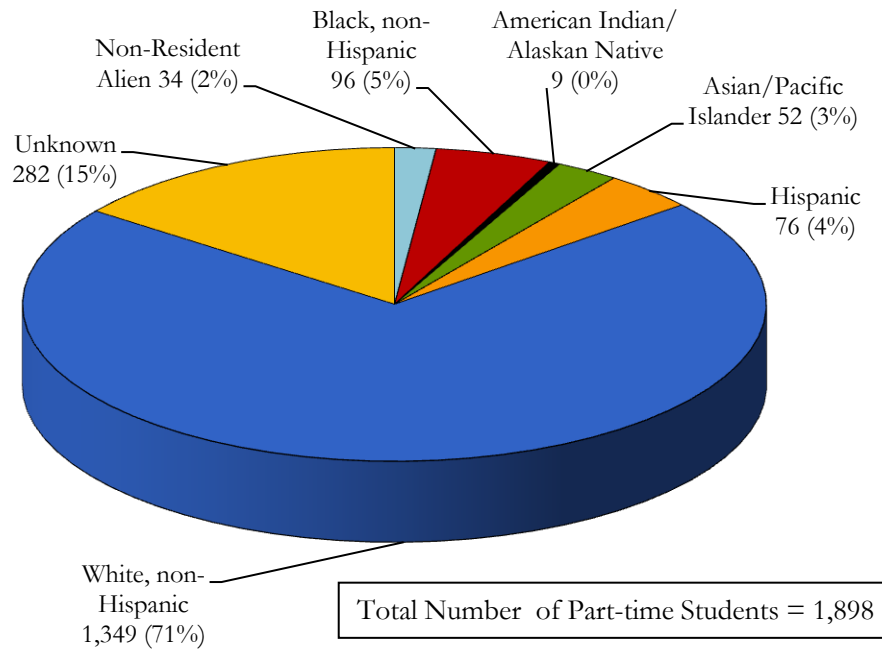
<i>Major</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Biology	10	19	29
Biotechnology	5	5	10
Business Administration	53	48	101
Chemistry	7	8	15
Communications	19	8	27
Communication Science & Disorders	2	6	8
Community Health	2	5	7
Computer Science	12	1	13
Criminal Justice	31	19	50
Early Childhood Education	0	16	16
Economics	1	3	4
Elementary Education	1	9	10
English	6	10	16
Geography	3	0	3
Health Education	1	1	2
Health Studies	3	4	7
History	12	9	21
Mathematics	2	1	3
Natural Science	6	5	11
Nursing (Track 1)	1	5	6
Occupational Studies	0	4	4
Psychology	14	48	62
Sociology	2	2	4
Spanish	1	3	4
Urban Studies	1	2	3
Undeclared	15	21	36
<b>Total</b>	<b>210</b>	<b>262</b>	<b>472</b>

Source: IR Official DHE Fall Files

### Ethnicity of Full-time Students, Fall 2008

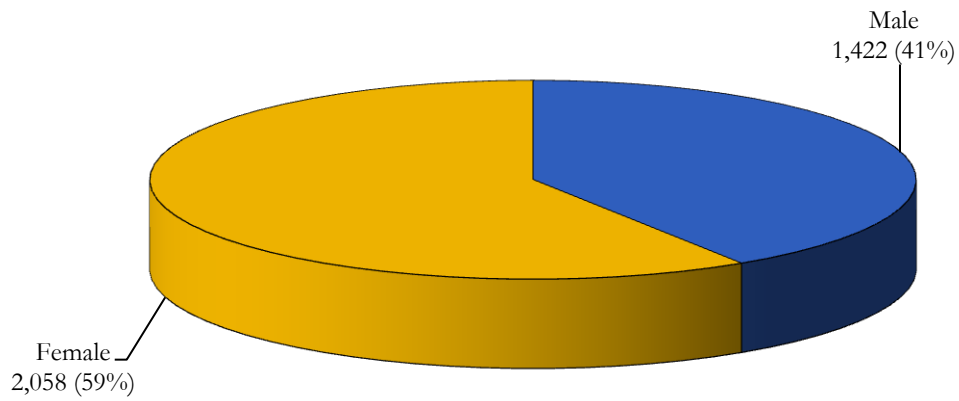


### Ethnicity of Part-time Students, Fall 2008



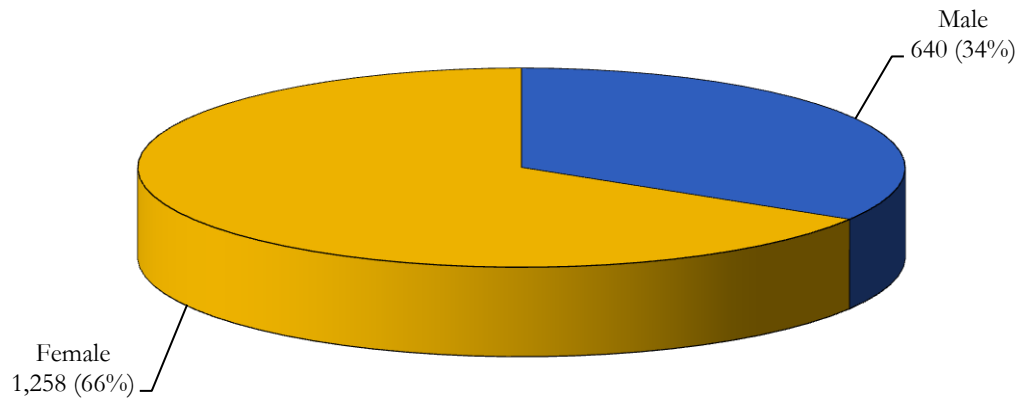
Source: IR Official DHE Fall Files

### Gender of Full-time Students, Fall 2008



Total Number of Full-time Students = 3,480

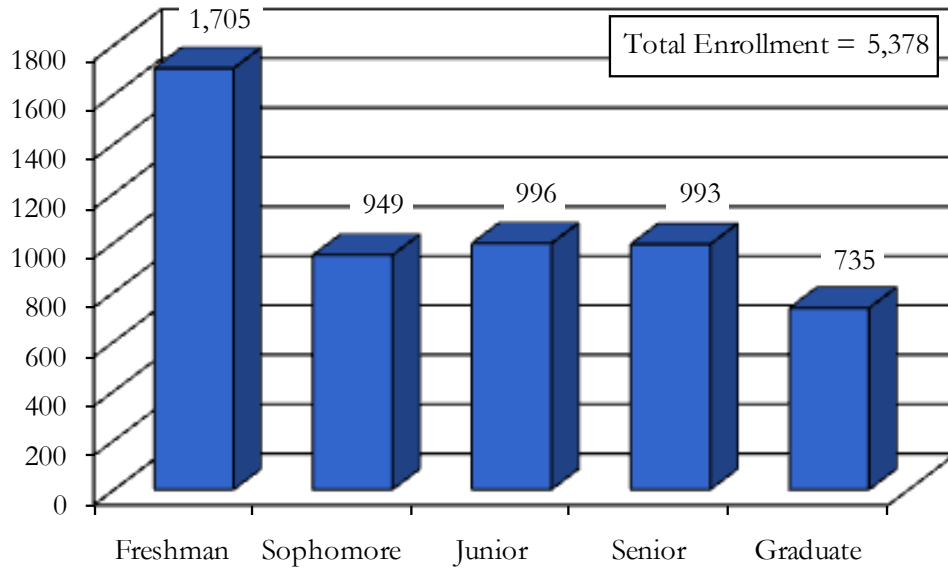
### Gender of Part-time Students, Fall 2008



Total Number of Part-time Students = 1,898

Source: IR Official DHE Fall Files

### Total Enrollment by Student Classification, Fall 2008



Source: IR Official DHE Fall Files

## On-Campus Housing by State of Residence and Class, Fall 2008

<i>Class</i>	<i>Residence</i>	<i>Total</i>
Freshman	Non-resident Alien	2
	Connecticut	10
	Florida	1
	Massachusetts	481
	Maine	1
	New Hampshire	5
	New York	3
	Pennsylvania	1
	Rhode Island	1
	Vermont	1
	<b>Total</b>	<b>506</b>
Sophomore	Connecticut	2
	Massachusetts	226
	New Hampshire	4
	New Jersey	1
	New York	2
	Pennsylvania	1
	Rhode Island	4
	<b>Total</b>	<b>240</b>
Junior	Connecticut	3
	Massachusetts	180
	Maine	1
	New Hampshire	1
	New York	1
	Pennsylvania	1
	<b>Total</b>	<b>187</b>
Senior	Connecticut	1
	Florida	1
	Massachusetts	95
	New Hampshire	1
	New York	1
	<b>Total</b>	<b>99</b>
	<b>Grand Total</b>	<b>1,032</b>

Source: IR Official DHE Fall Files

## Instructional Programs

### Student Enrollment by Major\* and Student Classification, Fall 2008

<i>Major*</i>	<i>Student Classification</i>		<i>Total</i>
	<i>Undergraduate</i>	<i>Graduate</i>	
Biology	235	N/A	235
Biotechnology	53	23	76
Business Administration	830	N/A	830
Chemistry	108	N/A	108
Communication	244	N/A	244
Communication Sciences & Disorders	121	N/A	121
Community Health	55	N/A	55
Community Health Nursing	N/A	6	6
Computer Science	95	N/A	95
Criminal Justice	322	N/A	322
Early Childhood Education	96	10	106
Early Childhood Ed (Non-Licensure)	3	N/A	3
Economics	34	N/A	34
Education	N/A	48	48
<i>(Concentration)</i>			
English	N/A	6	6
Health Education	N/A	10	10
History	N/A	21	21
Spanish	N/A	11	11
Elementary Education	134	20	154
English	109	N/A	109
Geography	34	N/A	34
Health Care Administration	N/A	13	13
Health Education	58	N/A	58
Health Studies	19	N/A	19
History	167	N/A	167
Management	N/A	13	13
Mathematics	57	N/A	57
Middle School Education	N/A	16	16
Moderate Special Needs	N/A	7	7
Natural Science	49	N/A	49
Non-profit Management	N/A	17	17
Nursing (Track 1)	222	N/A	222
Nursing (Track 2)	31	N/A	31
Occupational Studies	94	N/A	94
Occupational Therapy	N/A	33	33
Psychology	410	N/A	410
Reading	N/A	10	10
School Leadership and Administration	N/A	7	7
School Psychology	N/A	18	18
Secondary Education	N/A	108	108
Sociology	52	N/A	52
Spanish	30	N/A	30
Speech-Language Pathology	N/A	85	85
Urban Studies	51	N/A	51
Undeclared	364	3	367
Non-degree	566	298	864
<b>Total</b>	<b>4,643</b>	<b>735</b>	<b>5,378</b>

\* Includes 1st Major only

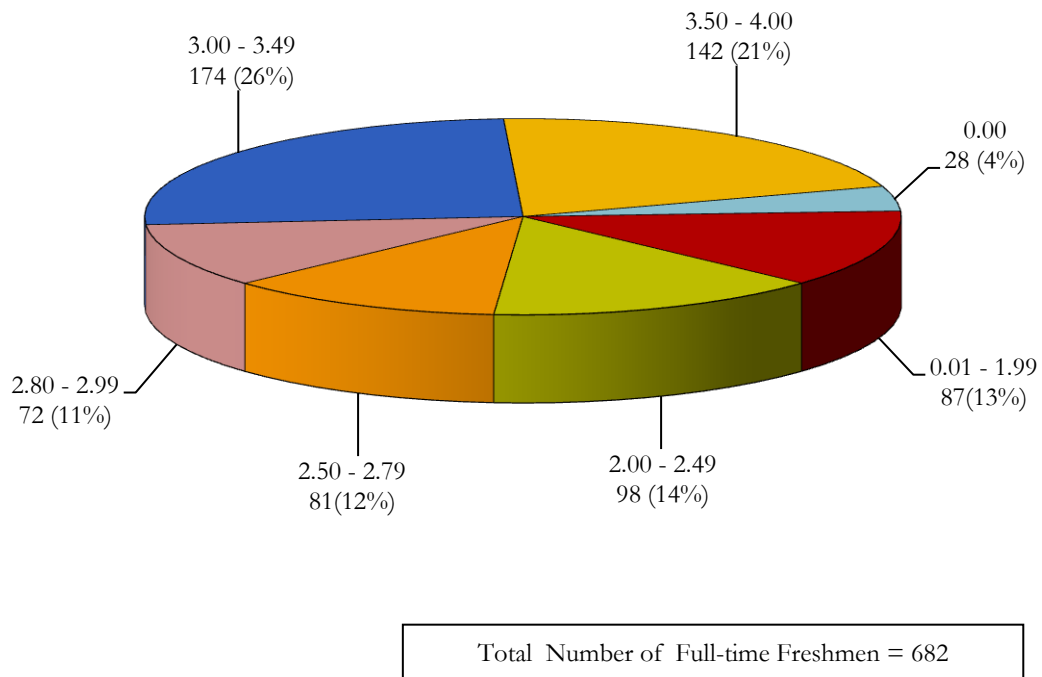
Source: IR Official DHE Fall Files





## Academic Achievement/Learning Outcomes

### Grade Distribution of First-time Freshmen, Fall 2008



Source: IR Official DHE Fall Files

## Retention and Graduation Rates

Entering Class	Initial Cohort	After 1st Year		After 2nd Year		After 3rd Year		After 4th Year		After 5th Year		After 6th Year		After 7th Year	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
2001	564														
Continued		416	73.9 <sup>1</sup>	318	56.5	300	53.4 <sup>2</sup>	168	29.9	53	9.4	19	3.4	11	2.0
Dropout (cumulative)			26.1		43.5		46.1		49.1		52.5		52.5		52.0
Graduated (cumulative)						3	0.5	118	21.0	214	38.1	248	44.1	259	46.1
2002	508														
Continued		368	72.4	304	59.8	275	54.1	132	26.0	39	7.7	19	3.7		
Dropout (cumulative)			27.6		40.2		44.9		49.2		50.0		48.8		
Graduated (cumulative)						5	1.0	126	24.8	215	42.3	241	47.4		
2003	623														
Continued		446	71.7 <sup>3</sup>	366	58.8	323	51.9	153	24.6	39	6.3				
Dropout (cumulative)			28.3		41.2		47.4		51.6		53.9				
Graduated (cumulative)						4	0.6	148	23.8	248	39.9				
2004	626														
Continued		475	75.9	373	59.6	345	55.2 <sup>4</sup>	168	26.9						
Dropout (cumulative)			24.1		40.4		43.6		49.0						
Graduated (cumulative)						7	1.1	151	24.2						
2005	641														
Continued		476	74.4 <sup>5</sup>	380	59.5 <sup>6</sup>	346	54.1								
Dropout (cumulative)			25.6		40.5		45.4								
Graduated (cumulative)						3	0.5								
2006	668														
Continued		514	76.9	430	64.4										
Dropout (cumulative)			23.1		35.6										
Graduated (cumulative)															
2007	678														
Continued		513	75.7												
Dropout (cumulative)			24.3												
Graduated (cumulative)															

Adjusted cohorts due to deceased students: <sup>1</sup>563, <sup>2</sup>562, <sup>3</sup>622, <sup>4</sup>625, <sup>5</sup>640, <sup>6</sup>639

Source: WSC Colleague Data System

## Degrees Conferred, FY 2008

<i>Major</i>	<i>Bachelor</i>	<i>Post-Bacc. Certificate</i>	<i>Master</i>
Adult Health Nurse/Nursing	11		
Biology Teacher Education		1	
Biology/Biological Sciences, General	25		
Biotechnology	12		8
Business Administration and Management, General	158		11
Chemistry Teacher Education		1	
Chemistry, General	15		
Clinical Nurse Specialist			4
Communication Disorders, General	24		
Communication Studies/Speech Communication and Rhetoric	53		
Community Health Services/Liaison/Counseling	11		4
Computer And Information Sciences, General	12		
Criminal Justice/Safety Studies	48		
Early Childhood Education And Teaching	21		9
Economics, General	11		
Education, General		12	3
Educational Leadership And Administration, General			24
Elementary Education and Teaching	12	18	9
English Language and Literature, General	30		1
English/Language Arts Teacher Education		9	
Foreign Language Teacher Education		7	
Geography	9		
Health Professions and Related Clinical Sciences, Other	22		
Health Services/Allied Health/Health Sciences, General		1	
Health/Health Care Administration/Management			15
History, General	50		15
Junior High/Intermediate/Middle School Education & Teaching		1	6
Kindergarten/Preschool Education and Teaching		18	
Mass Communication/Media Studies	24		
Mathematics Teacher Education		6	
Mathematics, General	7		
Non-Profit/Public/Organizational Management			7
Nursing- Registered Nurse Training (RN, ASN, BSN, MSN)	46		
Occupational Therapy/Therapist	14		13
Physical Sciences	12		
Psychology, General	110		
Reading Teacher Education			7
Science Teacher Education/General Science Teacher Education		3	
Secondary Education And Teaching			10
Social Studies Teacher Education		4	
Sociology	8		
Spanish Language And Literature	5		3
Special Education and Teaching, Other		34	
Speech-Language Pathology/Pathologist			34
Teacher Education, Multiple Levels		16	
Urban Studies/Affairs	12		
<b>Total</b>	<b>762</b>	<b>131</b>	<b>183</b>

Source: IR Official DHE Degrees Conferred Files



## Personnel Profile

### Employees/Staff, Fall 2008

EEO Category	Total							Male	Female
	Nonresident		American Indian/ Asian/Pacific		Hispanic	White	Unknown		
	Alien	Black	Alaskan Native	Islanders					
Executive or Management	0	2	0	2	2	56	1	26	37
Professionals	0	0	0	4	5	73	0	25	57
Tech. Professionals	0	1	0	0	2	15	1	7	12
Clerical or Secretarial	0	5	0	1	2	65	0	5	68
Skilled Crafts	0	0	0	0	1	11	0	12	0
Service Maintenance	0	2	0	0	13	45	0	49	11
<b>Total</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>7</b>	<b>25</b>	<b>265</b>	<b>2</b>	<b>124</b>	<b>185</b>

EEO Category	Full-Time							Male	Female
	Nonresident		American Indian/ Asian/Pacific		Hispanic	White	Unknown		
	Alien	Black	Alaskan Native	Islanders					
Executive or Management	0	2	0	2	2	56	1	26	37
Professionals	0	0	0	4	5	68	0	23	54
Tech. Professionals	0	1	0	0	2	14	0	6	11
Clerical or Secretarial	0	5	0	1	2	60	0	5	63
Skilled Crafts	0	0	0	0	1	11	0	12	0
Service Maintenance	0	2	0	0	13	45	0	49	11
<b>Total</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>7</b>	<b>25</b>	<b>254</b>	<b>1</b>	<b>121</b>	<b>176</b>

EEO Category	Part-Time							Male	Female
	Nonresident		American Indian/ Asian/Pacific		Hispanic	White	Unknown		
	Alien	Black	Alaskan Native	Islanders					
Executive or Management	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	5	0	2	3
Tech. Professionals	0	0	0	0	0	1	1	1	1
Clerical or Secretarial	0	0	0	0	0	5	0	0	5
Skilled Crafts	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>3</b>	<b>9</b>

Source: IR Official IPEDS HR Files

## Faculty by Highest Degrees, Fall 2008

<i>Awarding Institution</i>	<i>Graduates</i>	<i>Awarding Institution</i>	<i>Graduates</i>
Boston University	17	McGill University	1
U/Massachusetts at Amherst	11	New York University	1
University of Connecticut	10	Nichols College	1
Clark University	8	North Carolina State University	1
Worcester State College	8	Ohio State University	1
University of Michigan	6	Penn State University	1
Boston College	5	Purdue University	1
University of California	5	Rhode Island School of Design	1
Brandeis University	4	Rice University	1
Assumption College	3	Rochester Institute of Technology	1
Indiana University	3	Southern Illinois University	1
Michigan State University	3	St Joseph College	1
Northeastern University	3	Suffolk University	1
Nova College	3	SUNY Albany	1
University of Minnesota-Minneapolis	3	SUNY Stony Brook	1
Arizona State University	2	Thomas Jefferson University	1
Colorado State University	2	U/Massachusetts at Worcester	1
Columbia U Columbia College	2	Umass Medical School	1
Cornell University	2	Union College	1
Harvard University	2	University of Louisville	1
Moscow University	2	Univ of Pennsylvania	1
Rutgers University	2	University of Alabama	1
SUNY Buffalo College	2	University of Cincinnati	1
Temple University	2	University of Colorado	1
Texas A&M University	2	University of Georgia	1
U/Massachusetts at Boston	2	University of Iowa	1
University of New Hampshire	2	University of Kansas	1
University of Rhode Island	2	University of Liverpool	1
Vanderbilt University	2	University of Miami	1
American University	1	University of Minnesota	1
Bentley College	1	University of Mississippi	1
Brown University	1	University of Nairobi	1
Carnegie-Mellon University	1	University of North Carolina	1
City University of NY	1	University of Pretoria	1
Clark Atlanta University	1	University of South Carolina	1
College of William and Mary	1	University of Texas Austin	1
Eastman School of Music	1	University of Virginia	1
Emerson College	1	University of Washington	1
Fitchburg State College	1	University of Waterloo	1
Florida International University	1	University of Wisconsin	1
Florida State University	1	Washington State University	1
Golden Gate University	1	Wesleyan University	1
Illinois State University	1	Worcester Polytechnic Institute	1
Indiana University Pennsylvania	1	Yale University	1
Mass College of Liberal Arts	1		
		<b>Total</b>	<b>180</b>

Source: IR Official DHE HR Files

## Full-time Faculty by Department, Fall 2008

<i>Department</i>	<i>Professor</i>	<i>Associate Professor</i>	<i>Assistant Professor</i>	<i>Instructor</i>	<i>Total</i>
Biology	5	3	3	0	11
Business and Economics	6	8	3	2	19
Chemistry	2	3	3	0	8
Communication	3	4	1	0	8
Communication Disorders	2	2	2	0	6
Computer Science	1	2	1	1	5
Criminal Justice	0	1	4	1	6
Earth Science	0	4	5	0	9
Education	6	5	0	0	11
Health Science	0	4	0	0	4
History/Political Science	2	5	5	2	14
Languages/Literature - English	5	9	4	0	18
Mathematics	1	1	5	1	8
Nursing	3	1	0	7	11
Occupational Therapy	1	2	3	0	6
Philosophy	3	1	1	0	5
Psychology	2	6	4	0	12
Sociology	1	1	2	1	5
Urban Studies	4	1	0	0	5
Visual & Performing Arts	4	2	3	0	9
<b>Total</b>	<b>51</b>	<b>65</b>	<b>49</b>	<b>15</b>	<b>180</b>

Source: IR Official DHE HR Files

### Full-time Faculty by Gender and Ethnicity, Fall 2008

<i>Race</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Nonresident Alien	0	0	0
Black, non-Hispanic	7	2	9
American Indian/Alaskan Native	0	0	0
Asian/Pacific Islander	4	10	14
Hispanic	5	4	9
White, non-Hispanic	70	76	146
Race/ethnicity unknown	2	0	2
<b>Total</b>	<b>88</b>	<b>92</b>	<b>180</b>

### Full-time Faculty by Gender and Tenure, Fall 2008

<i>Tenure Status</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Tenured	47	55	102
Non-tenured	31	33	64
Not on tenure track	10	4	14
<b>Total</b>	<b>88</b>	<b>92</b>	<b>180</b>

### Full-time Faculty by Gender and Rank, Fall 2008

<i>Rank</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Professor	26	25	51
Associate Professor	29	36	65
Assistant Professor	27	22	49
Instructor	6	9	15
<b>Total</b>	<b>88</b>	<b>92</b>	<b>180</b>

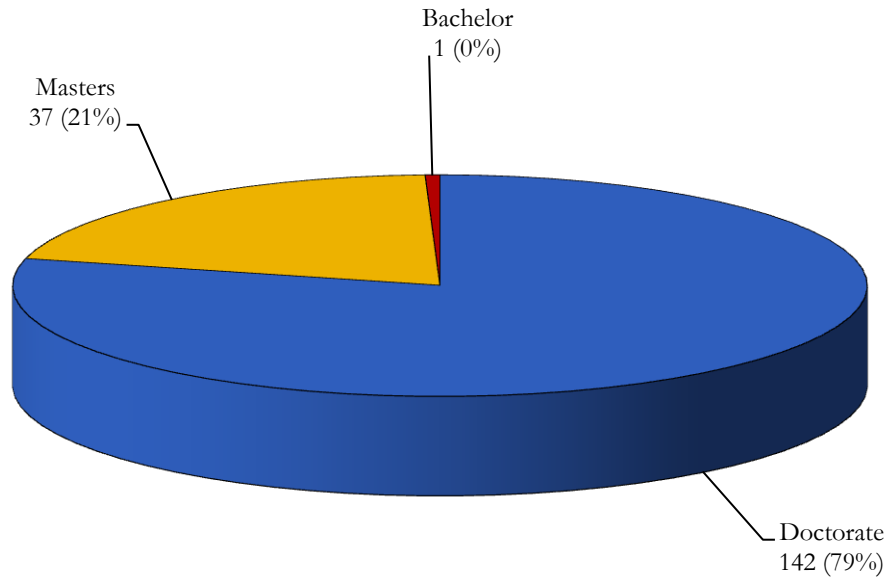
### Full-time Faculty by Rank and Age Range, Fall 2008

<i>Age Range</i>	<i>Professor</i>	<i>Associate Professor</i>	<i>Assistant Professor</i>	<i>Instructor</i>	<i>Total</i>
Under 30	0	0	2	1	3
30 - 39	1	8	25	2	36
40 - 49	7	16	10	8	41
50 - 59	14	20	7	3	44
60 - 69	23	13	5	1	42
70 and over	6	8	0	0	14
<b>Total</b>	<b>51</b>	<b>65</b>	<b>49</b>	<b>15</b>	<b>180</b>

Source: IR Official IPEDS HR Files



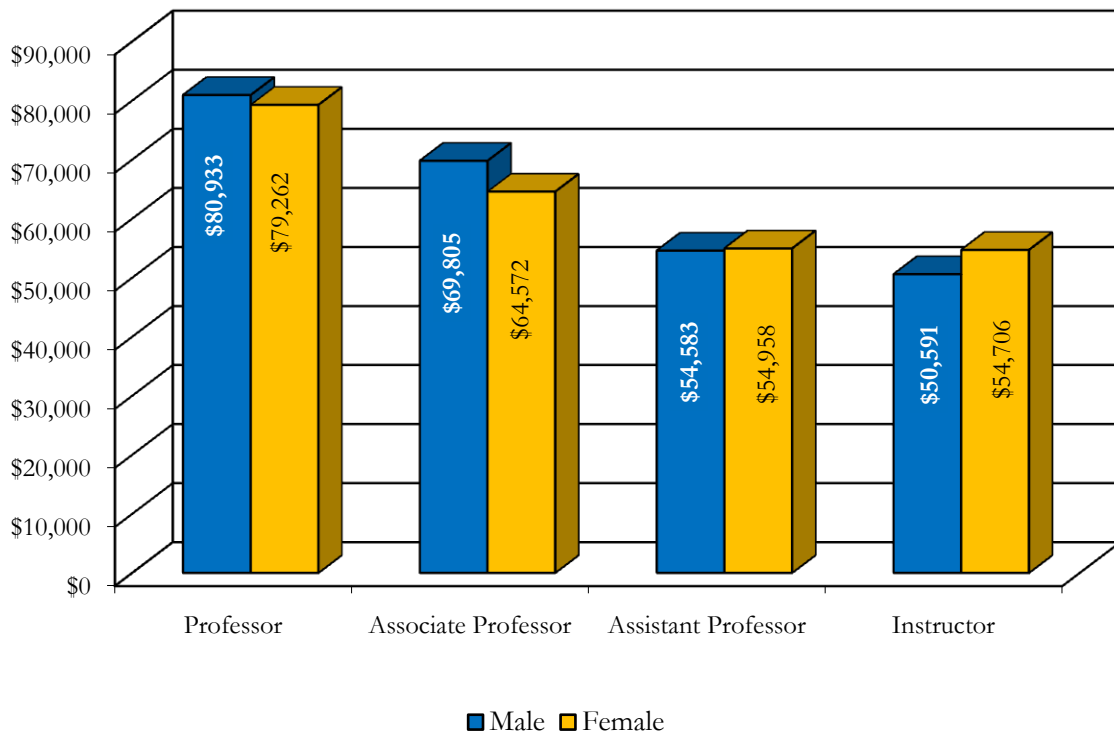
## Full-time Faculty by Highest Degree Earned, Fall 2008



Source: IR Official IPEDS HR Files

### Average Salaries of Full-time Faculty, Fall 2008

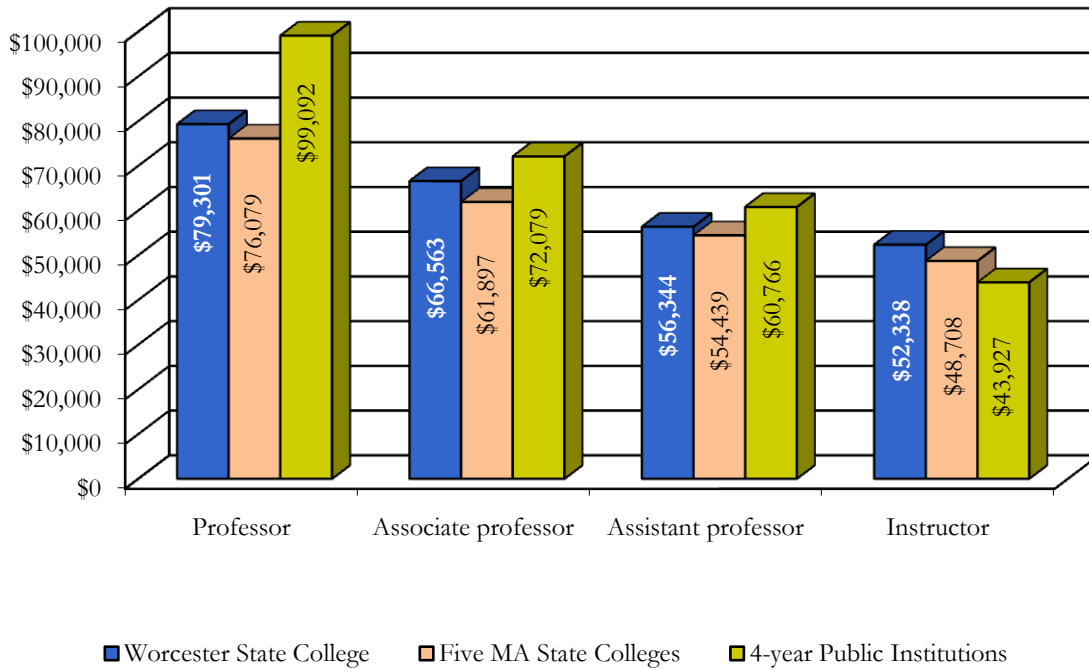
Rank	Male	Female	Total
Professor	\$80,933	\$79,262	\$80,114
Associate Professor	\$69,805	\$64,572	\$66,907
Assistant Professor	\$54,583	\$54,958	\$54,751
Instructor	\$50,591	\$54,706	\$53,060



Source: IR Official IPEDS HR Files

## Average Faculty Salaries Comparison, AY 2007-2008

Rank	Worcester State College	Five MA State Colleges	4-year Public Institutions
Professor	\$79,301	\$76,079	\$99,092
Associate professor	\$66,563	\$61,897	\$72,079
Assistant professor	\$56,344	\$54,439	\$60,766
Instructor	\$52,338	\$48,708	\$43,927



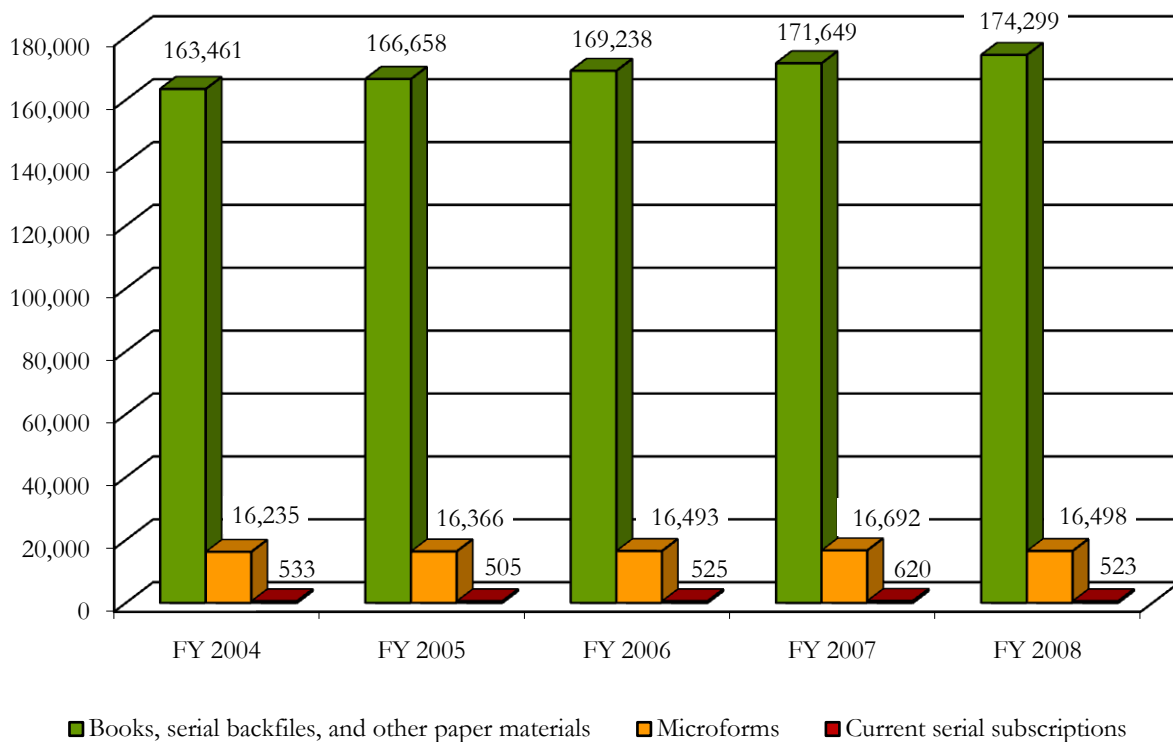
Source: IR Official IPEDS Salary Files



## Library Information

### Library Holdings, FY 2004-2008

Category	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Books, serial backfiles, and other paper materials	163,461	166,658	169,238	171,649	174,299
Microforms	16,235	16,366	16,493	16,692	16,498
Current serial subscriptions	533	505	525	620	523



Source: NCES Library Reports

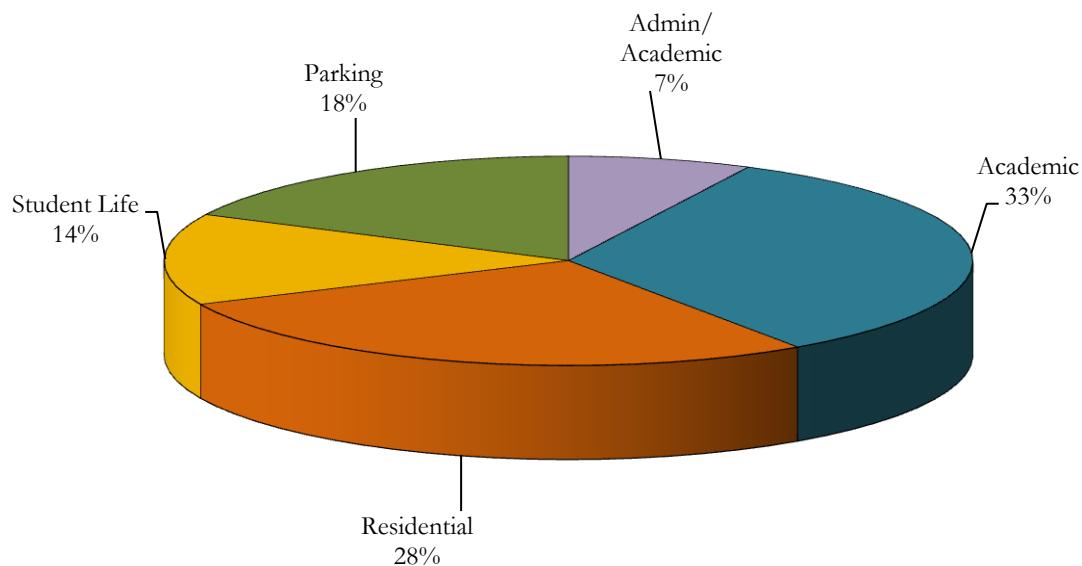


## Facilities Information

### Physical Plant Facilities, Fall 2008

<i>Building Name</i>	<i>Primary Use</i>	<i>Gross sq. ft.</i>	<i>Assignable sq. ft.</i>	<i>Year</i>
1. Administration	Administrative	67,066	42,760	1932
2. Learning Resource Center	Library, Classrooms	113,335	92,745	1968
3. 96 Chicopee Street	Storage	1,170	936	1950
4. Sullivan Academic Center	Academic	110,690	74,315	1965
5. Science Tech Center	Academic	97,300	71,950	2000
6. Student Center	Student Affairs, Dining	71,416	46,080	1978
7. Gymnasium	Athletics, Art	65,676	39,425	1958
8. 102 Chicopee Street	Vacant	1,120	895	1940
9. 134 Glendale Street	Vacant	837	670	1952
10. 17 Candelwood Street	Campus Ministry	1,200	960	1927
11. Chandler Village	Housing	103,560	79,490	1973
12. Dowden Hall	Housing	56,600	32,660	1990
13. Wasylean Hall	Housing	109,000	70,510	2004
14. Parking Garage	Parking	172,317	155,085	2007

### Facilities Overview



Source: Office of Facilities

## Campus Map



Source: Publications and Printing Services



## Institutional Advancement

### Foundation Board of Directors

George H. Albro '65  
 Mary K. Alexander  
 Janelle C. Ashley  
 Lee J. Beadoin '73  
 David E. Bedard '74, *President*  
 Keith E. Blanchette '98  
 Jean M. Borgatti  
 Stephen J. Bostic '77  
 Craig A. Bovaird, '77  
 John P. Brissette '88  
 Jill C. Dagilis '78  
 Andrew Davis  
 Gene J. DeFeudis  
 Julia Dvorko  
 Kathleen M. Eichelroth, *Assistant Treasurer*  
 Monica Escobar Lowell  
 James D. Glickman  
 Lillian R. Goodman  
 Richard E. Greene '54  
 Kenneth P. Heekin  
 Gregory O. Hunter '84  
 Brendan J. King  
 Charlotte Z. Klein '75  
 George P. Leasca '77  
 Peter M. Mantegazza  
 Robert McCann '80  
 Howard D. McGinn '83  
 Thomas M. McNamara '94, *Clerk*  
 Janet Wilson Moore  
 Vincent V. Nieroda '68  
 William F. O'Neil, '63  
 David H. Quist  
 Mary C. Ritter, *Vice President*  
 Gregg H. Rosen '86, *Vice President*  
 Edward L. Sherr, *Treasurer*  
 Robert J. Spain '78  
 George W. Tetler III  
 Richard E. Thomas  
 Steven J. Ward '76

### Alumni Board

Steven J. Ward '76, *President*  
 Sharon S. McDonald '86, *Vice President*  
 Maryanne M. Hammond '69, '72, *Secretary*  
 Mark A. Aucoin '86, *Exec. Committee at Large*  
 Amy L. Peterson '03, *Exec. Committee at Large*

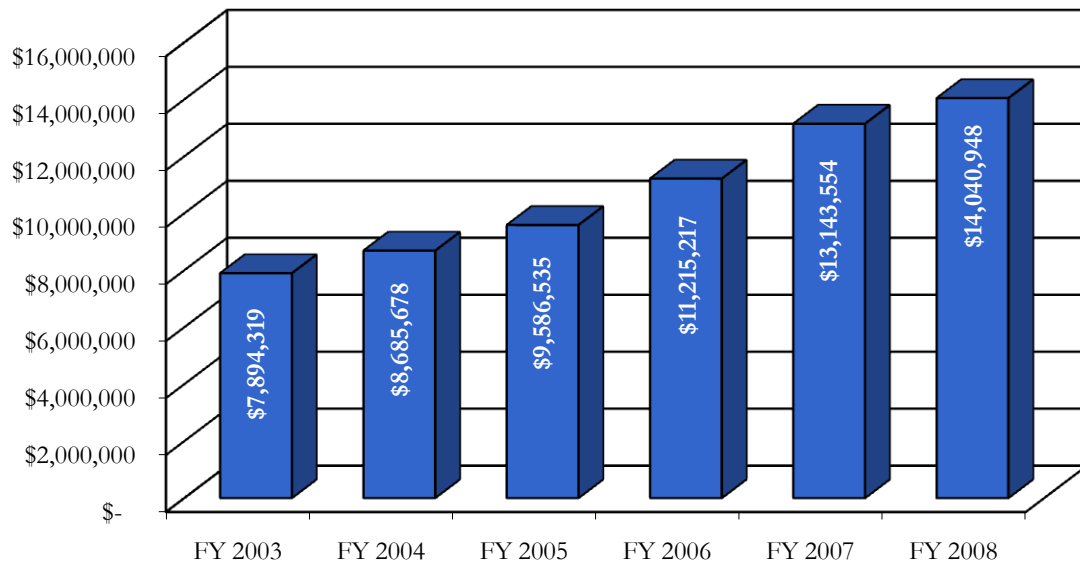
### Directors

Derek Brindisi '99  
 Camilla H. Caffrey  
 Gordie O. Daniels '91  
 Louis E. DiMuzio '91  
 Margaret C. Farrey '54  
 Joshua L. Katz '06  
 Vincent J. Matulaitis '66  
 Catheryn C. McEvoy-Zdonczyk '96  
 Dana J. Murphy '01  
 Reza Namin '82, '85, '88  
 Richard J. Quinlivan '69  
 Maureen Shamgochian '80  
 Nicole E. Valentine  
 Tamara J. Yurkenas '02

Ronald R. Valerio '75, *Alumni Trustee*  
 Laura Kender, *SGA President-Student Representative*

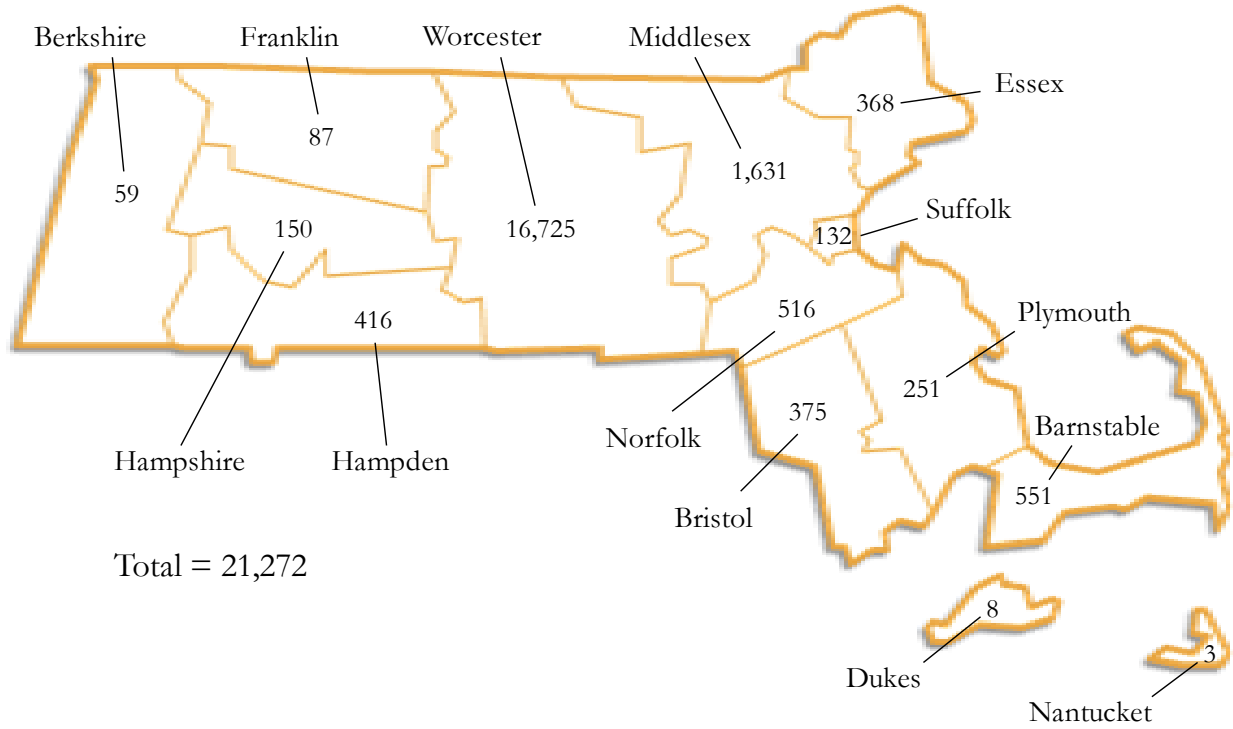
Source: Office of Institutional Advancement

## Total Market Value of Endowment



Source: Office of Institutional Advancement

## Alumni by County of Residence, 2008



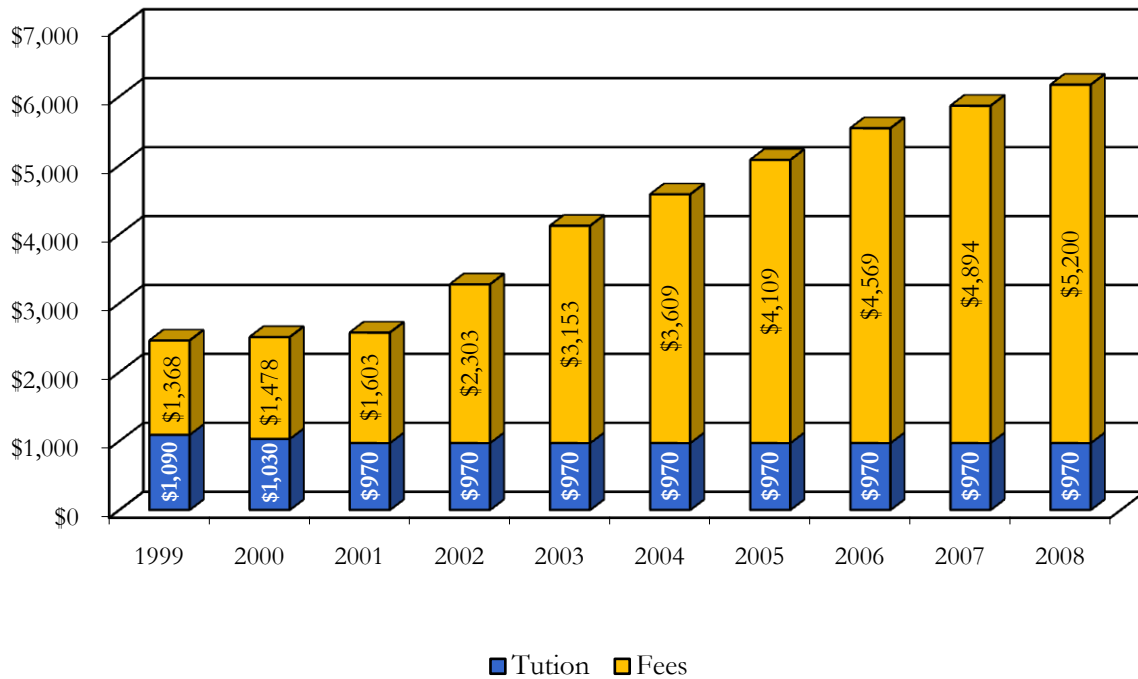
Source: Office of Institutional Advancement



## Financial Information

### Tuition and Fees per Academic Year, Fall 1999-2008

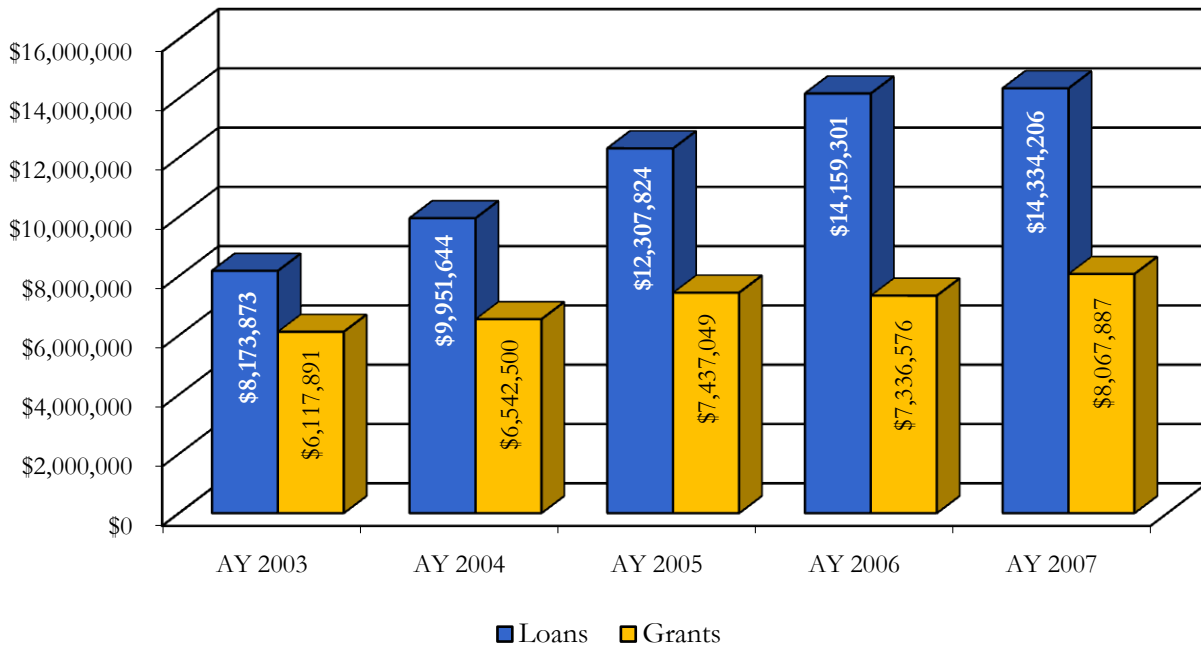
	AY 1999	AY 2000	AY 2001	AY 2002	AY 2003	AY 2004	AY 2005	AY 2006	AY 2007	AY 2008
Tuition	\$1,090	\$1,030	\$970	\$970	\$970	\$970	\$970	\$970	\$970	\$970
Fees	\$1,368	\$1,478	\$1,603	\$2,303	\$3,153	\$3,609	\$4,109	\$4,569	\$4,894	\$5,200
<b>Total</b>	<b>\$2,458</b>	<b>\$2,508</b>	<b>\$2,573</b>	<b>\$3,273</b>	<b>\$4,123</b>	<b>\$4,579</b>	<b>\$5,079</b>	<b>\$5,539</b>	<b>\$5,864</b>	<b>\$6,170</b>



Source: Office of Administration and Finance

## Financial Aid Awards, AY 2003-2007

	AY 2003	AY 2004	AY 2005	AY 2006	AY 2007
Loans	\$8,173,873	\$9,951,644	\$12,307,824	\$14,159,301	\$14,334,206
Grants	\$6,117,891	\$6,542,500	\$7,437,049	\$7,336,576	\$8,067,887
<b>Total</b>	<b>\$14,291,764</b>	<b>\$16,494,144</b>	<b>\$19,744,873</b>	<b>\$21,495,877</b>	<b>\$22,402,093</b>



Source: Office of Financial Aid

## Revenues and Expenditures, FY 2008

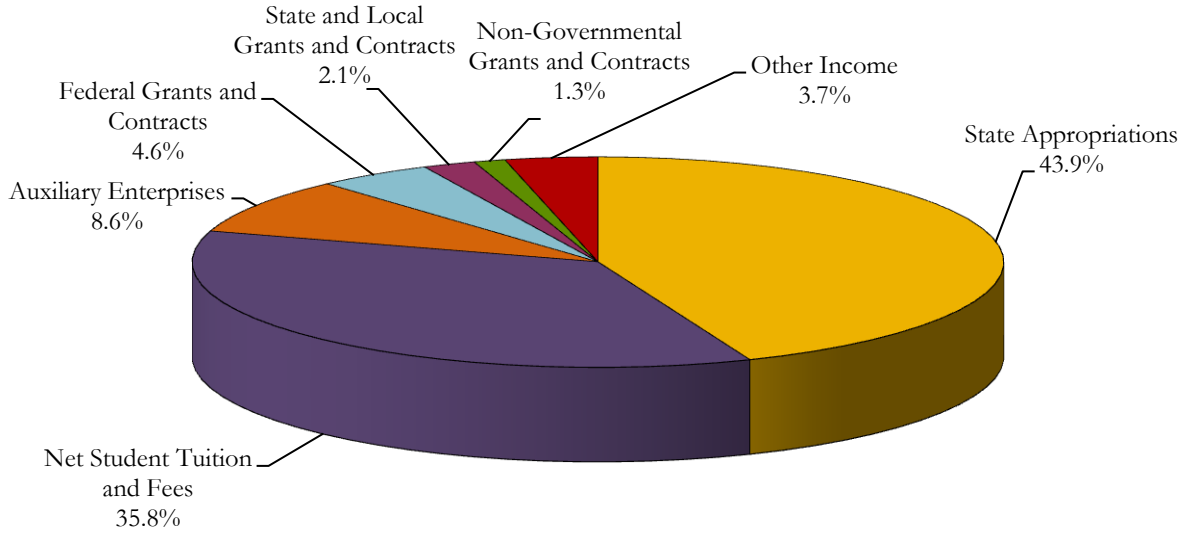
REVENUES	2008	2007	2006
Operating Revenues			
Student Tuition and Fees	\$ 28,246,121	\$ 26,687,982	\$ 25,062,104
Less: Scholarship Discounts and Allowance	3,923,175	3,153,048	3,357,210
Net Student Tuition and Fees	24,322,946	23,534,934	21,704,894
Federal Grants and Contracts	3,132,314	2,531,039	2,464,721
State and Local Grants and Contracts	1,424,140	1,556,975	1,479,720
Non-Governmental Grants and Contracts	850,334	739,041	578,506
Auxiliary Enterprises	5,843,101	5,658,282	5,149,193
Other Operating Revenues	1,102,785	962,260	1,100,079
Total Operating Revenues	<u>\$ 36,675,620</u>	<u>\$ 34,982,531</u>	<u>\$ 32,477,113</u>
EXPENSES			
Operating Expenses			
Instruction	\$ 27,257,287	\$ 24,371,832	\$ 22,037,790
Public Service	469,185	732,331	656,270
Academic Support	5,227,239	4,491,059	5,067,608
Student Services	6,088,357	5,950,965	5,300,637
Institutional Support	8,094,428	7,618,221	8,083,927
Operation and Maintenance of Plant	7,905,309	7,394,699	5,825,935
Scholarship	1,706,639	2,030,857	1,611,288
Depreciation	3,173,045	3,160,270	2,888,774
Debt Service	405,786	575,806	240,751
Auxiliary Enterprises	5,833,430	5,981,812	5,580,436
Total Operating Expenses	<u>\$ 66,160,705</u>	<u>\$ 62,307,852</u>	<u>\$ 57,293,416</u>
Operating Loss	<u>\$ (29,485,085)</u>	<u>\$ (27,325,321)</u>	<u>\$ (24,816,303)</u>
NON-OPERATING REVENUES			
State Appropriations	\$ 29,809,731	\$ 27,465,561	\$ 25,418,199
Interest and Investment Income	1,065,537	1,006,920	572,087
Other Non-Operating Revenues (Expenses)	337,852	394,279	142,491
Net Non-Operating Revenues	<u>\$ 31,213,120</u>	<u>\$ 28,866,760</u>	<u>\$ 26,132,777</u>
Income before other Revenues, Expenses, Gains or Losses	\$ 1,728,035	\$ 1,541,439	\$ 1,316,474
Capital Appropriations	3,156,280	958,732	1,171,321
Increase in Net Assets	4,884,315	2,500,171	2,487,795
NET ASSETS			
Beginning of Year	<u>\$ 56,671,117</u>	<u>\$ 55,170,946</u>	<u>\$ 52,683,151</u>
End of Year	<u>\$ 62,555,432</u>	<u>\$ 57,671,117</u>	<u>\$ 55,170,946</u>

Source: Financial Statements year ended June 30, 2008, 2007, and 2006 and Independent Auditor's Report

### Fund Revenues by Source – FY 2008

#### REVENUES – Fiscal Year 2008

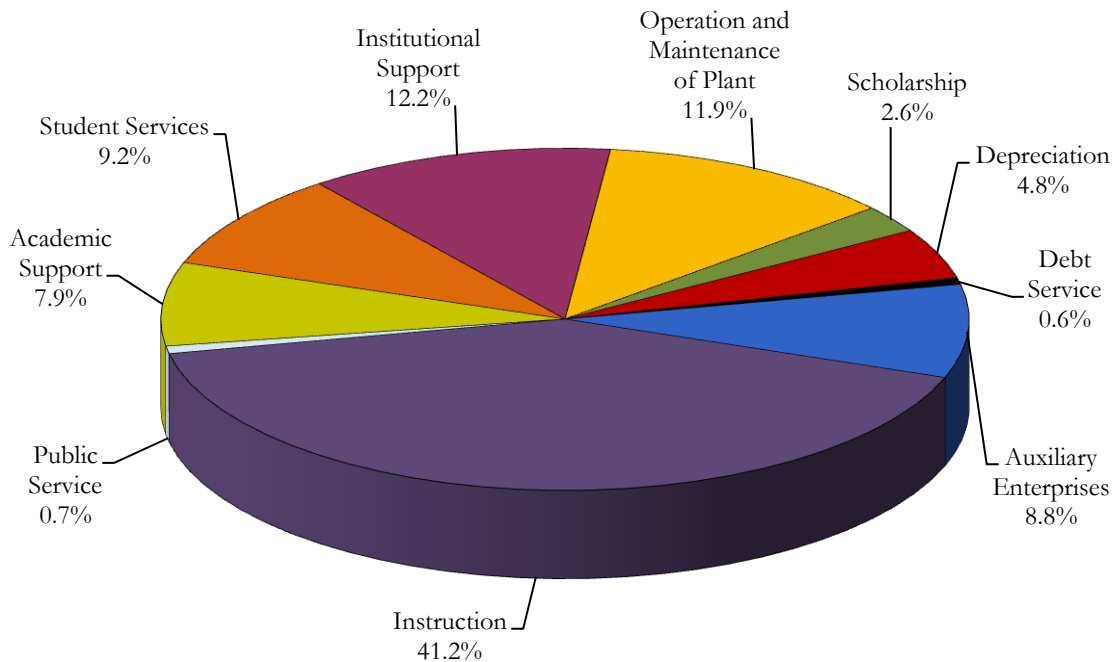
Total = \$67,888,740



### Fund Expenditures by Functions – FY 2008

#### EXPENSES – Fiscal Year 2008

Total = \$66,160,705



Source: Financial Statements year ended June 30, 2008, 2007, and 2006 and Independent Auditor's Report





**Office of Institutional Research**

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