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# FACT BOOK 2010



Front Page Photo: Lake Ellie by Erika Sidor

# Fact Book 2010



**Office of Institutional Research  
Worcester State University  
486 Chandler Street  
Worcester, Massachusetts 01602-2597  
508-929-8121**

Prepared by:  
Kristina Rearick, Ed.D., Database Coordinator/Research Analyst

Kenneth Smith, Director of Institutional Research

*Worcester State University 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 University



It is my pleasure to note that the college you have always trusted has now become a university. The Governor and Legislature established university status for Worcester State University, and its eight sister state institutions, in October.

WSU qualifies for university status according to the classification of institutions of higher education established by the Carnegie Foundation for the Advancement of Teaching. The Carnegie Foundation recognizes different types of universities. While there are research universities, such as the University of Massachusetts, there are also regional master's level universities, defined as, "generally including institutions that award at least 50 masters degrees and fewer than 20 doctoral degrees per year." Worcester State University falls into this category and is proud to have been offering master's degrees to our students for decades. Our graduate programs

in education, nursing, biotechnology, business and many other programs provide the educational tools our students need to achieve their goals.

Despite the many changes in our long history, our mission remains the same: to enrich the lives of our students through excellence in education. The world is not the same today as it was in 1874 when we were founded, and it is fitting that we embrace our new university status and everything it has to offer our students, alumni and the region.

The importance of this Fact Book and our reliance on hard data to drive our decision-making process remains as crucial today as it has always been.

I do hope this resource will prove valuable to you and I encourage you to contact the Office of Institutional Research with any questions you may have.

Sincerely,  
Janelle Ashley  
President

## Board and Administration

### Board of Trustees

John P. Brissette '88, *Chair*  
George H. Albro '65, M.S. '68, *Vice Chair*  
Ronald R. Valerio '75, *Vice Chair*  
Craig L. Blais  
Stephen J. Bostic '77, M.E.d. '86  
Abigail J. Chmielecki '12

Isabel Gonzalez-Webster  
Terence J. Shanley  
Shirley A. Steele '59, M.S. '63  
George W. Tetler III  
Robert L. Thomas

### Standing Committees 2010-2011

#### Academic/Student Development:

Ron Valerio, *Chair*  
Abigail Chmielecki  
Terence Shanley  
Robert Thomas

#### Planning and Development:

Stephen Bostic, *Chair*  
Abigail Chmielecki  
Terence Shanley  
Shirley Steele  
Ronald Valerio

#### Finance and Facilities:

George Tetler, *Chair*  
George Albro  
Craig Blais  
Shirley Steele

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

#### Human Resources:

George Albro, *Chair*  
Craig Blais  
Isabel Gonzalez



## **Campus Administration**

Janelle C. Ashley, *President*  
 Charles Cullum, *Provost/VP, Academic Affairs*  
 Sibyl M. Brownlee, *VP, Student Affairs*  
 Kathleen M. Eichelroth, *VP, Administration and Finance*  
 Thomas M. McNamara, *VP, Institutional Advancement*  
 Donald W. Vescio, *VP, Information Technologies*  
 Lori J. Dawson, *Interim Assoc. VP, Assessment & Planning*  
 Julie Kazarian, *Assoc. VP/Student Affairs, Dean of Students*  
 Robin J. Quill, *Assoc. VP, Administration and Finance*  
 Maureen D. Shamgochian, *Associate VP, Academic Affairs*  
 William H. White, *Assoc. VP & Dean, Graduate and Continuing Education*  
 Lea Ann Scales, *Asst. VP, Public Relations and Marketing*  
 Judith A. St. Amand, *Executive Assistant to the President*  
 Roberta Kyle, *Associate Dean, Graduate & Continuing Education*  
 Adrian Gage, *Assistant Dean, Student Affairs/Director of Residence Life*  
 Sara Grady, *Assistant Dean, Graduate & Continuing Education*  
 Timothy J. Sullivan, *Assistant Dean, Student Affairs and Director, Student Activities*

Marcella Uribe-Jennings, *Assistant Dean/Director, Office of Multicultural Affairs*  
 Mary Jo Marion, *Executive Director, Latino Educational Institute*  
 Beth Axelson, *Director, Admissions*  
 Lynn E. Bromley, *Director, Payroll/Benefits*  
 Julie A. Chaffee, *Director, Registrar*  
 Susan E. Chapman, *Director, Athletics*  
 Marcia J. Eagleson, *Director, Career Services*  
 Tara Hancock, *Director of Alumni Affairs*  
 Donald D. Hochstetler, *Director, Library*  
 William Hosmer, *Director, Center for Effective Instruction*  
 Jayne A. McGinn, *Director, Financial Aid*  
 Raja Mukherjee, *Director, Advancement Services*  
 Laura A. Murphy, *Director, Counseling Services*  
 Rosemary F. Naughton, *Chief of University Police*  
 Sandra K. Olson, *Director, Facilities*  
 Katey Palumbo, *Interim Director, International Programs*  
 Susan Seibel, *Director, Intensive English Language Institute*  
 Michael Sidoti, *Director, Disability Services*  
 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*

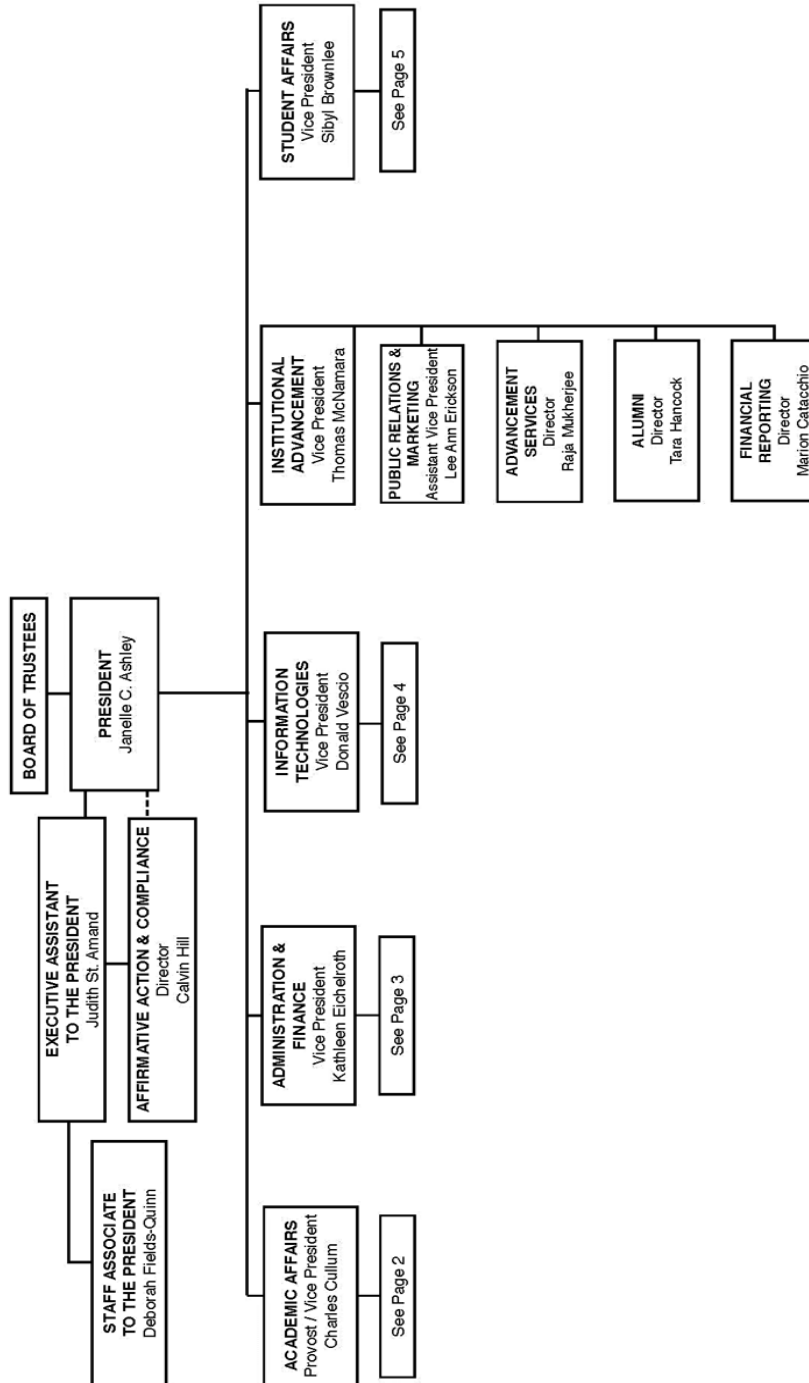
Note: President Ashley is an ex-officio non-voting member of each committee.

## Department Chairs, Fall 2010

<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 Sciences & Disorders	Chair
Don Bullens	Communication	Chair
Karl Wurst	Computer Science	Chair
Robert Brooks	Criminal Justice	Chair
Raynold Lewis	Education	Chair
Helena Semerjian	Health Sciences	Chair
Frank Minasian	History & Political Science	Chair
Dennis Quinn	English	Chair
Richard Bisk	Mathematics	Chair
Andrea Wallen	Nursing	Chair
Joanne Gallagher	Occupational Therapy	Chair
Henry Theriault	Philosophy	Chair
Patricia Benjamin	Physical and Earth Science	Chair
Emily Soltano	Psychology	Chair
Matthew Johnsen	Sociology	Chair
Steven Corey	Urban Studies	Chair
Michael Hachey	Visual & Performing Arts	Chair
Patricia Marshall	World Languages	Chair

# Organizational Chart

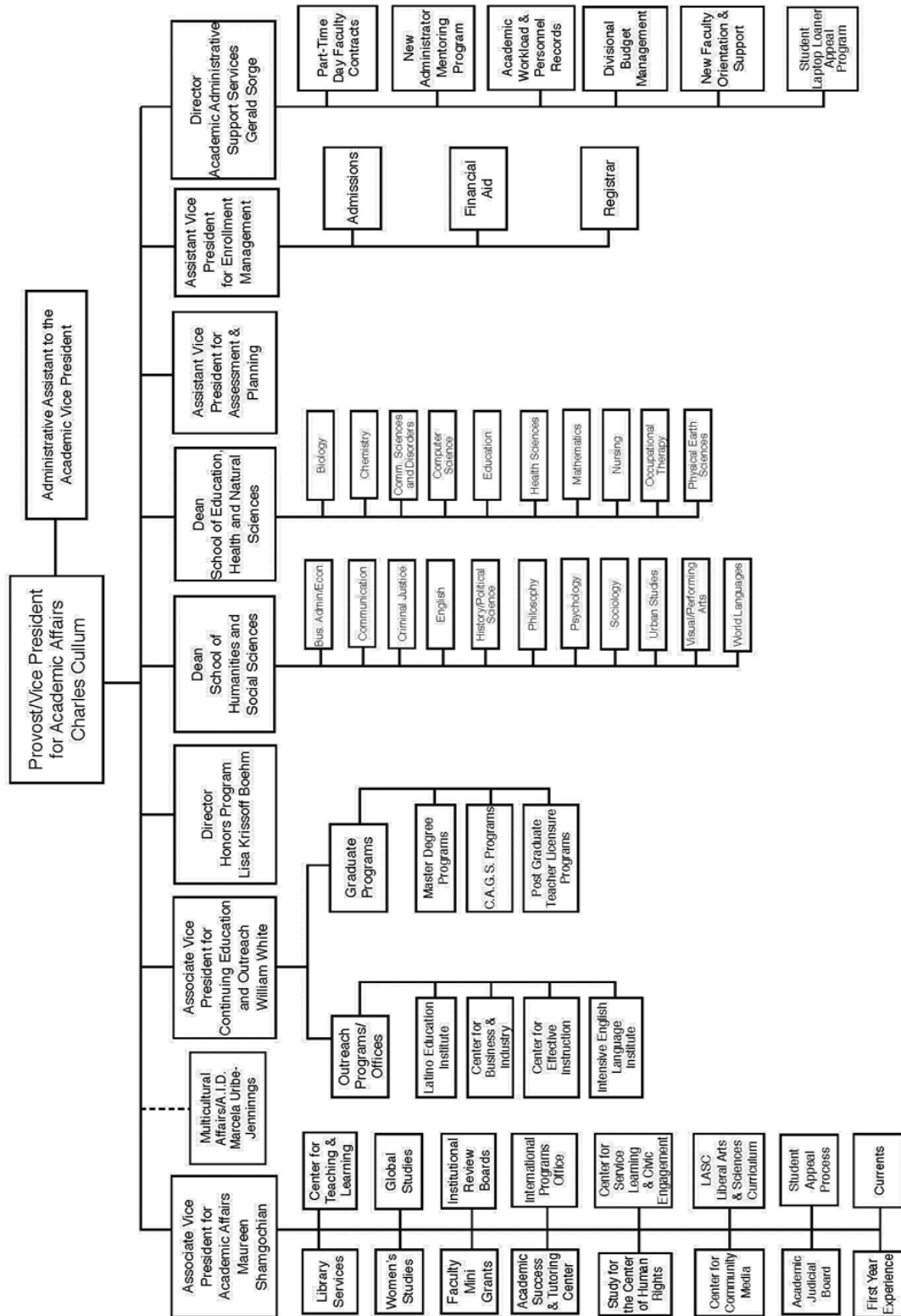
## WORCESTER STATE TABLE OF ORGANIZATION



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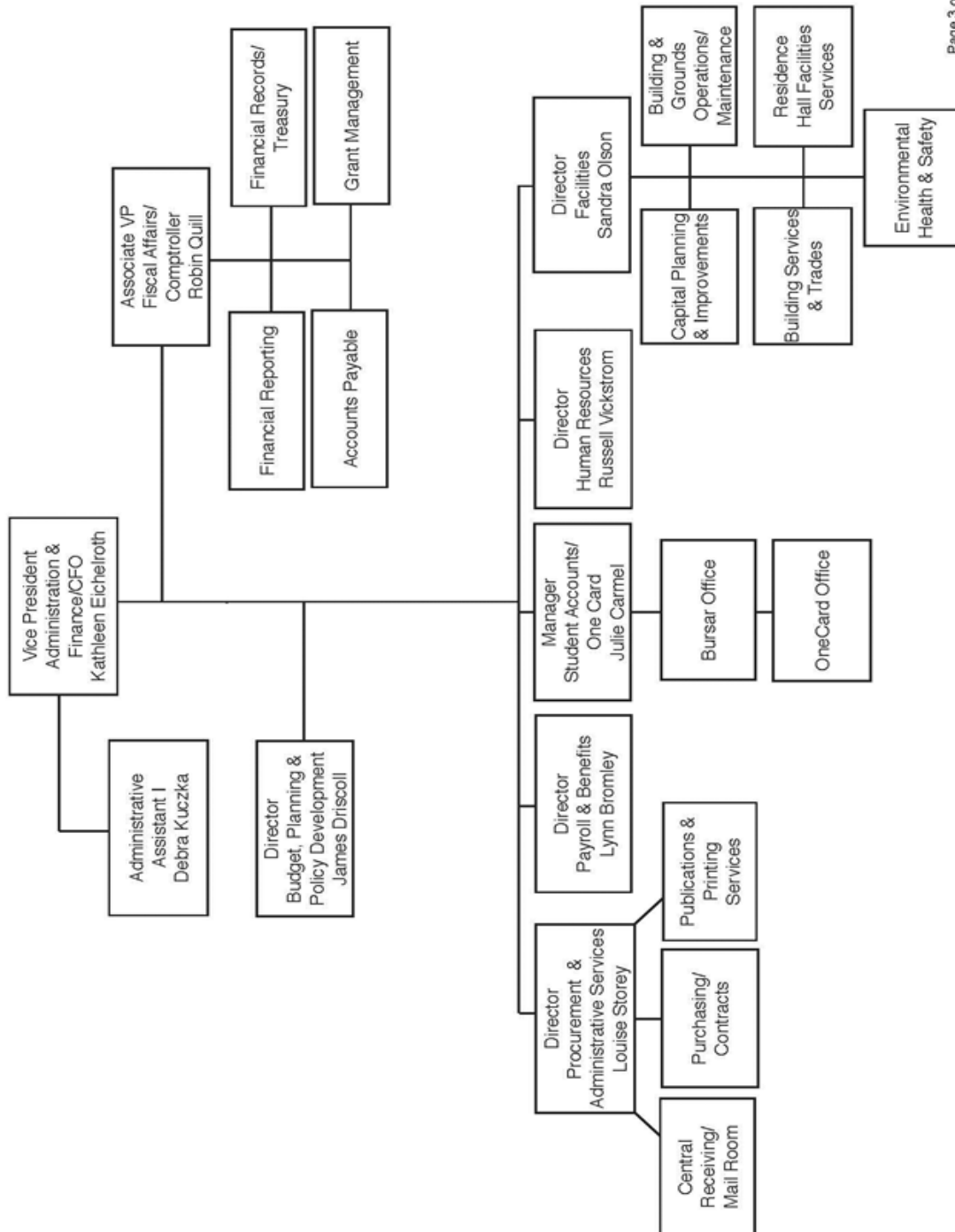
## Division of Academic Affairs



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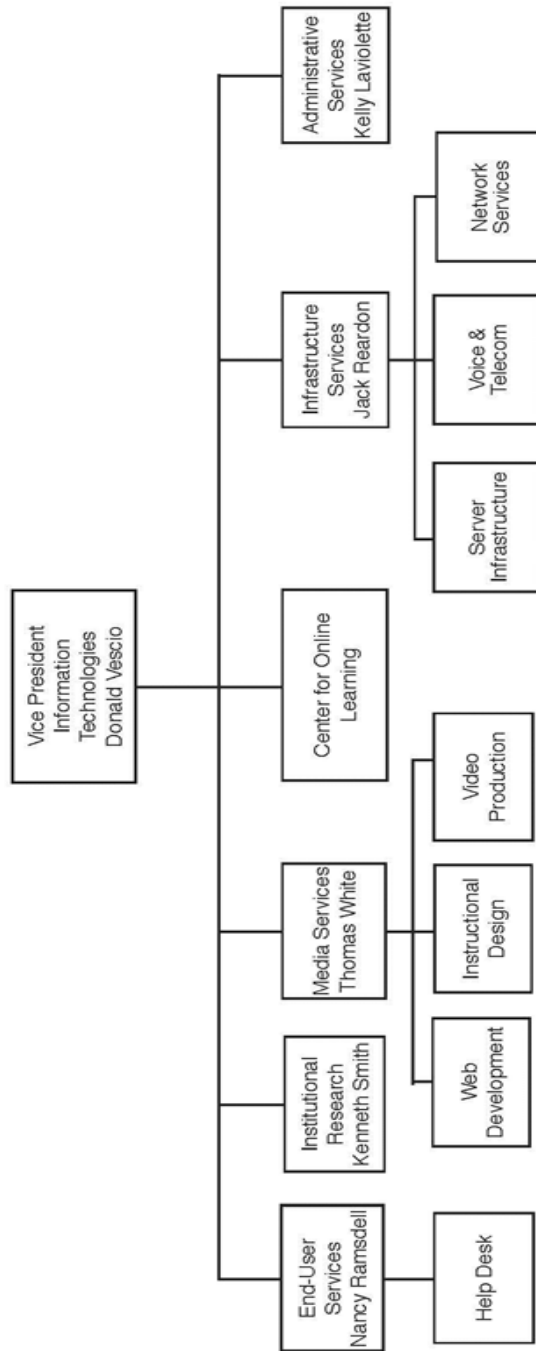
## Division of Administration and Finance



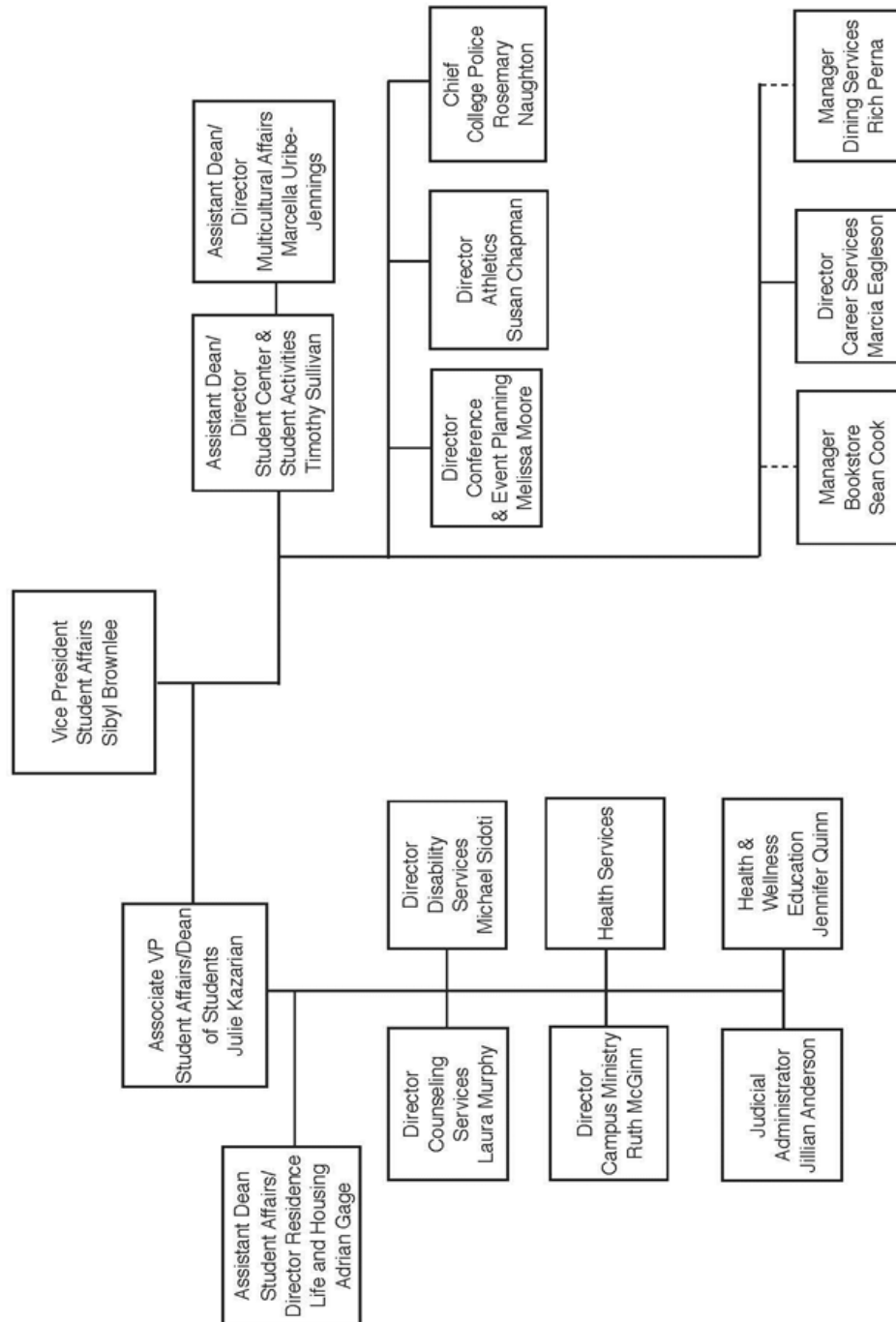
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Source: Printing & Publications

## Division of Information Technologies



## Division of Student Affairs



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## General Information

### Worcester State University *SNAPSHOT*, Fall 2010

#### STUDENT PROFILE

##### *Fall Enrollment 2010:*

Undergraduate Full-Time	3,627
Undergraduate Part-Time	1,203
Graduate Full-Time	175
Graduate Part-Time	703
Total Headcount	5,708

##### *Student Characteristics:*

Women (Undergraduate)	59%
Men (Undergraduate)	41%
Out of State	2.6%
International (22 Countries)	1.1%
ALANA <sup>1</sup> Students	15.8%
Residential Students <sup>2</sup>	33%
Average Age (Undergraduate)	23.5
Average HSGPA	3.06
Average SAT Score	1016
Retention (Fall 2009, 1 <sup>st</sup> year)	75%
Graduation (2004, 6 <sup>th</sup> year)	45%

##### *First-time Freshmen Admissions:*

Applied	3,916
Accepted	2,534
Accepted & Enrolled	815

##### *Transfer Admissions:*

Applied	980
Accepted	812
Accepted & Enrolled	494

#### FINANCES

##### *Cost of Attendance:*

Undergraduate Tuition	\$970
Undergraduate Fees	\$6,185
Room and Board (Average)	\$9,658

##### *Revenues (2009-2010):*

State Appropriation	\$21,428,433
Tuition and Fees-Net	\$26,764,138
Other Sources	\$18,983,261
Total Revenues	\$67,175,832

##### *Student Financial Aid (2009-2010):*

Students Receiving FAID	3,416
Average Size of Award	\$8,567
Students on WSC Scholarships	1,064

<i>Market Value of Funds under Mgmt:</i>	\$12,645,987
<i>Endowment:</i>	\$ 9,604,303

#### FACULTY-STAFF PROFILE

##### *Faculty:*

Full-Time (includes Librarians)	185
Part-Time Faculty	231
Full-Time Faculty with PhD/T Degree	144
Student to Faculty Ratio <sup>3</sup>	17 : 1

##### *Staff: (Full-time)*

Association of Professional Adm.	106
AFSCME	152
Non Unit Professionals	32

#### ACADEMICS

##### *Academic Programs:*

Undergraduate Majors	25
Undergraduate Minors	34
Graduate Programs	24
Study Abroad Programs	21

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

Business Administration	803
Psychology	398
Criminal Justice	371
Nursing	265
Biology	259

<i>Average Undergraduate Class Size</i>	18
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##### *Degrees Conferred (2009-2010):*

Baccalaureate's	768
Post Bachelor's Certificates	145
Master's	186
Certificate of Advanced Graduate Study	9
Total Degrees Conferred	1,108

#### STUDENT LIFE

Student Organizations and Clubs	33
Honor Societies	17

##### *Intercollegiate Sports:*

Men	10
Women	10

#### ALUMNI<sup>4</sup>

<i>Total Alumni</i>	33,205
Alumni Living in MA	22,183
Alumni in Worcester County	16,931
Alumni in the City of Worcester	5,014

<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> FTE Students Taught/FTE Faculty

<sup>4</sup> Includes both Undergraduate and Graduate Degree Recipients

## Brief History of WSU

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.
1932	The Normal School became Worcester State Teachers College (WSTC).
1941	WSTC 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 in Business Administration and established 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 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 Kalyan 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 generated a record amount of funding from private sources and increased the number of donors to the highest level in the College's history.
2004	The new six-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.
2009	The College introduced a new major in Interdisciplinary Visual & Performing Arts, and formed an alliance with the Worcester Center for Crafts to enhance studio space for students. The newly renovated Administration Building also opened, with a first-floor student mall to streamline services for students.
2010	The Massachusetts Legislature voted to grant university status to all Massachusetts state colleges. The old Worcester Normal School had officially evolved into Worcester State University.

## Core Values

Worcester State University 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 University 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 University, 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 university addresses the intellectual and career needs of the increasingly diverse citizenry of central Massachusetts.

Worcester State University 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 university 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 2010–FY 2014

**RETENTION:** Develop diverse program offerings to meet the needs of a changing student population.

*A continued decline in the population of traditional college age students will require changes in student recruitment efforts and student services in order to attract and retain a greater share of this declining market and/or new market segments.*

**ACADEMICS:** Promote greater flexibility to address the changing needs of teaching and scholarship.

*The changing needs of students, employers, the Commonwealth, and faculty as well as increasing global challenges will necessitate shifts in academic offerings and in the way in which academics are taught and supported.*

**ASSESSMENT:** Develop a culture of assessment that informs all aspects of the College's business operations and academic offerings.

*The state government and general public will increasingly demand evidence of educational impact and cost efficiency as justification for public financing.*

**INFRASTRUCTURE:** Modernize existing facilities and prioritize sustainability in infrastructure development.

*Despite resource constraints, substantial ongoing support of facility, technology initiatives, and communication processes will be necessary to expand the quality of learning and meet the needs and expectations of students, faculty, and staff.*

**FISCAL:** Continue to deliver quality academic programming, while maintaining the fiscal health of the University.

*The University will experience continued and potentially increasing financial constraints in the foreseeable future. WSU must increase its capacity to generate resources that will allow it to pursue strategic, transformational goals.*

**COMMUNICATION:** Develop efficient and effective communications processes to promote the University and to foster greater collaboration on campus.

*The University will reinforce its reputation for excellence by raising awareness of its outstanding academic programs and innovative community service initiatives.*

Source: 2010 President's Annual Report

## 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 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.

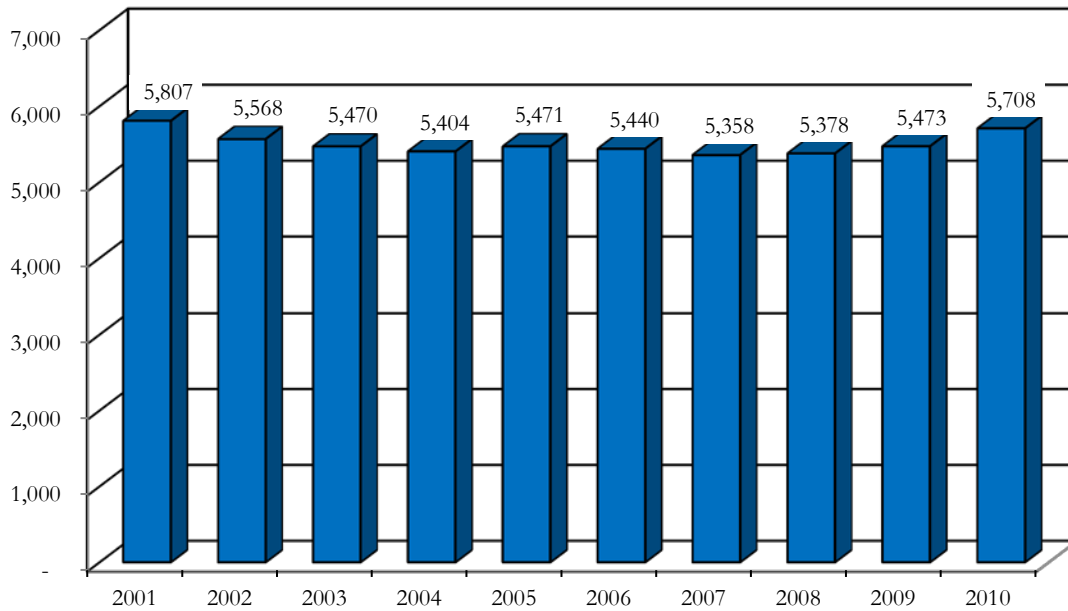
Worcester State University was named the “Best College in Worcester County” in Worcester Magazine’s Readers Poll six out of the past nine years. The Princeton Review also designated the College a 2007 “America’s Best Value College” and a “Best Northeastern College” from 2004-2010. Worcester State is the only Massachusetts State College named a Best Northeastern College by the Princeton Review for 7 years.





## Student Profile

### Longitudinal Enrollment, Fall 2001 – Fall 2010



Source: IR Official DHE Fall Files

## Students by Country of Residence, Fall 2010

<i>Country</i>	<i>Undergraduate</i>	<i>Graduate</i>	<i>Total</i>
Albania	7	1	8
Bangladesh	0	1	1
Brazil	1	0	1
Canada	2	1	3
China	18	5	23
Colombia	1	0	1
Cuba	0	1	1
Ghana	1	0	1
India	1	0	1
Ivory Coast	1	0	1
Jamaica	0	2	2
Kenya	2	1	3
Korea, Republic of	2	0	2
Moldova, Republic of	1	0	1
Mexico	1	0	1
Nepal	1	0	1
Pakistan	1	0	1
Peru	1	0	1
Poland	1	0	1
Romania	1	0	1
Spain	1	0	1
Sweden	0	1	1
Syrian Arab Republic	1	0	1
United States	4,777	865	5,642
Venezuela	1	0	1
Vietnam	6	0	6
Zambia	1	0	1
<b>Total</b>	<b>4,830</b>	<b>878</b>	<b>5,708</b>

Source: IR Official DHE Fall Files

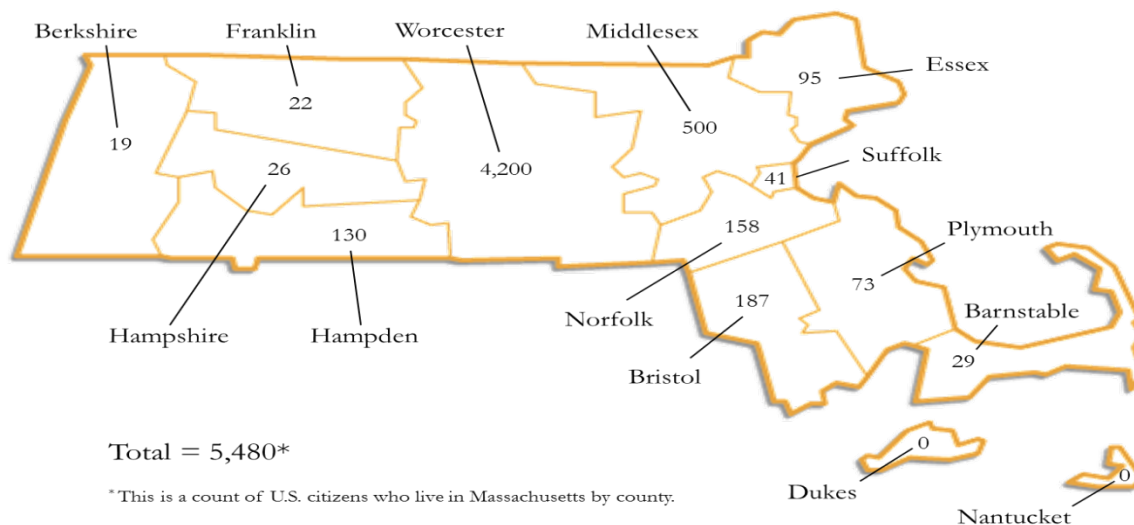


## Students by State of Residence, Fall 2010

<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	0	0	0	1	0	1	1
California	1	0	1	0	1	1	2
Colorado	1	0	1	0	0	0	1
Connecticut	24	24	48	2	9	11	59
Florida	1	1	2	0	0	0	2
Idaho	1	0	1	0	0	0	1
Indiana	1	0	1	0	0	0	1
Maine	1	3	4	1	0	1	5
Maryland	0	0	0	1	0	1	1
<b>Massachusetts</b>	<b>1,870</b>	<b>2,786</b>	<b>4,656</b>	<b>184</b>	<b>640</b>	<b>824</b>	<b>5,480</b>
Michigan	1	0	1	0	0	0	1
New Hampshire	5	15	20	2	3	5	25
New Jersey	4	0	4	0	0	0	4
New York	8	2	10	0	2	2	12
Oregon	0	1	1	0	0	0	1
Pennsylvania	6	0	6	0	0	0	6
Rhode Island	6	10	16	2	17	19	35
Texas	2	0	2	0	0	0	2
Vermont	4	1	5	0	0	0	5
Non-US Citizen	24	27	51	7	6	13	64
<b>Total</b>	<b>1,960</b>	<b>2,870</b>	<b>4,830</b>	<b>200</b>	<b>678</b>	<b>878</b>	<b>5,708</b>

Source: IR Official DHE Fall Files

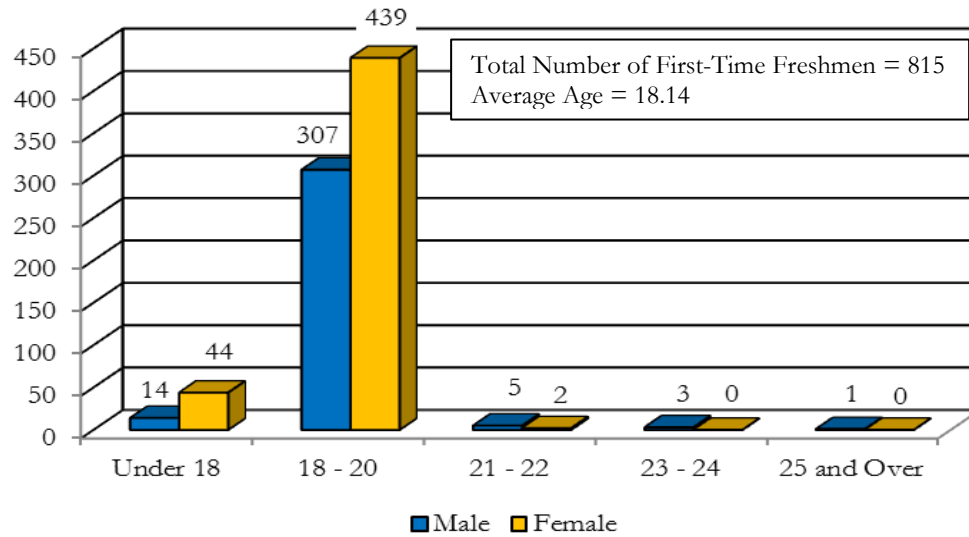
## Students by Massachusetts County of Residence, Fall 2010



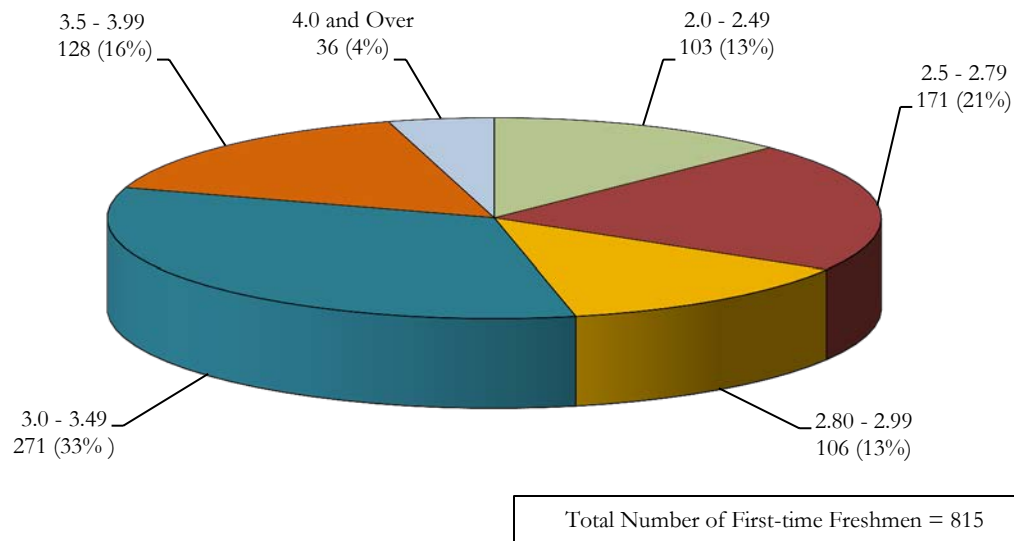
<i>County</i>	<i>Undergraduate</i>	<i>Graduate</i>	<i>Total</i>
Barnstable	22	7	29
Berkshire	17	2	19
Bristol	149	38	187
Essex	86	9	95
Franklin	20	2	22
Hampden	112	18	130
Hampshire	20	6	26
Middlesex	417	83	500
Norfolk	126	32	158
Plymouth	67	6	73
Suffolk	28	13	41
Worcester	3,592	608	4,200
<b>Total</b>	<b>4,656</b>	<b>824</b>	<b>5,480</b>

Source: IR Official DHE Fall Files

## Age of Degree-seeking, First-time Freshmen, Fall 2010



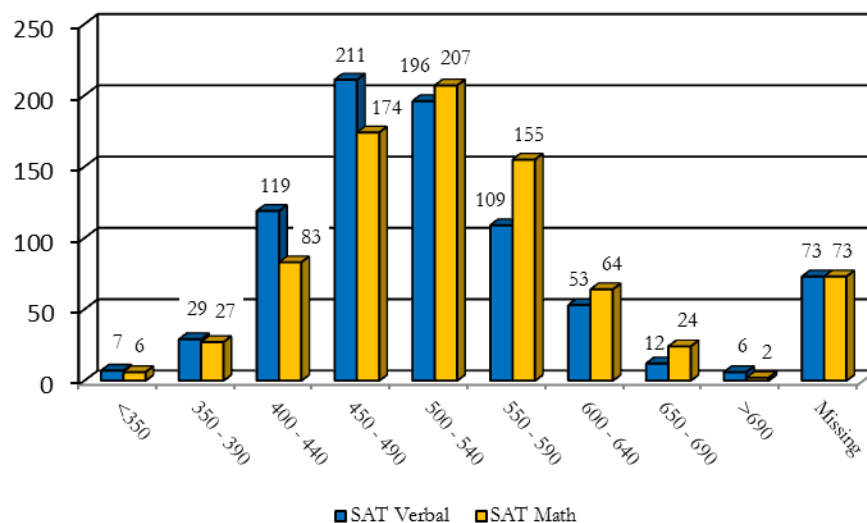
## High School GPA of Degree-seeking, First-time Freshmen, Fall 2010



Source: IR Official DHE Fall Files

## SAT Scores of Degree-seeking, First-time Freshmen, Fall 2010

Score Range	SAT Verbal			SAT Math		
	Male	Female	Total	Male	Female	Total
<350	4	3	7	2	4	6
350 - 390	14	15	29	10	17	27
400 - 440	45	74	119	28	55	83
450 - 490	88	123	211	63	111	174
500 - 540	76	120	196	76	131	207
550 - 590	45	64	109	78	77	155
600 - 640	23	30	53	28	36	64
650 - 690	3	9	12	14	10	24
>690	2	4	6	1	1	2
Missing	30	43	73	30	43	73
<b>Total</b>	<b>330</b>	<b>485</b>	<b>815</b>	<b>330</b>	<b>485</b>	<b>815</b>

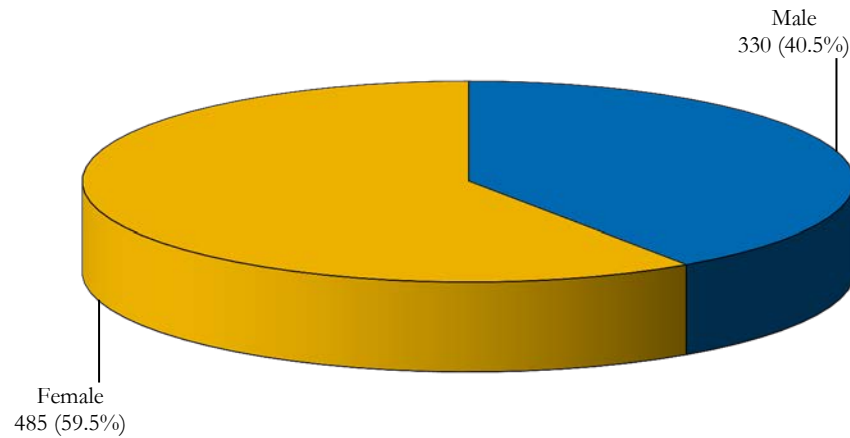


## Average Combined SAT Scores, Fall 2010

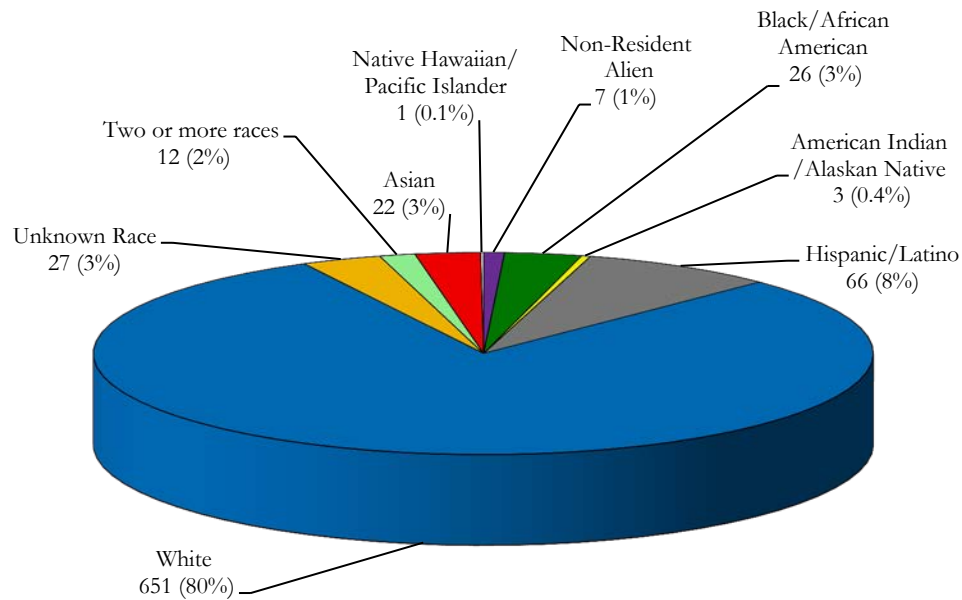
Male 1022.8      Female 1011.0      Total 1015.8

Source: IR Official DHE Fall Files

## Gender and Ethnicity of Degree-seeking, First-time Freshmen, Fall 2010



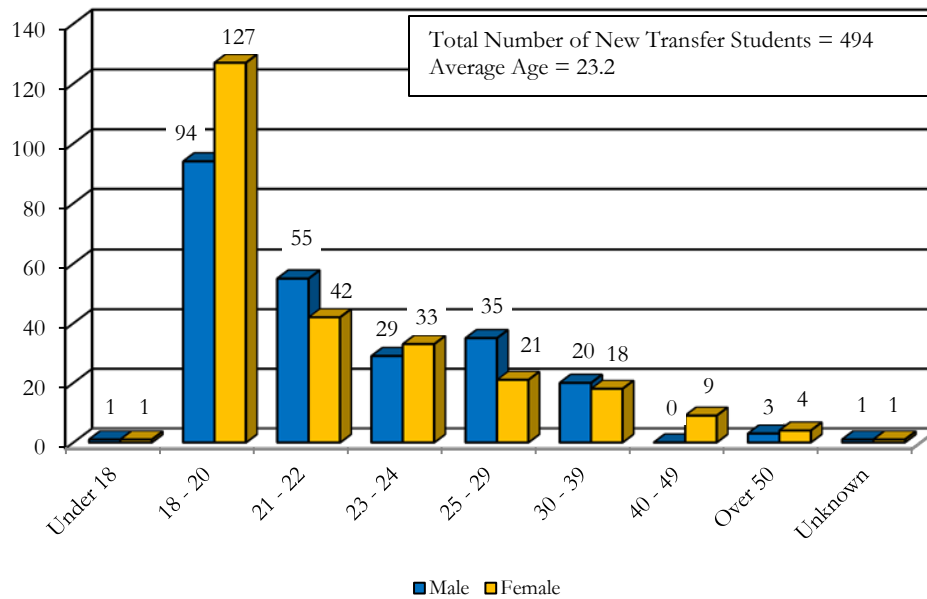
Total Number of First-time Freshmen = 815



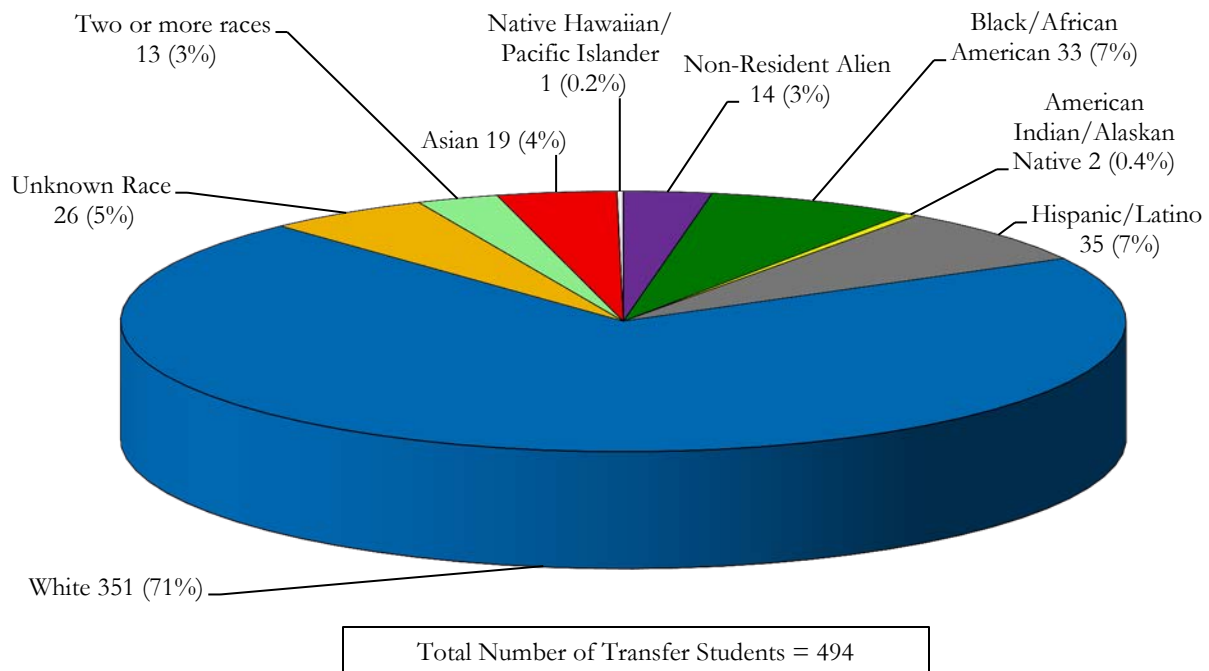
Total Number of First-time Freshmen = 815

Source: IR Official DHE Fall Files

## Age of New Degree-seeking, Transfer Students, Fall 2010



## Ethnicity of New Degree-seeking, Transfer Students, Fall 2010



Source: IR Official DHE Fall Files

## Transfer Institutions, Fall 2010

<i>Institution*</i>	<i># of Students</i>
Quinsigamond Community College	155
Westfield State College	24
Mount Wachusett Community College	15
University of Massachusetts at Amherst	15
Anna Maria College	13
University of Massachusetts at Dartmouth	12
Bridgewater State College	9
Framingham State College	8
Assumption College	7
Becker College	7
<b>Total</b>	<b>265</b>

\* Institutions contributing approximately 54% of the transfer students

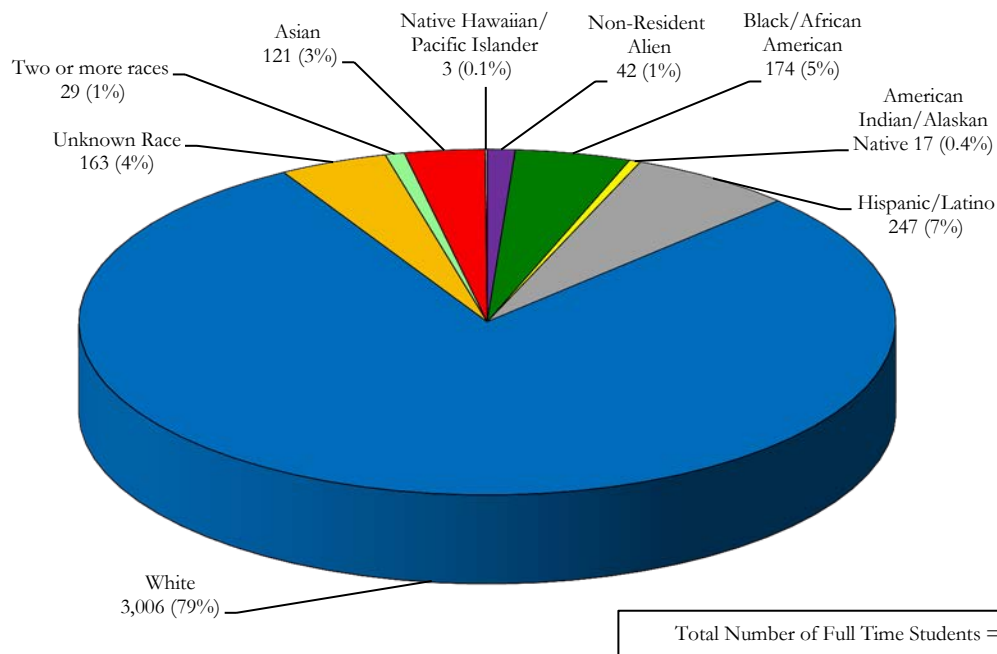
## Majors of New Degree-seeking, Transfer Students, Fall 2010

<i>Major</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Biology	4	26	30
Biotechnology	9	4	13
Business Administration	56	39	95
Chemistry	10	6	16
Communication	17	10	27
Communication Sciences & Disorders	0	19	19
Community Health	4	7	11
Computer Science	14	1	15
Criminal Justice	45	16	61
Early Childhood Education	2	8	10
Economics	1	2	3
Elementary Education	0	14	14
English	10	15	25
Geography	5	0	5
Health Education	5	10	15
History	16	8	24
Mathematics	2	6	8
Natural Science	5	4	9
Nursing (Track 1)	1	0	1
Nursing (Track 2)	1	5	6
Occupational Studies	0	0	0
Psychology	8	33	41
Sociology	1	4	5
Spanish	1	1	2
Urban Studies	2	1	3
Undeclared	17	12	29
Visual & Performing Arts	2	5	7
<b>Total</b>	<b>238</b>	<b>256</b>	<b>494</b>

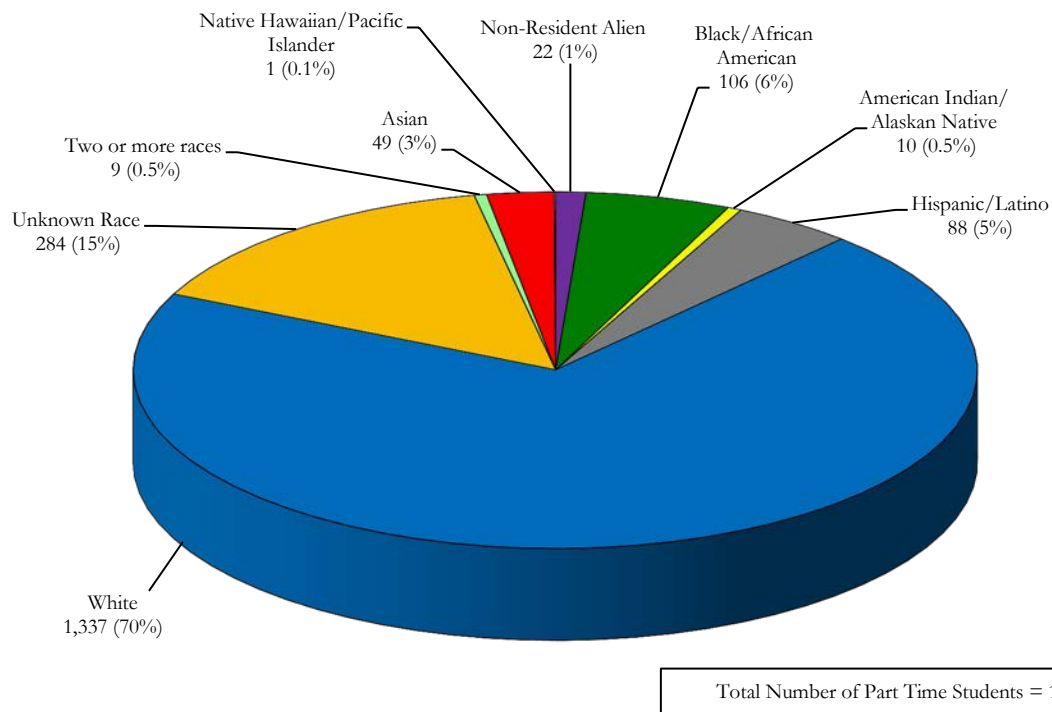
Source: IR Official DHE Fall Files



## Ethnicity of Full-time Students, Fall 2010

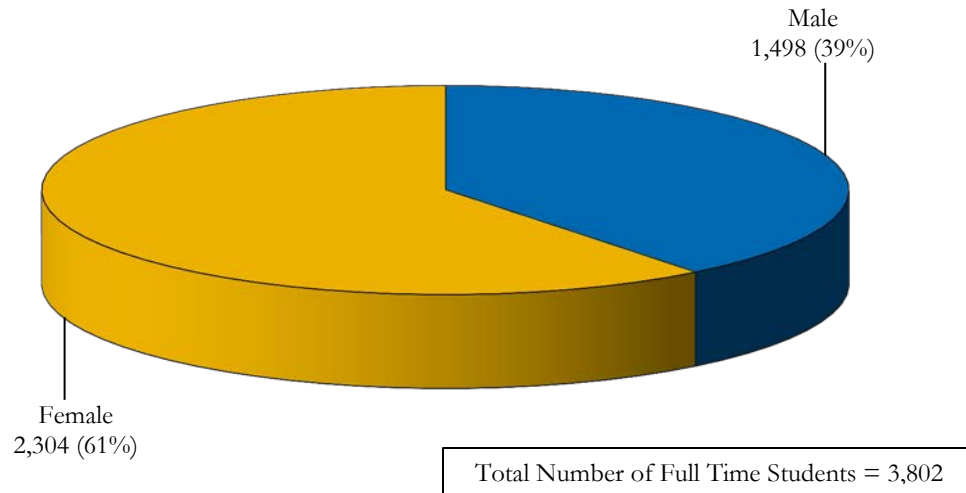


## Ethnicity of Part-time Students, Fall 2010

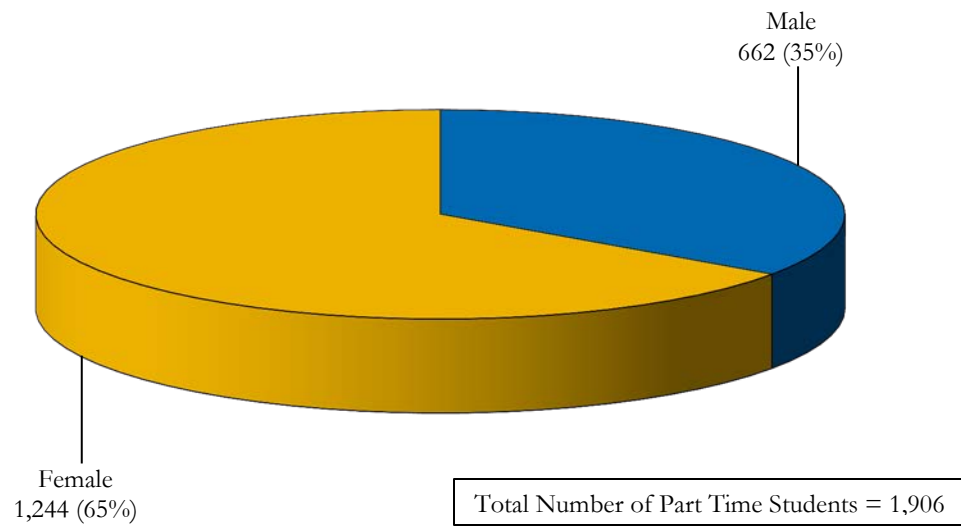


Source: IR Official DHE Fall Files

## Gender of Full-time Students, Fall 2010

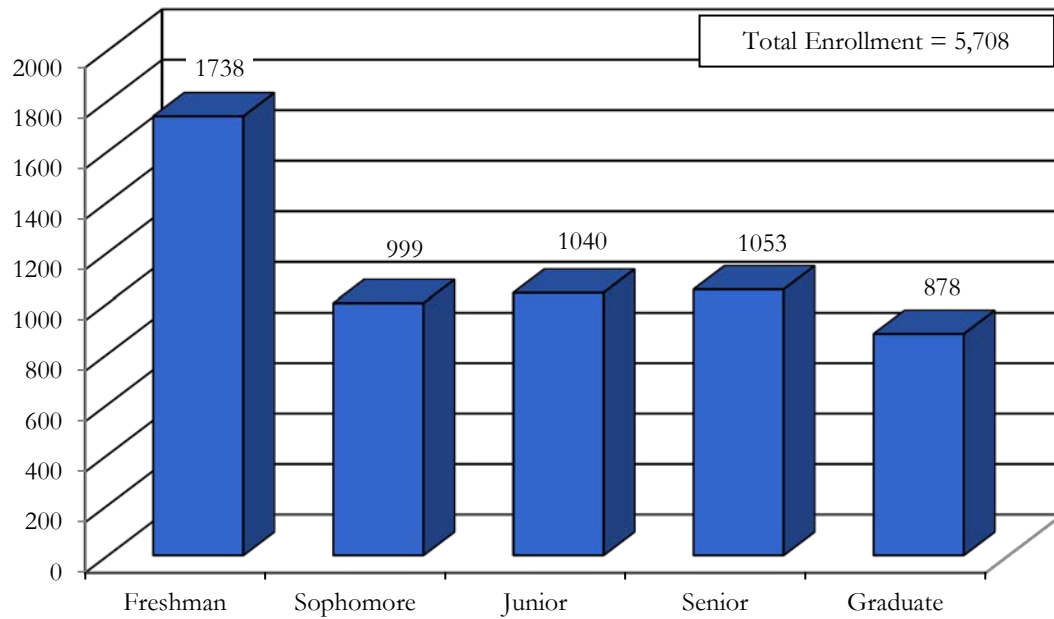


## Gender of Part-time Students, Fall 2010



Source: IR Official DHE Fall Files

## Total Enrollment by Student Classification, Fall 2010



Source: IR Official DHE Fall Files

## On-Campus Housing by State of Residence and Class, Fall 2010

<i>Class</i>	<i>Residence</i>	<i>Total</i>
Freshman	California	1
	Connecticut	13
	Idaho	1
	Maine	2
	Massachusetts	621
	New Hampshire	5
	New Jersey	1
	New York	2
	Pennsylvania	1
	Rhode Island	3
	Non-Resident Alien	1
<b>Total</b>		<b>651</b>
Sophomore	Connecticut	5
	Massachusetts	265
	Michigan	1
	New Hampshire	1
	New Jersey	1
	Vermont	1
<b>Total</b>		<b>274</b>
Junior	Connecticut	2
	Massachusetts	147
	New Hampshire	2
	New Jersey	1
	New York	3
	Pennsylvania	2
	Rhode Island	1
	Vermont	2
<b>Total</b>		<b>160</b>
Senior	Massachusetts	93
	New Hampshire	2
	New York	1
	Rhode Island	1
<b>Total</b>		<b>97</b>
<b>Grand Total</b>		<b>1,182</b>

Source: IR Official DHE Fall Files

## Instructional Programs

### Student Enrollment by Major and Student Classification, Fall 2010

<i>Major<sup>1</sup></i>	<i>Student Classification</i>		<i>Total</i>
	<i>Undergraduate</i>	<i>Graduate</i>	
Biology	265	N/A	265
Biotechnology	67	30	97
Business Administration	803	N/A	803
Chemistry	132	N/A	132
Communication	218	N/A	218
Communication Sciences & Disorders	164	N/A	164
Community Health	77	N/A	77
Computer Science	125	N/A	125
Criminal Justice	371	N/A	371
Early Childhood Education	83	12	95
Early Childhood Education, Non-Licensure	20	N/A	20
Economics	33	N/A	33
Education	N/A	19	19
<i>(Concentration)</i>			
Education	N/A	2	2
Health Education	N/A	17	17
Elementary Education	152	26	178
English	139	8	147
Geography	35	N/A	35
Health Care Administration	N/A	14	14
Health Education	119	N/A	119
History	193	14	207
Management	N/A	19	19
Mathematics	53	N/A	53
Middle School Education	N/A	10	10
Middle/Secondary Education	N/A	85	85
Moderate Special Needs	N/A	11	11
Natural Science	48	N/A	48
Non-Profit Management	N/A	30	30
Nursing (Track 1)	259	N/A	259
Nursing (Track 2)	39	N/A	39
Nursing <sup>2</sup>	N/A	21	21
Occupational Studies	92	N/A	92
Occupational Therapy	N/A	53	53
Psychology	398	N/A	398
Reading	N/A	14	14
School Leadership & Administration	N/A	4	4
School Psychology	N/A	22	22
Secondary Education	N/A	27	27
Sociology	63	N/A	63
Spanish	37	10	47
Speech-Language Pathology	N/A	84	84
Urban Studies	50	N/A	50
Visual & Performing Arts	38	N/A	38
Undeclared	322	3	325
Non-Degree Seeking	435	362	797
<b>Total</b>	<b>4,830</b>	<b>878</b>	<b>5,708</b>

<sup>1</sup> Includes 1st Major only

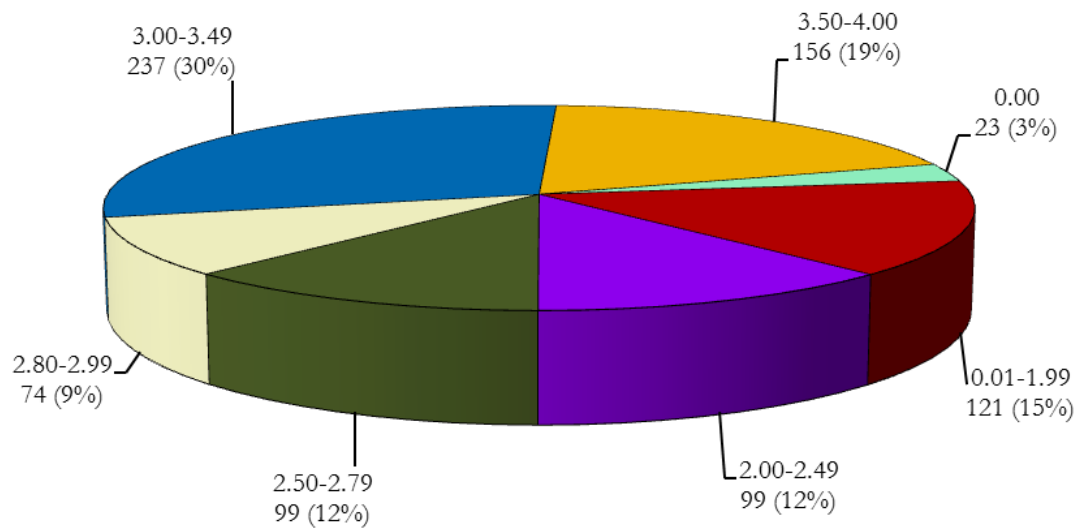
<sup>2</sup> Community Health Nursing was renamed Nursing in Fall 2010.

Source: IR Official DHE Fall Files



## Academic Achievement/Learning Outcomes

### Grade Distribution of First-time, Full-time, Degree-Seeking Freshmen, Fall 2010



Total Number of Full Time Freshmen = 809

Source: IR Official DHE Fall Files

## First-time, Full-time Freshmen 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	%
2003	623														
Continued		443	71.7 <sup>1</sup>	362	58.2	319	51.3	150	24.1	39	6.3	19	3.1	16	2.6
Dropout (cumulative)			28.3		41.8		48.1		52.1		52.4		52.6		51.4
Graduated (cumulative)						4	0.6	148	23.8	257	41.3	276	44.4	286	46.0
2004	626														
Continued		470	75.1	371	59.3	341	54.6 <sup>2</sup>	168	26.9	49	7.8	29	4.6		
Dropout (cumulative)			24.9		40.7		44.3		47.8		50.7		50.2		
Graduated (cumulative)						7	1.1	158	25.3	259	41.4	282	45.1		
2005	641														
Continued		473	73.9 <sup>3</sup>	377	59.0 <sup>4</sup>	346	54.1	161	25.2	52	8.2 <sup>5</sup>				
Dropout (cumulative)			26.1		41.0		45.2		46.5		47.8				
Graduated (cumulative)						4	0.6	181	28.3	275	44.0				
2006	668														
Continued		508	76.0	430	64.4	388	58.1	151	22.6 <sup>6</sup>						
Dropout (cumulative)			24.0		35.6		41.0		44.8						
Graduated (cumulative)						6	0.9	217	32.5						
2007	678														
Continued		513	75.7	437	64.5	396	58.4								
Dropout (cumulative)			24.3		35.5		40.9								
Graduated (cumulative)						5	0.7								
2008	654														
Continued		501	76.6	425	65.0										
Dropout (cumulative)			23.4		35.0										
Graduated (cumulative)															
2009	693														
Continued		521	75.2												
Dropout (cumulative)			24.8												
Graduated (cumulative)															

Adjusted cohorts due to decreased students: <sup>1</sup>622, <sup>2</sup>625, <sup>3</sup>640, <sup>4</sup>639, <sup>5</sup>638, <sup>6</sup>667

Source: WSU Colleague Data System



## Degrees Conferred by CIP Code Category, FY 2010

<i>CIP Code Category</i>	<i>Bachelor</i>	<i>Post-Bacc. Certificate</i>	<i>Master</i>	<i>Post-Masters Certificate</i>
Adult Health Nurse/Nursing	14			
Bioinformatics	1			
Biology Teacher Education		2		
Biology/Biological Sciences, General	37			
Biotechnology	12		8	
Business Administration and Management, General	167		4	
Chemistry Teacher Education		3		
Chemistry, General	16			
Clinical Nurse Specialist			5	
Communication Sciences and Disorders, General	35			
Communication Studies/Speech Communication and Rhetoric	25			
Community Health Services/Liaison/Counseling	15		7	
Computer and Information Sciences, General	11			
Criminal Justice/Safety Studies	52			
Early Childhood Education and Teaching	18		3	
Economics, General	8			
Education, General		18	6	
Educational Leadership and Administration, General			19	
Elementary Education and Teaching	14	18	6	
English Language and Literature, General	21		3	
English/Language Arts Teacher Education		11		
Foreign Language Teacher Education		5		
Geography	8			
Health Professions and Related Clinical Sciences, Other	21			
Health Services/Allied Health/Health Sciences, General		1		
Health/Health Care Administration/Management			19	
History Teacher Education		4		
History, General	39		11	
Junior High/Intermediate/Middle School Education & Teaching		1	6	
Kindergarten/Preschool Education and Teaching		14		
Mass Communication/Media Studies	27			
Mathematics Teacher Education		6		
Mathematics, General	10			
Non-Profit/Public/Organizational Management			6	
Nursing-Registered Nurse Training (RN, ASN, BSN, MSN)	37			
Occupational Therapy/Therapist	13		17	
Physical Sciences	14			
Political Science and Government, General				
Psychology, General	128			
Reading Teacher Education		3	5	
School Psychology			9	9
Science Teacher Education/General Science Teacher Education		1		
Secondary Education and Teaching			17	
Social Studies Teacher Education		10		
Sociology	10			
Spanish Language and Literature	3		6	
Special Education and Teaching, Other		29		
Speech Communication and Rhetoric				
Speech-Language Pathology/Pathologist			29	
Teacher Education, Multiple Levels		19		
Urban Studies/Affairs	12			
<b>Total</b>	<b>768</b>	<b>145</b>	<b>186</b>	<b>9</b>

Source: IR Official DHE Degrees Conferred Files



## Personnel Profile

### Employees/Staff, Fall 2010

EEO Category	Total									Male	Female
	Nonresident Alien	Hispanic	American Indian/ Alaska Native	Asian	Black	Native Hawaiian/ Pacific Islander	White	Two or more races	Unknown		
Executive or Management	0	3	0	1	1	0	61	0	0	27	39
Professionals	0	5	0	3	1	0	68	0	0	26	51
Tech. Professionals	0	1	0	0	1	0	17	0	0	8	11
Clerical or Secretarial	0	2	0	1	4	0	67	0	0	6	68
Skilled Crafts	0	2	0	0	0	0	11	0	0	13	0
Service Maintenance	0	10	0	0	3	0	45	0	1	51	8
<b>Total</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>0</b>	<b>269</b>	<b>0</b>	<b>1</b>	<b>131</b>	<b>177</b>

EEO Category	Full-Time									Male	Female
	Nonresident Alien	Hispanic	American Indian/ Alaska Native	Asian	Black	Native Hawaiian/ Pacific Islander	White	Two or more races	Unknown		
Executive or Management	0	3	0	1	1	0	61	0	0	27	39
Professionals	0	5	0	3	1	0	65	0	0	25	49
Tech. Professionals	0	1	0	0	1	0	14	0	0	6	10
Clerical or Secretarial	0	2	0	1	4	0	59	0	0	6	60
Skilled Crafts	0	2	0	0	0	0	11	0	0	13	0
Service Maintenance	0	10	0	0	3	0	45	0	1	51	8
<b>Total</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>0</b>	<b>255</b>	<b>0</b>	<b>1</b>	<b>128</b>	<b>166</b>

EEO Category	Part-Time									Male	Female
	Nonresident Alien	Hispanic	American Indian/ Alaska Native	Asian	Black	Native Hawaiian/ Pacific Islander	White	Two or more races	Unknown		
Executive or Management	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	3	0	0	1	2
Tech. Professionals	0	0	0	0	0	0	3	0	0	2	1
Clerical or Secretarial	0	0	0	0	0	0	8	0	0	0	8
Skilled Crafts	0	0	0	0	0	0	0	0	0	0	0
Service Maintenance	0	0	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>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>11</b>

Source: IR Official IPEDS HR Files

## Faculty by Institution of Highest Degree, Fall 2010

<i>Awarding Institution</i>	<i>Graduates</i>	<i>Awarding Institution</i>	<i>Graduates</i>
University of Massachusetts-Amherst	16	Golden Gate University	1
Boston University	14	Illinois State University	1
Clark University	9	Mass College of Liberal Arts	1
University of Connecticut	9	Massachusetts Institute of Technology	1
University of California	6	McGill University	1
Boston College	5	Moscow University	1
Brandeis University	4	New Hampshire College	1
University of Minnesota-Minneapolis	4	New York University	1
University of Michigan	4	Nichols College	1
Worcester State College	4	North Carolina State University	1
Assumption College	3	Northwestern University	1
Indiana University	3	Ohio State University	1
Nova College	3	Penn State University	1
University of New Hampshire	3	Purdue University	1
Colorado State University	2	Rhode Island School of Design	1
Columbia University-Columbia College	2	Rice University	1
Cornell University	2	Rochester Institute of Technology	1
Fitchburg College	2	Southern Illinois University	1
Harvard University	2	Stonehill College	1
Michigan State University	2	State University New York-Albany	1
Northeastern University	2	State University New York-Stony Brook	1
Rutgers University	2	Texas A&M University	1
Simmons College	2	Thomas Jefferson University	1
State University New York-Buffalo	2	University of Alabama	1
Temple University	2	University of Colorado	1
University of Cincinnati	2	University of Iowa	1
University of Georgia	2	University of Kansas	1
University of Massachusetts-Boston	2	University of Liverpool	1
University of Rhode Island	2	University of Maryland	1
Vanderbilt University	2	University of Massachusetts Memorial Medical Group	1
Worcester Polytechnic Institute	2	University of Miami	1
American University	1	University of Minnesota	1
Arizona State University	1	University of Mississippi	1
Bentley College	1	University of North Carolina	1
Brown University	1	University of Pennsylvania	1
Carnegie-Mellon University	1	University of Pretoria	1
Central Michigan University	1	University of South Carolina	1
City University of New York	1	University of Texas-Austin	1
Clark Atlanta University	1	University of Virginia	1
College of the Holy Cross	1	University of Washington	1
College of William and Mary	1	University of Waterloo	1
Eastman School of Music	1	University of Wisconsin	1
Florida International University	1	Washington State University	1
Florida State University	1	Wesleyan University	1
Framingham State College	1	Yale University	1
Georgetown University	1		
		<b>Total</b>	<b>181</b>

Source: IR Official IPEDS HR Files

## Full-time Faculty by Department and Rank, Fall 2010

<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	12	3	2	1	18
Chemistry	3	1	4	0	8
Communication	3	4	1	0	8
Communication Sciences & Disorders	3	3	0	0	6
Computer Science	2	2	0	0	4
Criminal Justice	0	2	4	0	6
Earth Science	0	6	3	0	9
Education	5	4	4	0	13
English	4	6	1	1	12
Health Science	0	4	0	0	4
History & Political Science	2	5	6	0	13
Mathematics	1	5	2	1	9
Nursing	3	2	0	8	13
Occupational Therapy	1	2	3	0	6
Philosophy	4	0	0	0	4
Psychology	3	5	4	0	12
Sociology	1	2	2	1	6
Urban Studies	3	1	0	0	4
Visual & Performing Arts	4	2	4	0	10
World Languages	3	1	1	0	5
<b>Total</b>	<b>62</b>	<b>63</b>	<b>44</b>	<b>12</b>	<b>181</b>

Source: IR Official IPEDS HR Files

## Full-time Faculty by Gender and Ethnicity, Fall 2010

<i>Ethnicity</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Nonresident Alien	0	0	0
Hispanic	5	3	8
American Indian/Alaskan Native	0	0	0
Asian	6	12	18
Black	7	3	10
Native Hawaiian/Pacific Islander	0	0	0
White	66	78	144
Two or more races	0	0	0
Race/ethnicity unknown	0	1	1
<b>Total</b>	<b>84</b>	<b>97</b>	<b>181</b>

## Full-time Faculty by Gender and Tenure, Fall 2010

<i>Tenure Status</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Tenured	58	68	126
Non-tenured	19	26	45
Not on tenure track	7	3	10
<b>Total</b>	<b>84</b>	<b>97</b>	<b>181</b>

## Full-time Faculty by Gender and Rank, Fall 2010

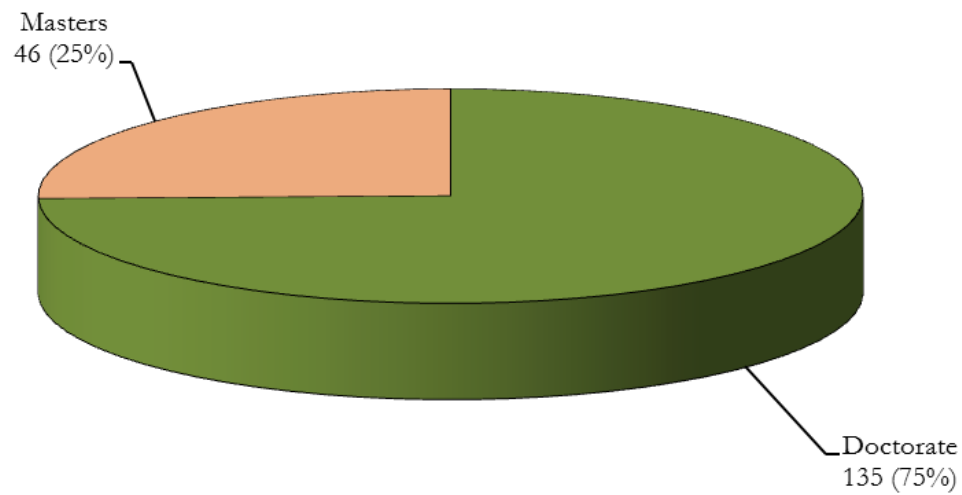
<i>Rank</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Professor	28	34	62
Associate Professor	31	32	63
Assistant Professor	21	23	44
Instructor	4	8	12
<b>Total</b>	<b>84</b>	<b>97</b>	<b>181</b>

## Full-time Faculty by Rank and Age Range, Fall 2010

<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	0	2
30 - 39	1	8	22	1	32
40 - 49	11	18	9	3	41
50 - 59	21	15	6	5	47
60 - 69	22	13	4	3	42
70 and over	7	9	0	0	16
Unknown	0	0	1	0	1
<b>Total</b>	<b>62</b>	<b>63</b>	<b>44</b>	<b>12</b>	<b>181</b>

Source: IR Official IPEDS HR Files

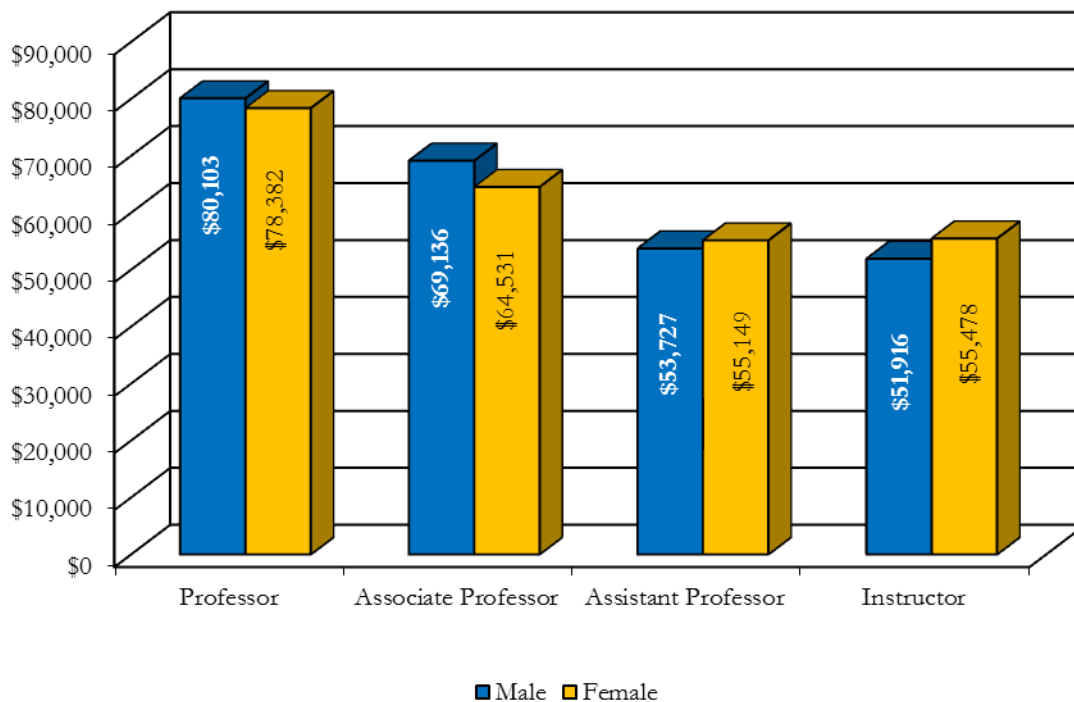
## Full-time Faculty by Highest Degree Earned, Fall 2010



Source: IR Official IPEDS HR Files

## Average Salaries of Full-time Faculty by Rank and Gender, Fall 2010

<i>Rank</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>
Professor	\$80,103	\$78,382	\$79,159
Associate Professor	\$69,136	\$64,531	\$66,797
Assistant Professor	\$53,727	\$55,149	\$54,470
Instructor	\$51,916	\$55,478	\$54,290

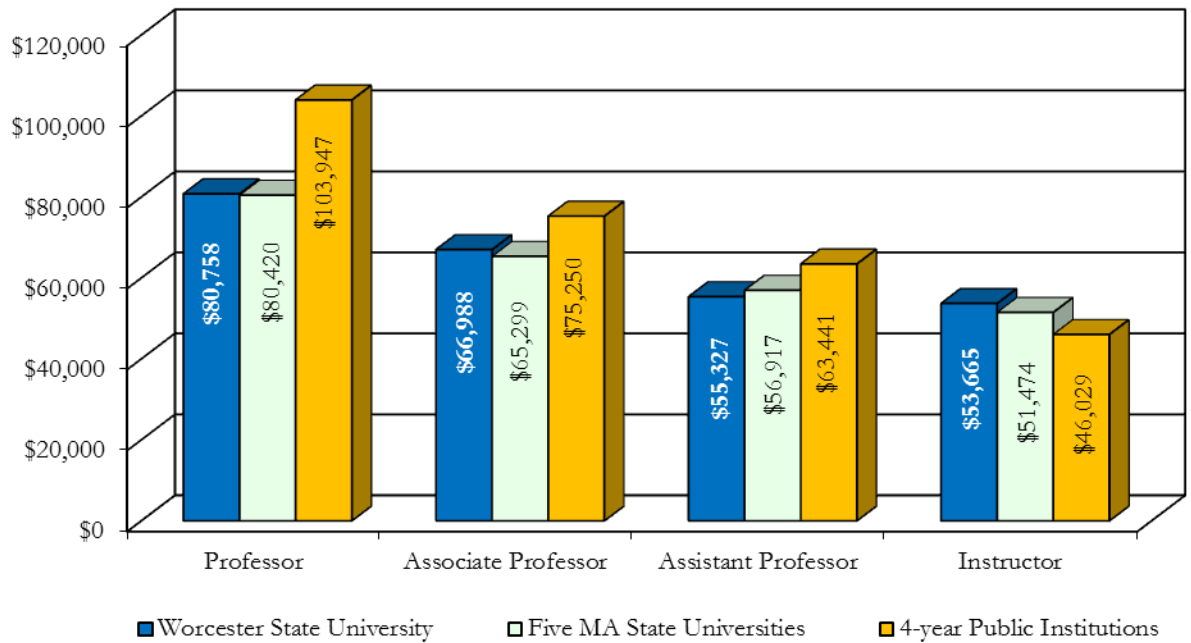


Source: IR Official IPEDS HR Files



## Average Faculty Salaries Comparison, AY 2009-2010

Rank	Worcester State University	Five MA State Universities	4-year Public Institutions
Professor	\$80,758	\$80,420	\$103,947
Associate Professor	\$66,988	\$65,299	\$75,250
Assistant Professor	\$55,327	\$56,917	\$63,441
Instructor	\$53,665	\$51,474	\$46,029



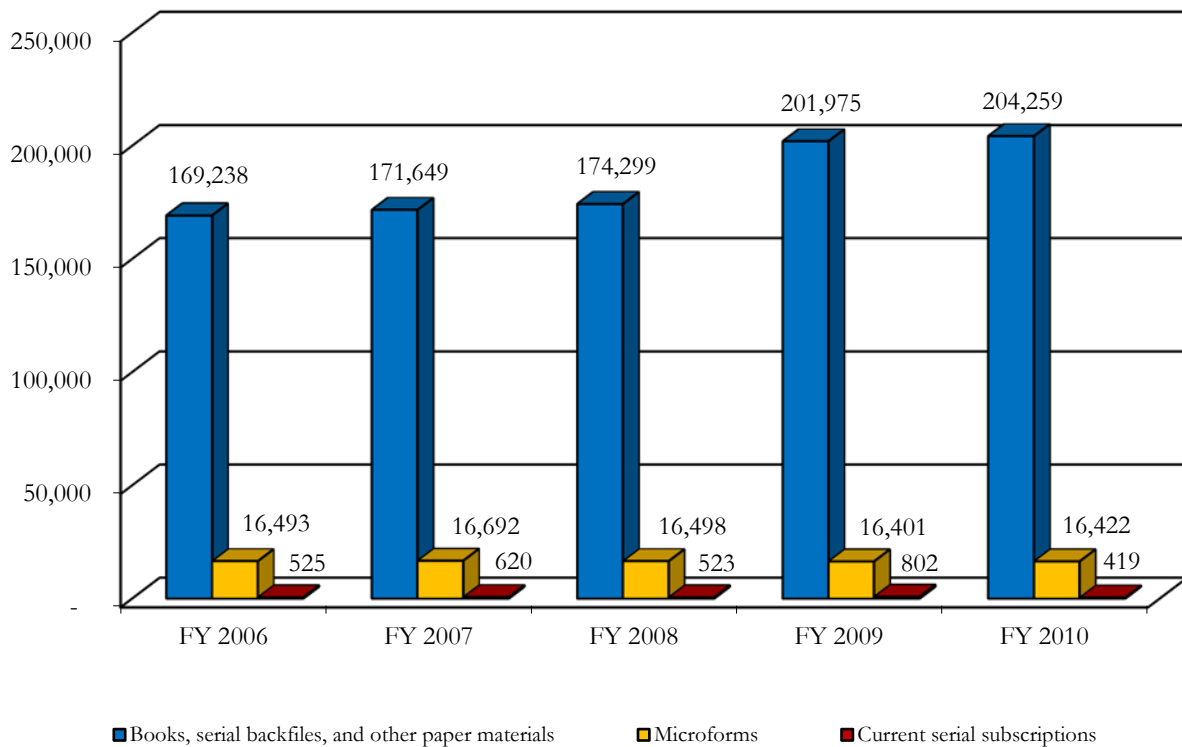
Source: IR Official IPEDS HR Files & IPEDS data system



## Library Information

### Library Holdings, FY 2006 – FY 2010

Category	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Books, serial backfiles, and other paper materials	169,238	171,649	174,299	201,975	204,259
Microforms	16,493	16,692	16,498	16,401	16,422
Current serial subscriptions	525	620	523	802	419



Source: NCES Library Reports

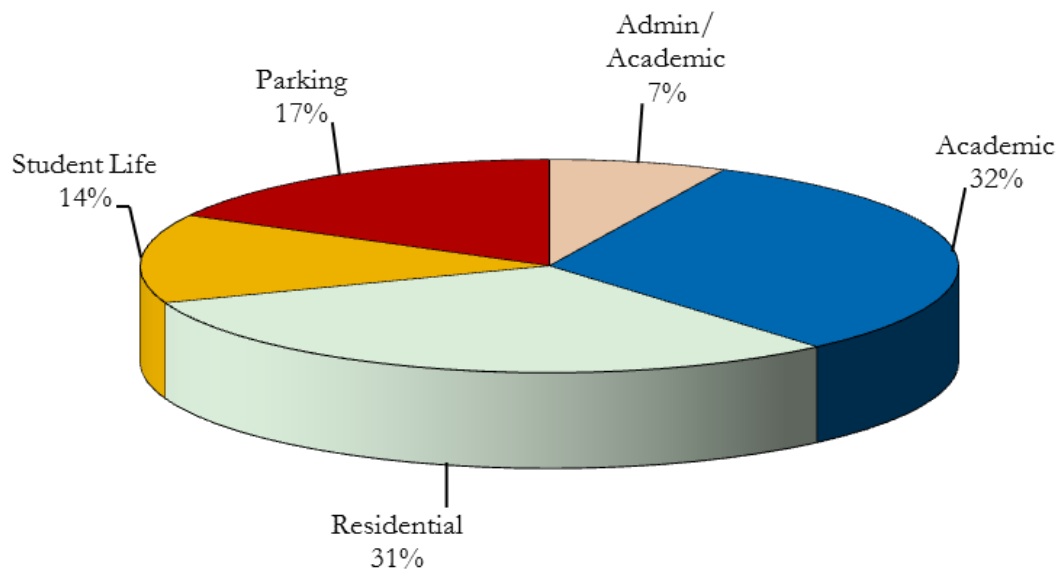


## Facilities Information

### Physical Plant Facilities, Fall 2010

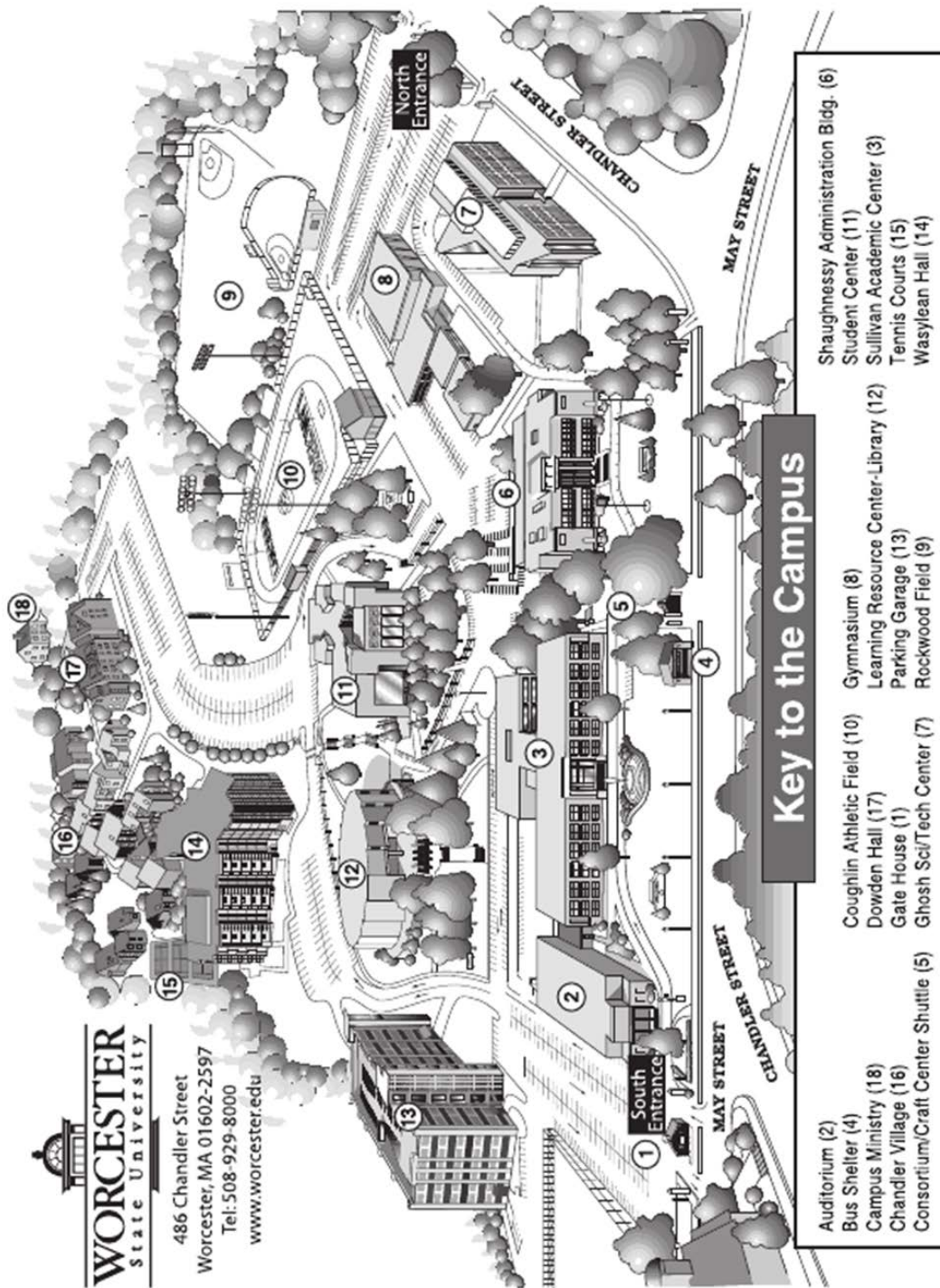
<i>Building Name</i>	<i>Primary Use</i>	<i>Gross sq. ft.</i>	<i>Assignable sq. ft.</i>	<i>Year</i>
1. Administration	Administrative	67,066	37,695	1932
2. Learning Resource Center	Library, Classrooms	113,335	72,815	1968
3. 96 Chicopee Street	Storage	1,170	936	1950
4. Sullivan Academic Center	Academic	110,690	72,725	1965
5. Science Tech Center	Academic	97,300	71,072	2000
6. Student Center	Student Affairs, Dining	71,416	46,430	1978
7. Gymnasium	Athletics, Art	65,676	41,155	1958
8. 102 Chicopee Street	Vacant	1,120	895	1940
9. 134 Glendale Street	Vacant	837	670	1952
10. 17 Candlewood Street	Campus Ministry	1,200	960	1927
11. Chandler Village	Housing	103,560	79,490	1973
12. Dowden Hall	Housing	98,555	56,910	1990
13. Wasylean Hall	Housing	109,000	70,510	2004
14. Parking Garage	Parking	174,032	166,592	2007

### Facilities Overview



Source: Office of Facilities

## Campus Map



Source: Publications and Printing

## Institutional Advancement

### Foundation Board of Directors 2010-2011

Greg H. Rosen '86, *President*  
 Mary C. Ritter, *Vice President*  
 Craig A. Bovaird '77, *Vice President*  
 Edward L. Sherr, *Treasurer*  
 Kathleen M. Eichelroth, *Assistant Treasurer*  
 Thomas M. McNamara '94, *Clerk*  
 George H. Albrow '65, M.Ed. '68  
 Janelle C. Ashley, Ph.D.  
 Mary K. Alexander, Ed.D.  
 David E. Bedard '74  
 Keith E. Blanchette '98, CPA  
 Jean M. Borgatti, Ph.D.  
 John P. Brissette '88  
 Jill C. Dagilis '78  
 Andrew Davis  
 Julia Dvorko, Ph.D.  
 Gene J. DeFeudis  
 Mary Burke Fallon  
 James D. Glickman  
 Lillian R. Goodman, Ed. D.  
 Richard E. Greene '54, M.Ed. '58, Ed. D.  
 Maryanne M. Hammond '69, M.Ed. '72  
 Kimberly M. Harmon '95  
 Kenneth P. Heekin  
 Brendan J. King, Esq  
 Charlotte Z. Klein '75  
 George P. Leasca '77  
 Dorothy J. Manning, M.Ed. '88  
 Daniel J. Mastrototaro  
 Janet Wilson Moore, Esq  
 Suzanne Nebelung, M.Ed. '00  
 William F. O'Neil, M.Ed. '63, Ed. D.  
 Alan O. Osmolowski '91  
 David H. Quist, Ed. D.  
 H. David Richer  
 Robert J. Spain '78  
 George W. Tetler, III, Esq  
 Richard E. Thomas  
 Steven J. Ward '76

### Alumni Association's Advisory Board 2010-2011

Sharon S. McDonald '86, *President*  
 Amy L. Peterson '03, *Vice President/President Elect*  
 Vincent J. Matulaitis '66, *Secretary*  
 Margaret C. Farrey '54, M.Ed.'78,  
*Executive Committee*  
 Dana J. Murphy '01, *Executive Committee*

### Directors 2010-2011

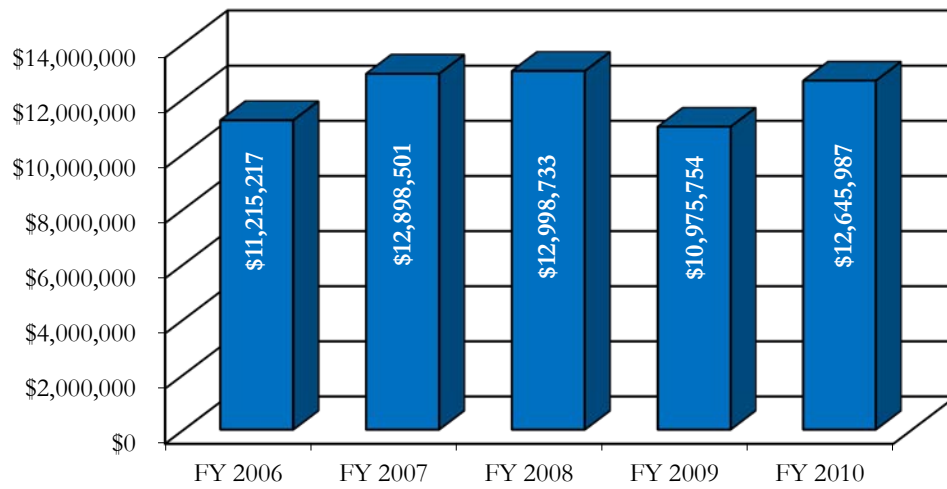
Mark A. Aucoin '86, M.Ed. '00  
 Derek S. Brindisi '99  
 John J. Brown III '02  
 Joseph C. Deely '56, M.Ed. '58, Colonel,  
 United States Air Force, Retired  
 Louis E. DiMuzio '91  
 Tara A. Hancock, M.S. '06  
 Kristina M. Jackson '93  
 Joshua L. Katz '06  
 Cathleen M. Liberty '08  
 Kwadwo A. Osei '06  
 Patricia A. Pennucci '62, M.Ed. '67  
 Maureen D. Shamgochian '80, Ph.D.  
 Ginger C. Sullivan '97  
 Elaine G. Tateronis '63, M.Ed. '74, Ed.D.  
 Nicole E. Valentine '96

Ronald R. Valerio '75, *Alumni Representative to the Board of Trustees*

Dan Duclos '12, *SGA President/Student Representative*

Source: Office of Institutional Advancement

## Total Market Value of Funds Under Management<sup>1</sup>, FY 2006 – FY 2010

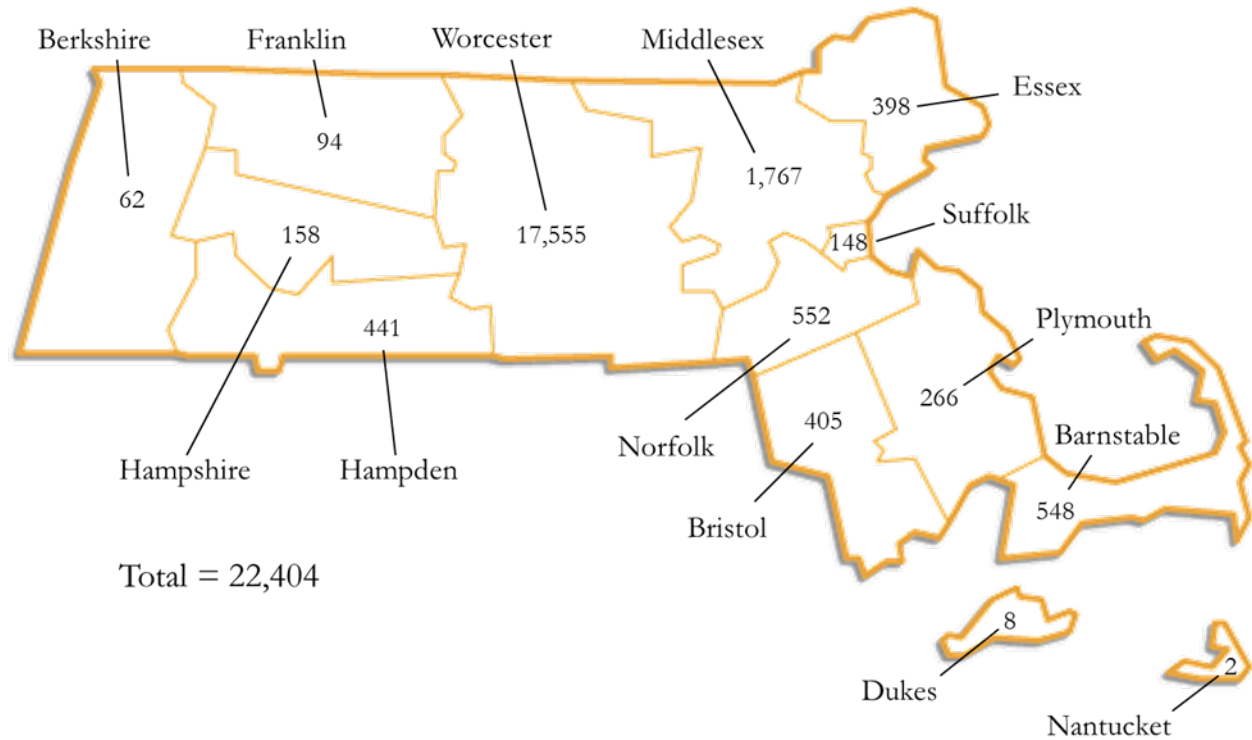


<sup>1</sup>Total Net Assets per Official Audit

Source: Office of Institutional Advancement



## Alumni by Massachusetts County of Residence, 2010



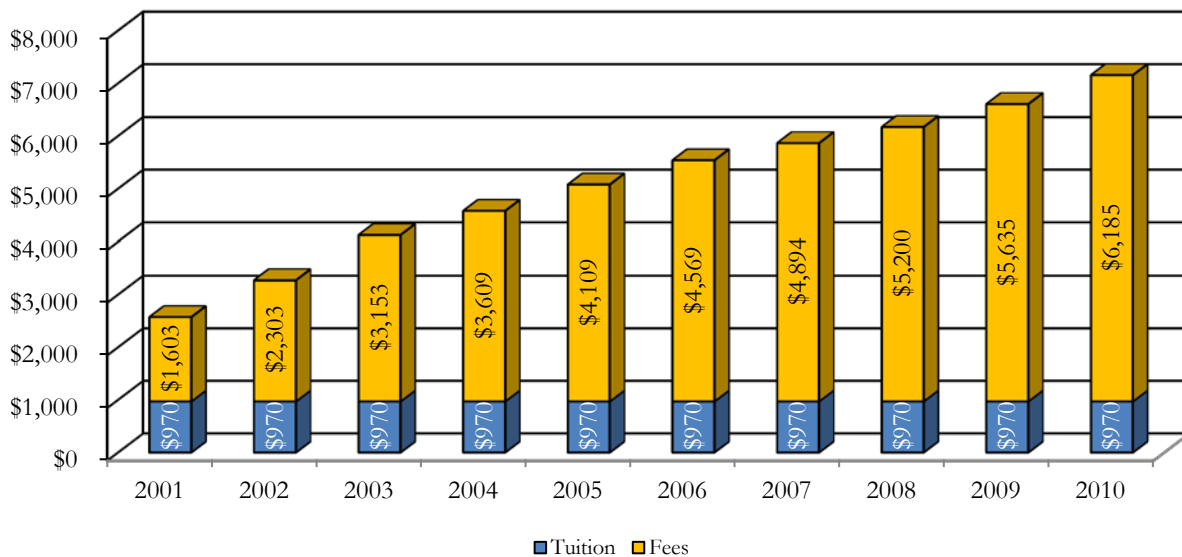
Source: Office of Institutional Advancement



## Financial Information

### Tuition and Fees per Academic Year, 2001 – 2010

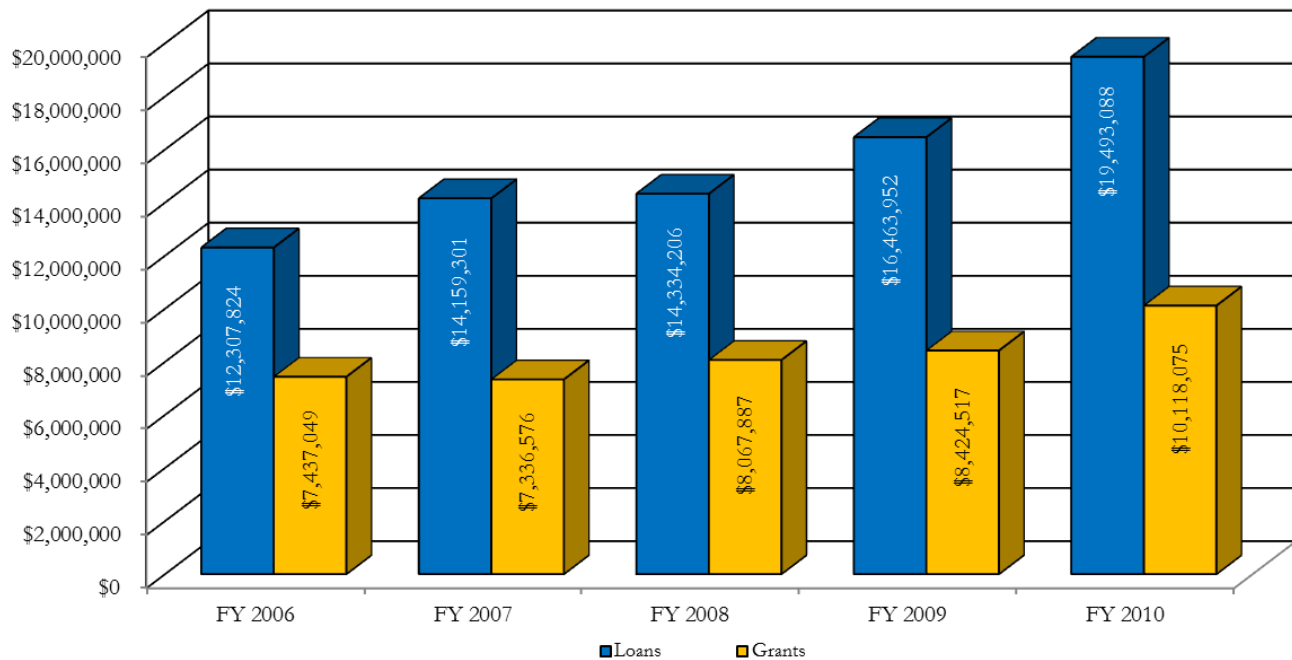
	<i>AY</i> 2001	<i>AY</i> 2002	<i>AY</i> 2003	<i>AY</i> 2004	<i>AY</i> 2005	<i>AY</i> 2006	<i>AY</i> 2007	<i>AY</i> 2008	<i>AY</i> 2009	<i>AY</i> 2010
Tuition	\$970	\$970	\$970	\$970	\$970	\$970	\$970	\$970	\$970	\$970
Fees	\$1,603	\$2,303	\$3,153	\$3,609	\$4,109	\$4,569	\$4,894	\$5,200	\$5,635	\$6,185
<b>Total</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>	<b>\$6,605</b>	<b>\$7,155</b>



Source: Office of Administration and Finance

## Financial Aid Awards, FY 2006-FY 2010

	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>
Loans	\$12,307,824	\$14,159,301	\$14,334,206	\$16,463,952	\$19,493,088
Grants	\$7,437,049	\$7,336,576	\$8,067,887	\$8,424,517	\$10,118,075
<b>Total</b>	<b>\$19,744,873</b>	<b>\$21,495,877</b>	<b>\$22,402,093</b>	<b>\$24,888,469</b>	<b>\$29,611,163</b>



Source: Office of Financial Aid

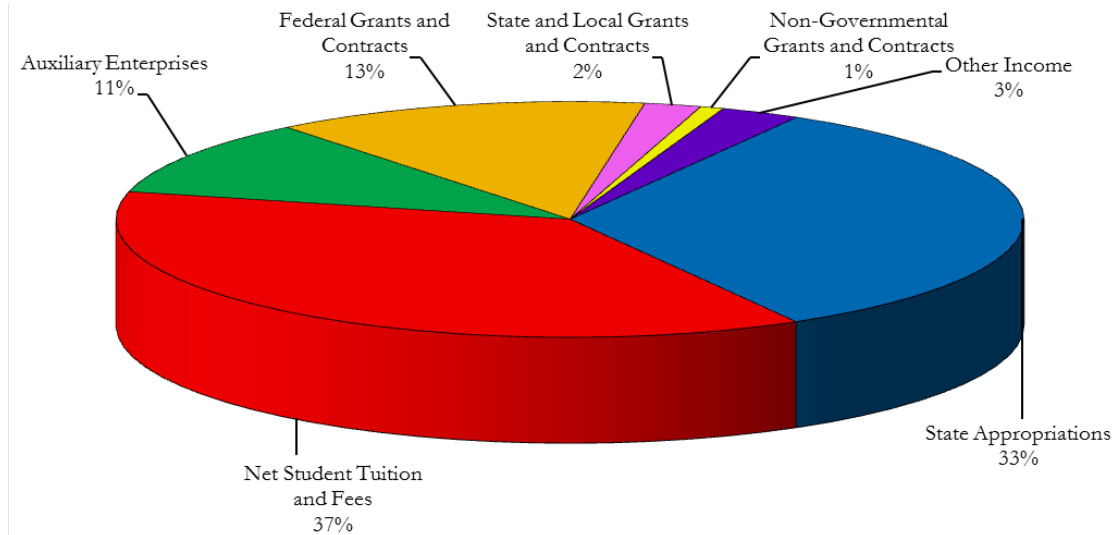
## Revenues and Expenditures, FY 2008-FY 2010

REVENUES	FY 2010	FY 2009	FY 2008
Operating Revenues			
Student Tuition and fees	\$ 33,228,317	\$ 30,480,355	\$ 28,246,121
Less: Scholarship discounts and allowance	6,464,179	5,242,157	3,923,175
Net student tuition and fees	26,764,138	25,238,198	24,322,946
Federal grants and contracts	8,586,193	3,464,889	3,132,314
State and local grants and contracts	1,296,211	1,796,950	1,424,140
Nongovernmental grants and contracts	533,196	866,656	850,334
Auxiliary enterprises	6,742,819	6,405,207	5,843,101
Other operating revenues	1,217,214	1,217,067	1,102,785
Total operating revenues	<u>\$ 45,159,771</u>	<u>\$ 38,988,967</u>	<u>\$ 36,675,620</u>
EXPENSES			
Operating expenses			
Instruction	\$ 26,205,866	\$ 25,228,769	\$ 27,257,287
Public service	491,683	450,862	469,185
Academic support	5,215,746	4,493,709	5,227,239
Student services	5,925,693	5,938,335	6,088,357
Institutional support	8,025,540	7,722,064	8,094,428
Operation and maintenance of plant	7,412,106	6,932,730	7,905,309
Scholarship	1,309,597	1,073,892	1,706,639
Depreciation	3,389,333	3,149,953	3,173,045
Debt service	601,318	514,534	405,786
Auxiliary enterprises	6,355,184	5,878,959	5,833,430
Total operating expenses	<u>\$ 64,932,066</u>	<u>\$ 61,383,807</u>	<u>\$ 66,160,705</u>
Operating loss	<u>\$ (19,772,295)</u>	<u>\$ (23,394,840)</u>	<u>\$ (29,485,085)</u>
NONOPERATING REVENUES			
State appropriations	\$ 21,428,433	\$ 25,909,130	\$ 29,809,731
Interest and investment income	606,154	723,115	1,065,537
Other nonoperating revenues(expenses)	1,474	(4,046)	337,852
Net nonoperating revenues	<u>\$ 22,036,061</u>	<u>\$ 26,628,199</u>	<u>\$ 31,213</u>
Income before other revenues, expenses, gains or losses	<u>\$ 2,263,766</u>	<u>\$ 4,233,359</u>	<u>\$ 1,728,035</u>
Capital appropriations	488,046	12,976,819	3,156,280
Increase in net assets	2,751,812	17,210,178	4,884,315
NET ASSETS			
Beginning of year	<u>\$ 79,765,610</u>	<u>\$ 62,555,432</u>	<u>\$ 56,671,117</u>
End of year	<u>\$ 82,517,422</u>	<u>\$ 79,765,610</u>	<u>\$ 62,555,432</u>

Source: Financial Statements year ended June 30, 2010, 2009 & 2008, and Independent Auditor's Report

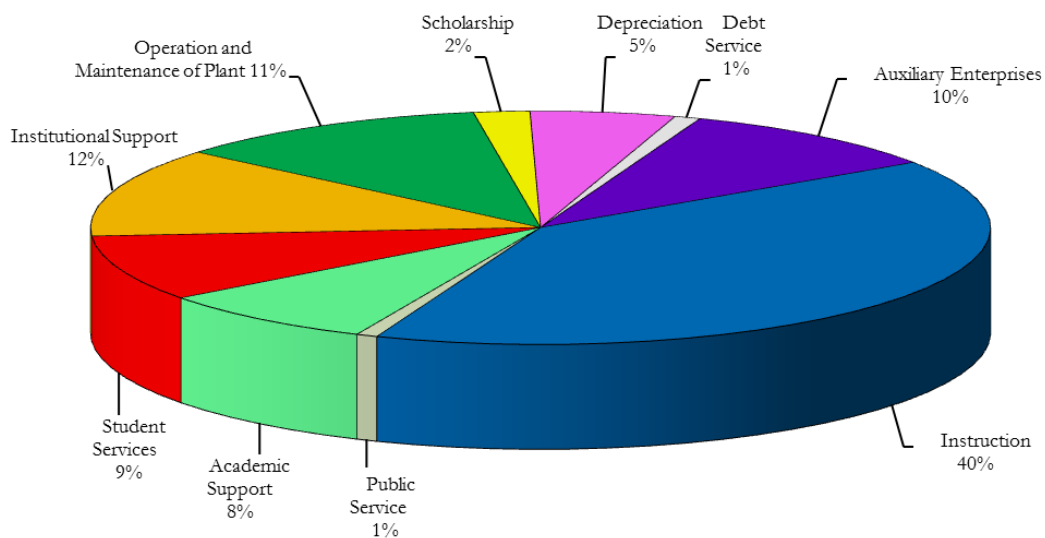
## Fund Revenues by Source – FY 2010

**REVENUES**  
**Total = \$67,195,832**



## Fund Expenditures by Functions – FY 2010

**EXPENSES**  
**Total = \$64,932,066**



Source: Financial Statements year ended June 30, 2010, 2009 & 2008, and Independent Auditor's Report



**Office of Institutional Research**

**Phone: (508) 929-8121**

**Fax: (508) 929-8083**



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