

# WORCESTER STATE UNIVERSITY

**FACTBOOK 2017**



**WORCESTER  
STATE  
UNIVERSITY**

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# FACTBOOK 2017



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

Prepared by:

**Sarah Strout**  
Assistant Vice President for Assessment and Planning

**Kenneth Smith**  
Director of Institutional Research

**Daniel Guarracino**  
Data Analyst for Institutional Research

Graphics designed by  
**Lisa McCormack**

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

The source for most of the data in this Factbook comes from the  
Office of Institutional Research's official frozen Fall 2017 data files.  
Data from other sources are indicated where appropriate.

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## A MESSAGE FROM THE PRESIDENT



In 2017, Worcester State University submitted a five-year review – mid-way toward our full reaccreditation review – to the New England Association for Schools and Colleges (NEASC). The report notes the substantial progress we are making on implementing the Strategic Plan, “Scholarship, Partnership, and Leadership for a Changing World,” which runs through 2020.

Our last full NEASC review indicated that we needed to become a more data-driven institution. The strategic plan itself is helping us to achieve that. About every six to eight weeks during the academic year, division heads and members of their staff report how their area is advancing one or more of the strategic plan’s five strategic goals. The Strategic Plan Review Committee also meets with each division head annually to review progress toward those goals. The data resulting from these actions will inform future decisions.

This Factbook itself can help us be more data driven. What we learn by reading it is that Worcester State University – unlike many other universities – is serving the many rather than the elite few, consistent with our founding mission. We continue to serve the region’s workforce needs and to educate those from all backgrounds and income levels.

For the past two years, the majority of our incoming students have been first-generation college students; we are helping the next generation become more educated than their parents were. More than a quarter of our undergraduates come from underrepresented minority populations – one of the few growing demographics – while the 18-to-22-year-old population overall is shrinking. Educating students who are ethnically, racially, and geographically diverse, differently abled, and from all income levels – always core to our mission – is also now a strategic imperative.

I urge every staff member to become familiar with this book, which is provided to us annually by the Institutional Research Office, in order to better understand WSU and to use the data compiled here to inform our professional actions.

Sincerely,

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

Barry M. Maloney  
President  
Worcester State University

## **BOARD OF TRUSTEES AND STANDING COMMITTEES**

### **Board of Trustees 2017-2018**

Craig Blais, Chair  
Maryanne Hammond '69, '72, Vice Chair  
Stephen Madaus, Vice Chair  
Lisa Columbo '87, Alumni Representative  
Aleta Fazzone  
Karen LaFond  
Dina Nichols  
Shirley Steele '59, '63  
Amber Suarez '18, Student Trustee  
Marina Taylor  
David Tuttle

### **Standing Committees 2017-2018**

#### **Academic Student Development**

Shirley Steele '59, '63, Chair  
Karen LaFond  
Stephen Madaus  
Amber Suarez, '18  
David Tuttle

#### **Finance and Facilities**

Stephen Madaus, Chair  
Aleta Fazzone  
Dina Nichols  
Shirley Steele '59, '63  
Marina Taylor

#### **Human Resources**

Maryanne Hammond '69, '72, Chair  
Karen LaFond  
Dina Nichols  
Amber Suarez, '18  
Marina Taylor

#### **Planning and Development**

Maryanne Hammond '69, '72, Chair  
Amber Suarez '18  
David Tuttle



## **CAMPUS ADMINISTRATION**

<b>Barry Maloney</b>	President
<b>Lois Wims</b>	Provost/Vice President, Academic Affairs
<b>Kathleen Eichelroth</b>	Vice President, Administration & Finance
<b>Ryan Forsythe</b>	Vice President, Enrollment Management
<b>Thomas McNamara</b>	Vice President, University Advancement
<b>Anthony Adade</b>	Associate Vice President, Chief Information Officer
<b>Roberta Kyle</b>	Associate Vice President, Continuing Education/Dean, Graduate Studies
<b>Robin Quill</b>	Associate Vice President, Fiscal Affairs
<b>Henry Theriault</b>	Associate Vice President, Academic Affairs
<b>Camilla Caffrey</b>	Assistant Vice President, Alumni Relations & Engagement
<b>Stacey Luster</b>	Assistant Vice President, Human Resources, Payroll, Affirmative Action & Equal Opportunity
<b>Mary Jo Marion</b>	Assistant Vice President, Urban Affairs/Executive Director of the Latino Education Institute
<b>Karen Sharpe</b>	Assistant Vice President, Development & Advancement
<b>Sarah Strout</b>	Assistant Vice President, Assessment & Planning
<b>Carl Herrin</b>	Assistant to the President for International, Community, & Government Affairs
<b>Renae Lias Claffey</b>	Assistant to the President for Campus Communications
<b>Julie Kazarian</b>	Dean, Student Affairs/Senior Student Affairs Officer
<b>Linda Larrivee</b>	Dean, School of Education, Health & Natural Sciences
<b>Russ Pottle</b>	Dean, School of Humanities & Social Sciences
<b>Stephanie Chalupka</b>	Associate Dean, Nursing, School of Education, Health & Natural Sciences
<b>Sara Grady</b>	Associate Dean, Graduate Studies & Professional Development
<b>Raynold Lewis</b>	Associate Dean of Education, School of Education, Health & Natural Sciences
<b>Rosemary Naughton</b>	Associate Dean, Student Affairs & Student Conduct
<b>Timothy Sullivan</b>	Associate Dean, Student Affairs/Director, Student Involvement & Leadership Development
<b>Marilyn Cleary</b>	Assistant Dean, Graduate & Continuing Education
<b>Adrian Gage</b>	Assistant Dean, Student Affairs/Director, Residence Life
<b>Fran Manocchio</b>	Assistant Dean, Student Affairs/Director, Office of Student Accessibility Services
<b>Laura Murphy</b>	Assistant Dean/Director, Counseling Services
<b>Tammy Tebo</b>	Assistant Dean, Academic Success
<b>Marcella Uribe-Jennings</b>	Assistant Dean/Director, Office of Multicultural Affairs
<b>Matthew Bejune</b>	Executive Director, Library
<b>Honee Hess</b>	Executive Director, Worcester Center for Crafts
<b>Vincent Pedone</b>	Executive Director, Council of Presidents
<b>Jillian Anderson</b>	Director, Career Services
<b>Brenda Bussey</b>	Director, Procurement & Accounts Payable
<b>Julie Carmel</b>	Director, Student Accounts
<b>Marion Catacchio</b>	Director, Financial Records, University Advancement
<b>Julie Chaffee</b>	Director, Student Records & Registrar
<b>Cherie Comeau</b>	Director, Center for Business & Industry
<b>Joseph DiCarlo</b>	Director, Admissions
<b>Meghna Dilip</b>	Director, Honors Program
<b>Sue Foo</b>	Director, Center for Teaching & Learning
<b>Lisa Godfrin</b>	Director, Advancement Services
<b>Tara Hancock</b>	Director, Alumni
<b>Anisa Hoxha</b>	Director, Budget, Planning & Policy Development
<b>Alan Jackson</b>	Director, Veterans Affairs
<b>Thomas Kelley</b>	Director, Retention
<b>Jayne McGinn</b>	Director, Financial Aid
<b>Sarah McMaster</b>	Director, Marketing

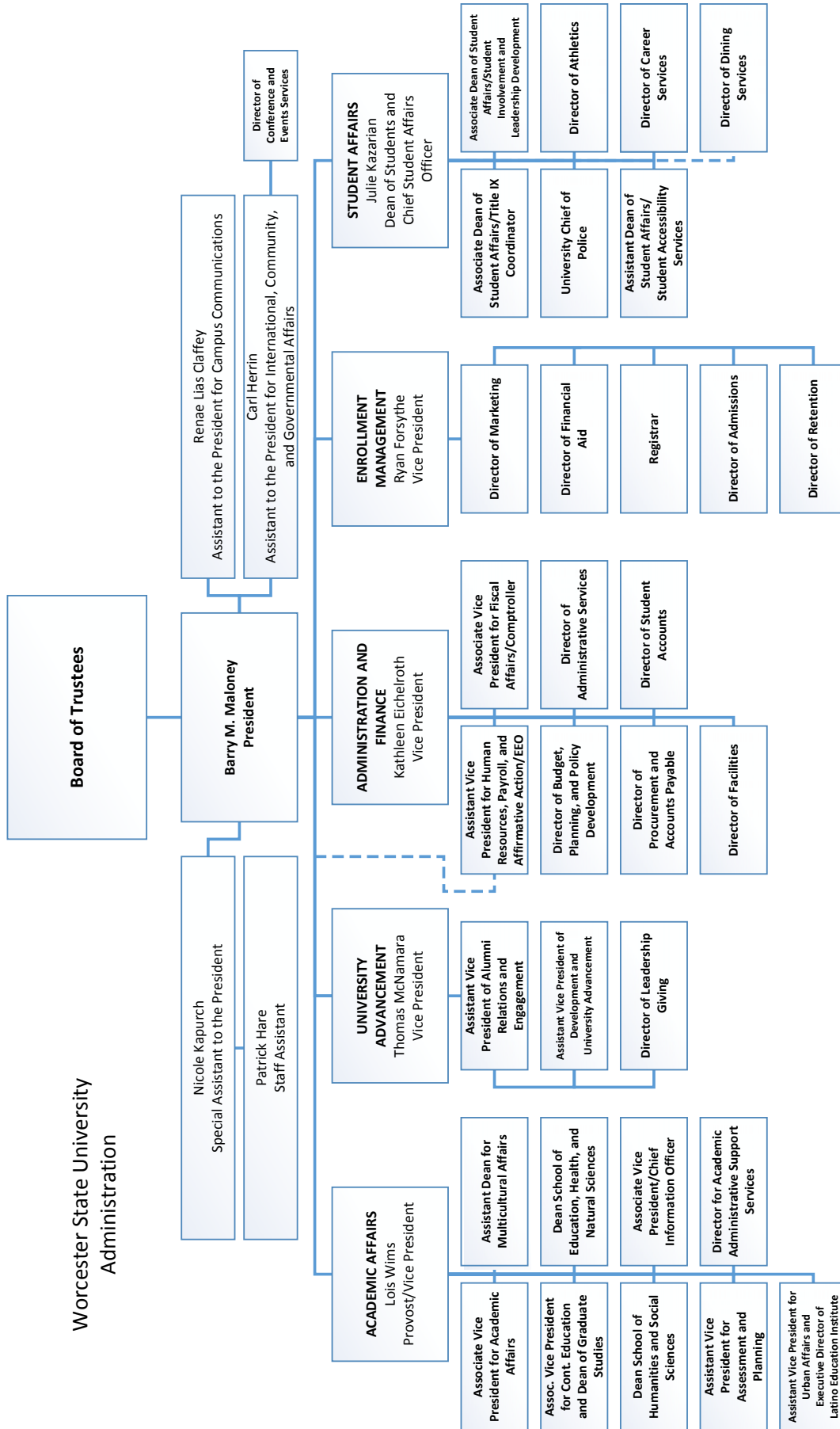
<b>Susan Moore</b>	Director, Human Resources
<b>Michael Mudd</b>	Director, Athletics
<b>Jason Kapurch</b>	Director, Safety & Security/Chief of University Police
<b>Sandra Olson</b>	Director, Facilities
<b>Kristen O'Reilly</b>	Director, Advancement Communications
<b>Katey Palumbo</b>	Director, International Programs
<b>Nancy Ramsdell</b>	Director, Administrative Services
<b>David Roach</b>	Director, Center for Effective Instruction
<b>Susan Seibel</b>	Director, Intensive English Language Institute
<b>Kenneth Smith</b>	Director, Institutional Research
<b>Isaac Tesfay</b>	Director, Office of Diversity, Inclusion, Affirmative Action & Equal Opportunity
<b>Mark Wagner</b>	Director, Center for Service Learning & Civic Engagement
<b>TBD</b>	Director, Payroll

## DEPARTMENT CHAIRS

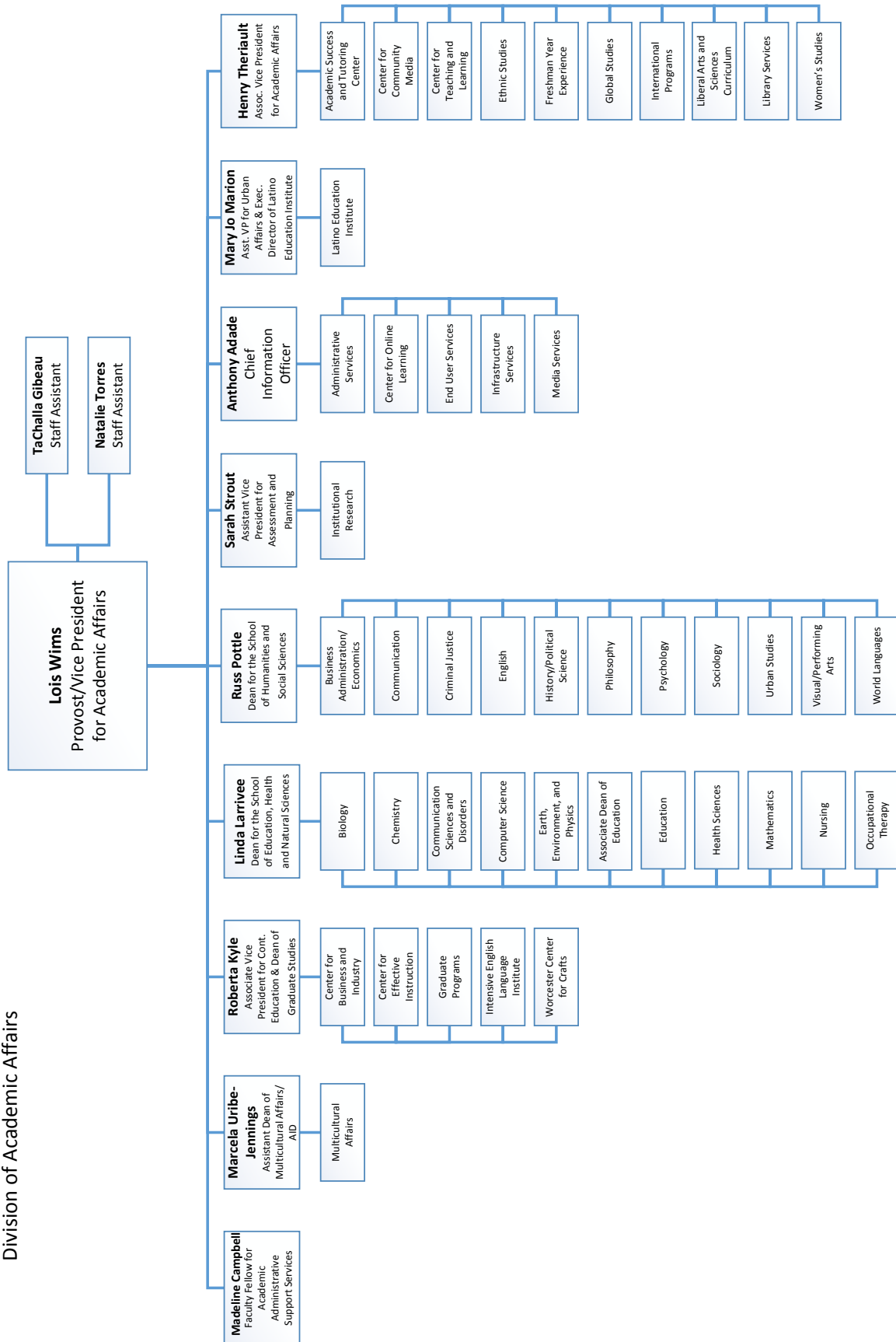
Fall 2017

<b>Steve Oliver</b>	Biology
<b>Mark Love</b>	Business and Economics
<b>Jeffrey Nichols</b>	Chemistry
<b>Julie Frechette</b>	Communication
<b>Susanna Meyer</b>	Communication Sciences & Disorders
<b>Elena Braynova</b>	Computer Science
<b>Stephen Morreale</b>	Criminal Justice
<b>William Hansen</b>	Earth, Environment & Physics
<b>Sue Foo</b>	Education
<b>Dennis Quinn</b>	English
<b>Emanuel Nneji</b>	Ethnic Studies
<b>Joanne Gallagher</b>	First-Year Experience
<b>Sebastián Vélez</b>	Global Studies
<b>Syamak Moattari</b>	Health Sciences
<b>Tona Hangen</b>	History & Political Science
<b>Charles Fox</b>	Liberal Arts & Sciences Curriculum
<b>Barbara Zang</b>	Liberal Studies
<b>Michael Winders</b>	Mathematics
<b>Susan Alix</b>	Nursing
<b>Patricia Donovan</b>	Occupational Therapy
<b>Daniel Shartin</b>	Philosophy
<b>Bonnie Kanner</b>	Psychology
<b>Aldo Garcia Guevara</b>	Sociology
<b>Thomas Conroy</b>	Urban Studies
<b>Adam Zahler</b>	Visual & Performing Arts
<b>Linda Larrivee (Interim)</b>	Women's Studies
<b>Ana Perez-Manrique</b>	World Languages

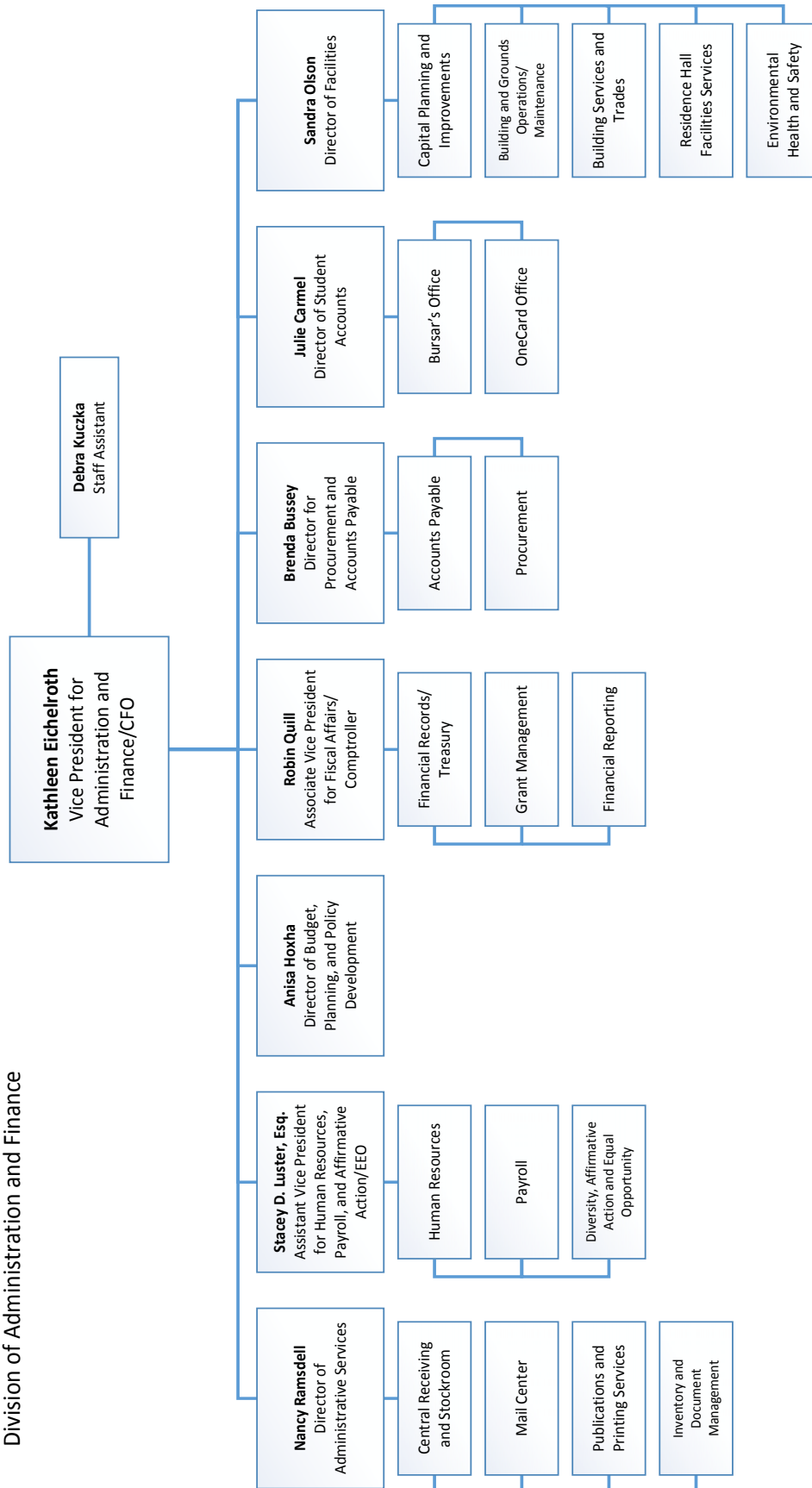
# Worcester State University Administration



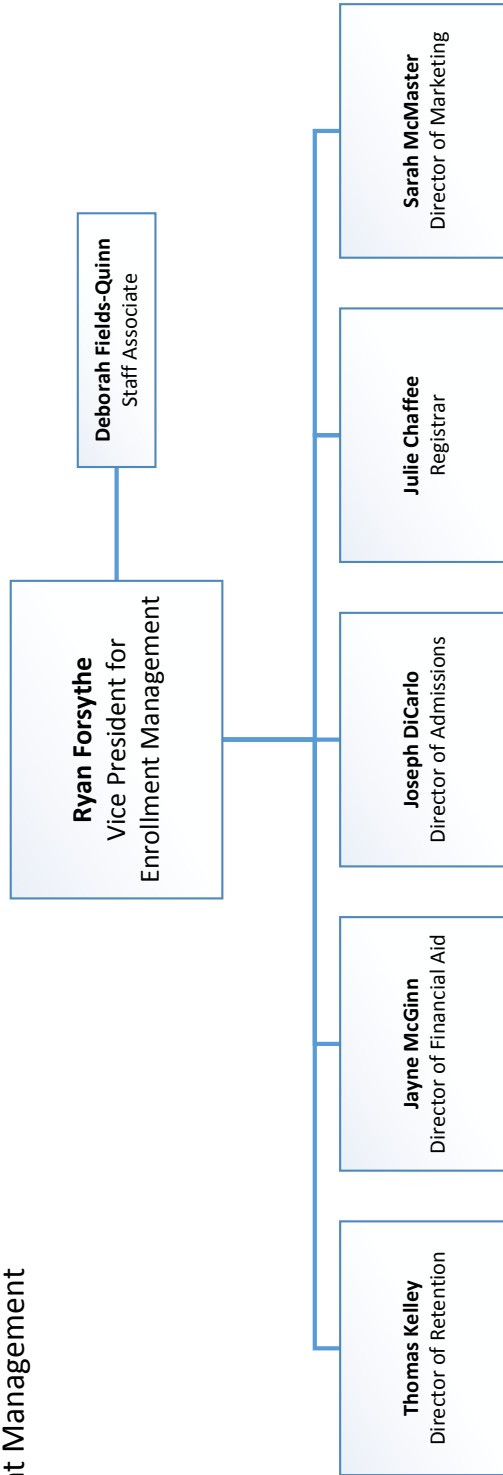
Worcester State University  
Division of Academic Affairs



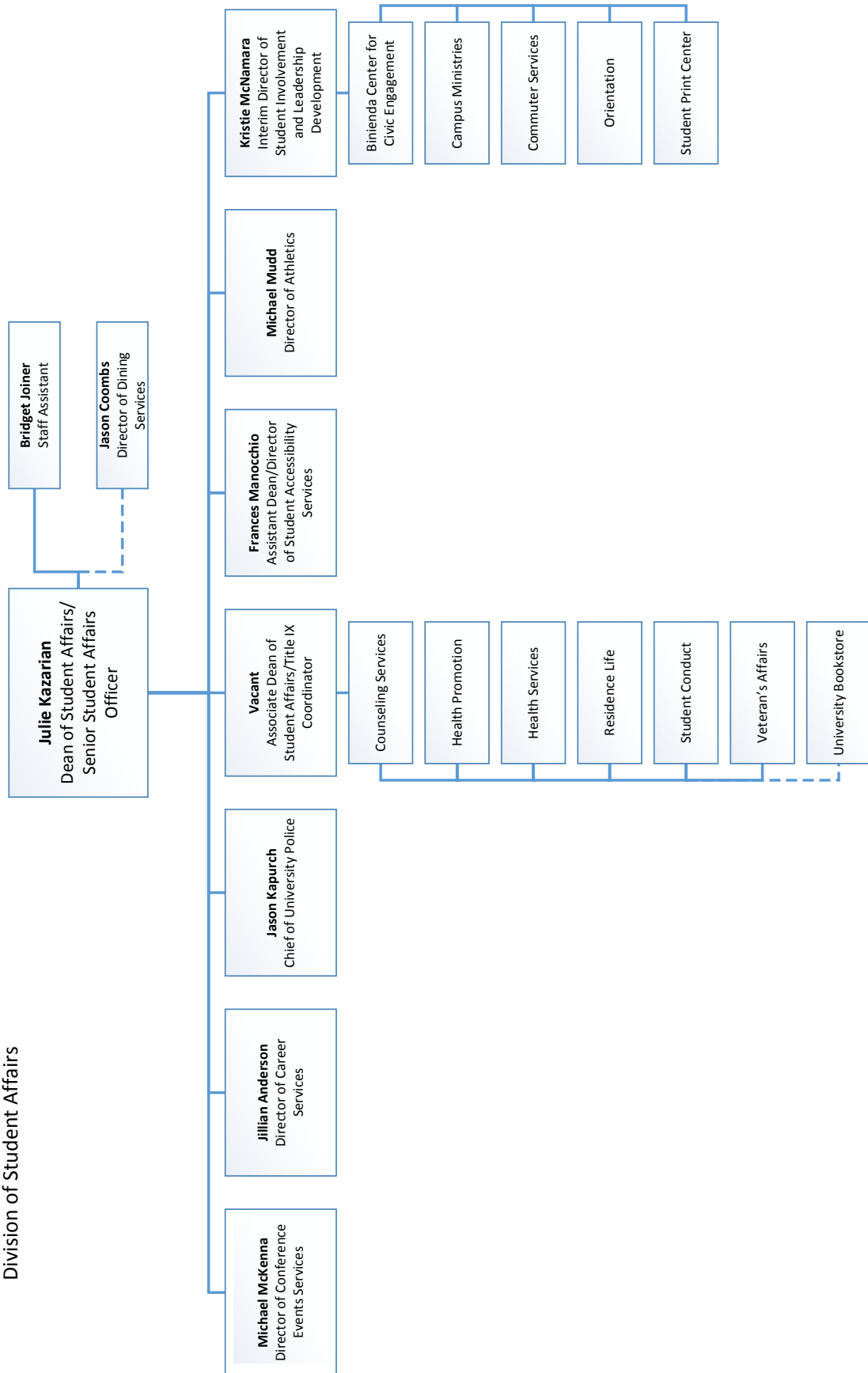
Worcester State University  
Division of Administration and Finance



Worcester State University Division  
of Enrollment Management

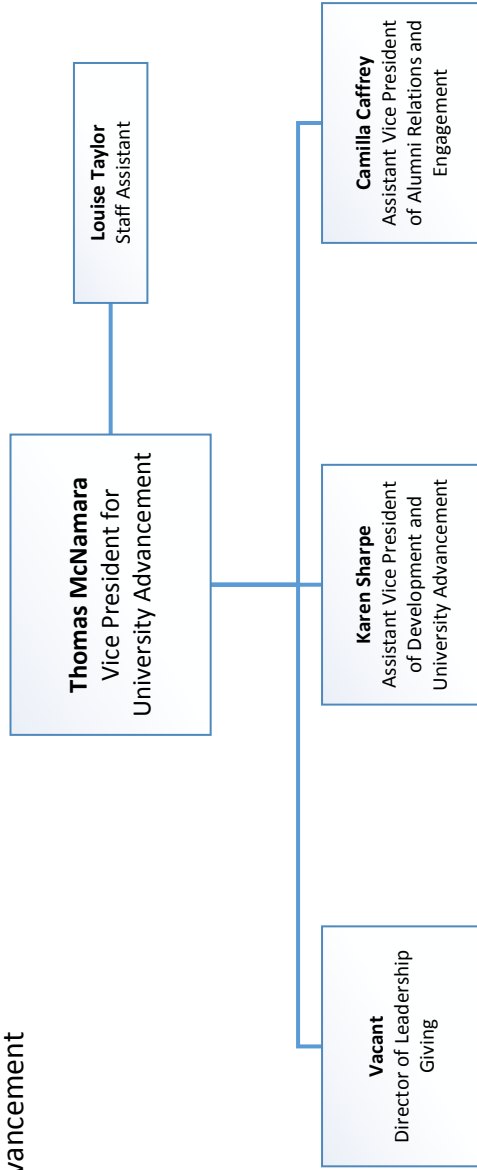


Worcester State University  
Division of Student Affairs





Worcester State University  
Division of University Advancement



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**STRATEGIC PLAN 2020**

**CORE VALUES**

# **GENERAL INFORMATION**

**HISTORY**

**MISSION**

**FALL 2017  
SNAPSHOT**

# Worcester State University Fall 2017 Snapshot

## STUDENT PROFILE

### Fall 2017 Total Enrollment:

Undergraduate Full-Time	4,153
Undergraduate Part-Time	1,342
Graduate Full-Time	164
Graduate Part-Time	775
Total Headcount	6,434

### Undergraduate Degree-Seeking Student

#### Characteristics:

Women (Undergraduate)	59%
Men (Undergraduate)	41%
Out of State	4.4%
International (18 Countries)	0.9%
ALANA <sup>1</sup> Students	28.6%
Residential Students <sup>2</sup>	37%
Average Age	22.7
First-time Freshmen Average High School GPA	3.30
First-time Freshmen Average SAT Score	1,076
First-time Freshmen Retention (Fall 2016, 1st year)	80%
Graduation Rate (2011 cohort, 6th year)	55%

### First-time Freshmen Admissions:

Applied	3,747
Accepted	2,860
Accepted & Enrolled	909

### Transfer Admissions:

Applied	977
Accepted	810
Accepted & Enrolled	533

## FINANCES

### Cost of Attendance:

Undergraduate Tuition	\$ 970
Undergraduate Fees	\$ 8,562
Room and Board (Average)	\$ 12,130

### Revenues (2016-2017):

State Appropriation	\$35,169,690
Tuition and Fees-Net	\$48,483,889
Other Sources	\$13,447,901
Total Revenues	\$97,101,480

### Student Financial Aid (2016-2017):

Students Receiving Federal AID	4,389
Average Size of Award	\$ 10,325
Students on WSU Donor Scholarships	258

Market Value of Funds under Management (FY 2017) \$26,279,319

Endowment (FY 2017): \$14,132,522

## FACULTY-STAFF PROFILE

### Faculty:

Full-Time (includes Librarians)	217
Part-Time Faculty (includes Adjuncts)	230
Full-Time Faculty with Doctorate	169
Student to Faculty Ratio <sup>3</sup>	17 : 1

### Staff: (Full-time)

Association of Professional Adm.	135
AFSCME	163
Non Unit Professionals	40

## ACADEMICS

### Academic Programs:

Undergraduate Majors	27
Undergraduate Minors	33
Graduate Programs	29
Study Abroad Opportunities	82

### Largest Undergraduate Majors (1st Major only):

Business Administration	780
Criminal Justice	469
Psychology	429
Biology	427
Nursing	290

Average Undergraduate Class Size: 18

### Degrees Conferred (2016-2017):

Baccalaureate's	1,076
Post Bachelor's Certificates	144
Master's	225
Certificate of Advanced Graduate Study	10
Total Degrees Conferred	1,455

## STUDENT LIFE

### Organizations, Clubs & Honor Societies:

Student Organizations and Clubs	45
Academic Honor Societies	21

### Intercollegiate Sports:

Men	9
Women	11

## ALUMNI<sup>4</sup>

Alumni Living in MA	24,763
Alumni in Worcester County	18,937
Alumni in the City of Worcester	5,265

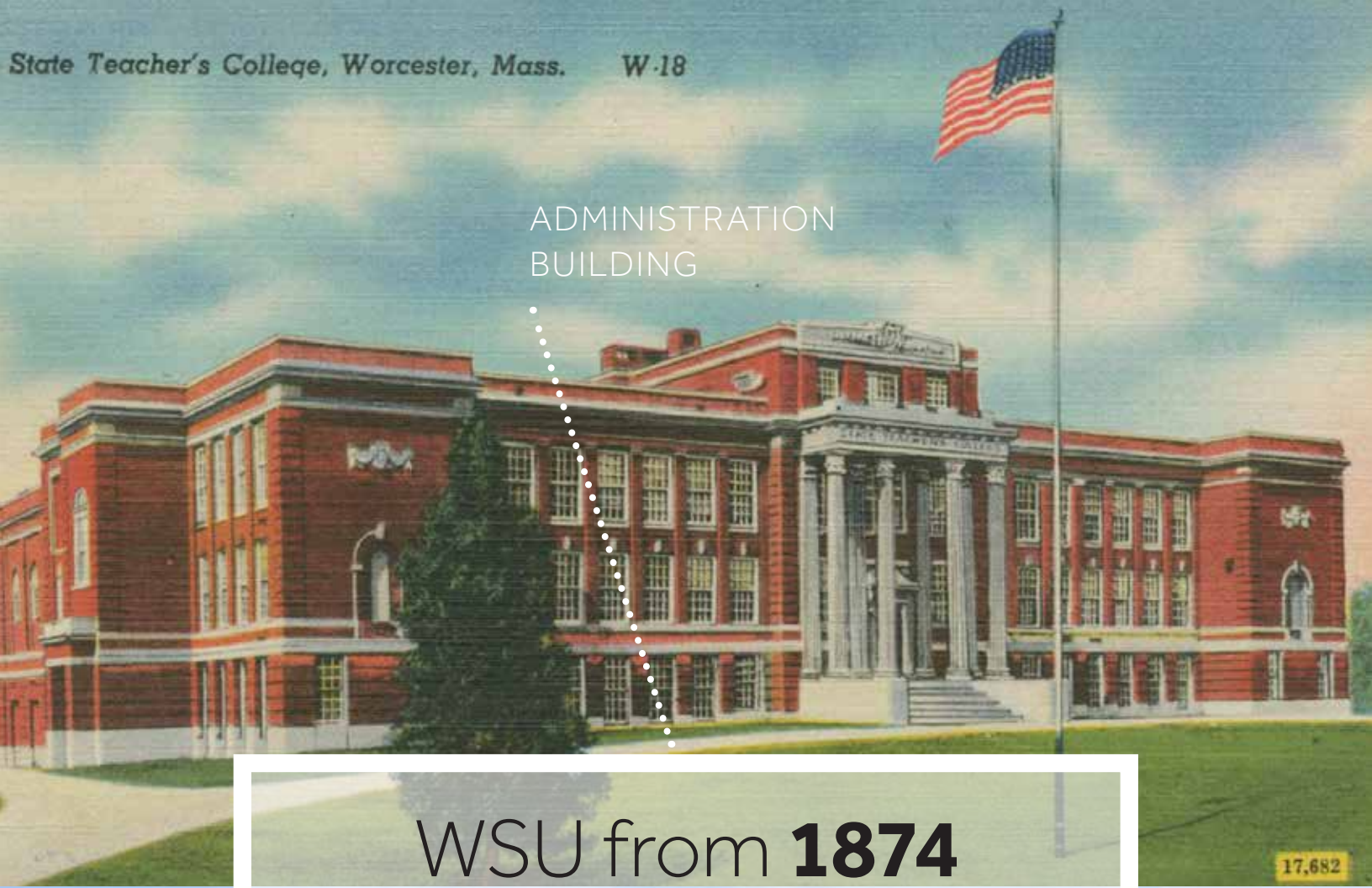
<sup>1</sup> ALANA includes Black/African American, Hispanic/Latino, Asian, American Indian/Alaskan Native, Native Hawaiian/other Pacific Islander, and Two or More Races.

<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

ADMINISTRATION  
BUILDING



WSU from **1874**  
to **2017**



WELLNESS  
CENTER



## A BRIEF HISTORY OF WORCESTER STATE UNIVERSITY

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

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

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

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

The growth period continued under the administration of President Joseph J. Orze (1975-1982). In 1979, the University added its second residence hall, Dowden Hall, named for Mrs. Vera M. (Dowden) Baldwin '34, M.Ed. '53, the school's first Dean of Students.

Under the leadership of President Philip D. Vairo (1982-1991), the University expanded its programs to include the area's first master of science in speech-language pathology and the first bachelor's degree in occupational therapy in the state college system.

During the presidency of Dr. Kalyan K. Ghosh (1992-2002), the University incorporated the widespread use of technology, from computer-based learning to a campus-wide network.

In 2000, the University opened the 110,000-square-foot Kalyan K. Ghosh Center for Science and Technology with instructional laboratories for 12 academic programs and a 196-seat multimedia lecture hall.

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

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

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

*Source: President's Office*

## MISSION AND CORE VALUES

### Mission

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

### Core Values

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

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

### Worcester State University's Strategic Plan 2020 Goals



Promote academic excellence and innovation



Prepare students to lead and impact the wider world



Cultivate a vibrant and collaborative campus



Enroll and retain diverse and motivated students



Promote financial strength and stability

## ACCREDITATION

Worcester State University is accredited by the Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC). NEASC is an independent, voluntary, nonprofit membership organization, which connects and serves over 2,000 public and independent schools, technical and career institutions, colleges, and universities in New England plus International Schools in more than 65 nations worldwide. For more information visit: <https://cihe.neasc.org/>.

Accreditation is an expression of confidence in the institution's purposes, performances, and human and financial resources. The goals are effectiveness, improvement and public assurance. Unlike popular magazines, this does not involve ranking institutions, but rather, establishes a level of acceptable quality for all accredited institutions while respecting the unique missions of the institutions involved.

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



### Education

Council for the Accreditation of Educator Preparation (CAEP)  
Carnegie Foundation Community Engagement Classification



### Nursing

Commission on Collegiate Nursing Education (CCNE)



### Occupational Therapy

Accreditation Council for Occupational Therapy Education (ACOTE)



### School Psychology

National Association of School Psychologists Accreditation Board (NASP)



### Speech-Language Pathology

Council on Academic Accreditation in Audiology and Speech-Language Pathology of the American Speech Language-Hearing Association (CAA)



## **WORCESTER STATE UNIVERSITY RECOGNITION**

**BackgroundChecks.org: One of the Safest Colleges in America – 2015, 2016**

**BestColleges.com: A Best College in Massachusetts**

**GIJobs.com: A Military Friendly University**

**Payscale.com: A Best ROI University**

**President's Community Service Honor Roll for Higher Education – 2014, 2013, 2012, 2009, 2008**

**Princeton Review: Best Northeastern College – 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005**

**Princeton Review: Best Value College (Public) – 2014, 2013, 2007**

**Princeton Review: Most Environmentally Responsible College – 2017, 2016, 2015, 2014, 2011, 2010**

**The Landmark's Annual Readers' Choice Award: Best Place to Attend a Local College – 2017, 2015, 2014, 2013, 2012, 2011, 2010, 2009**

**Telegram & Gazette Reader's Poll: 1<sup>ST</sup> Place Best College or University in Central Massachusetts**

**U.S. News & World Report: Best Regional University, 1st Tier (North) – 2017, 2016, 2015, 2014, 2012, 2011**

**WCVB-TV Channel 5 Boston: Ranked #7 Least Expensive School in New England**

**Worcester Magazine Annual Readers' Poll: Worcester's Best College – 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2007, 2006, 2002**

## WORCESTER STATE UNIVERSITY SOCIAL MEDIA



<https://www.facebook.com/WorcesterStateUniversity/>



@WorcesterState



<https://www.linkedin.com/school/worcester-state-university/>



<https://www.pinterest.com/worcesterstate/>



@WorcesterState



@WorcesterState



<https://youtube.com/worcesterstate>

**6,434**  
STUDENTS

**STUDENTS**

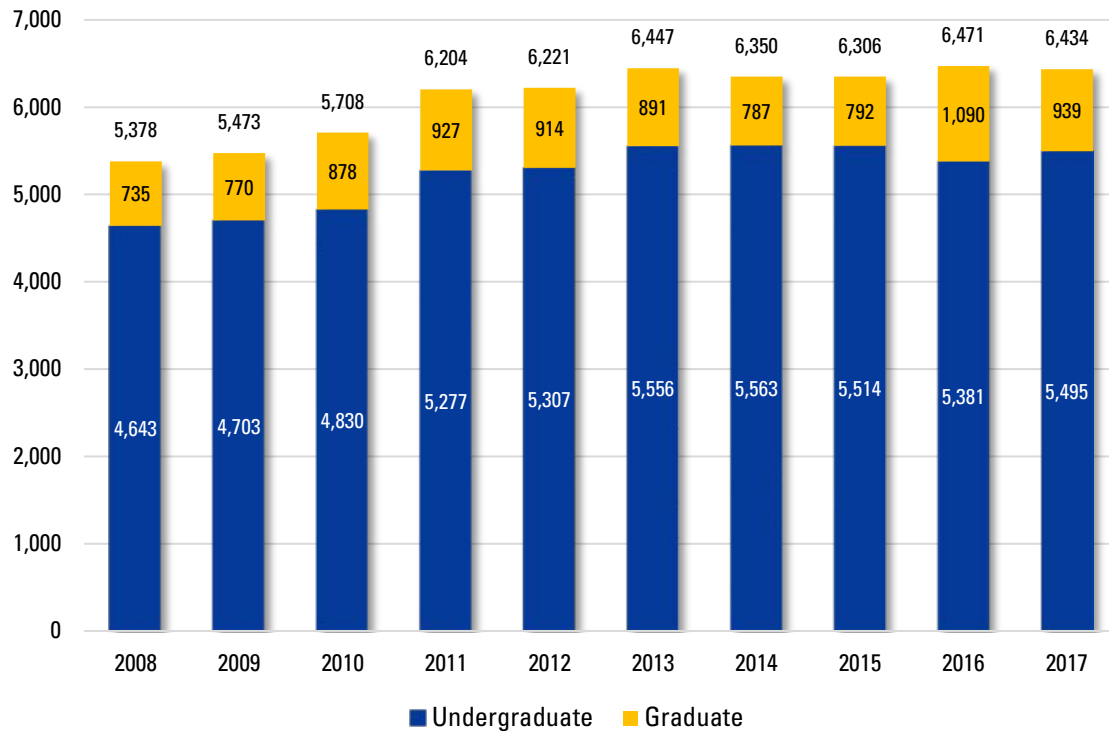
**30%**  
ALANA

**60%**  
FEMALE

**63%**  
COMMUTE

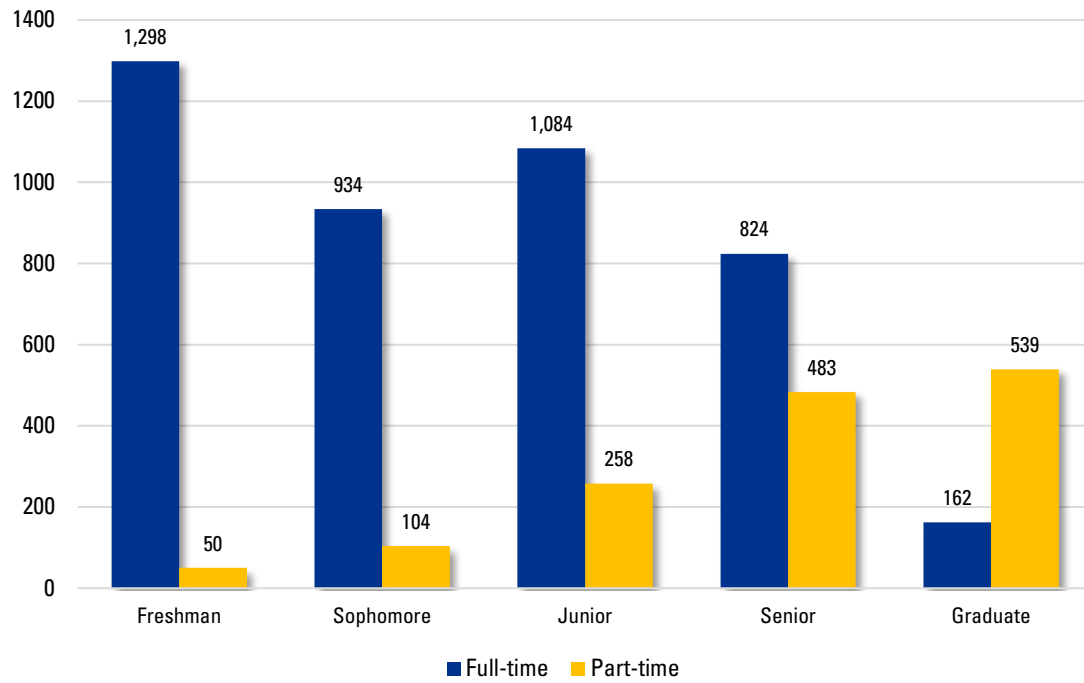
## ENROLLMENT

### Longitudinal Enrollment



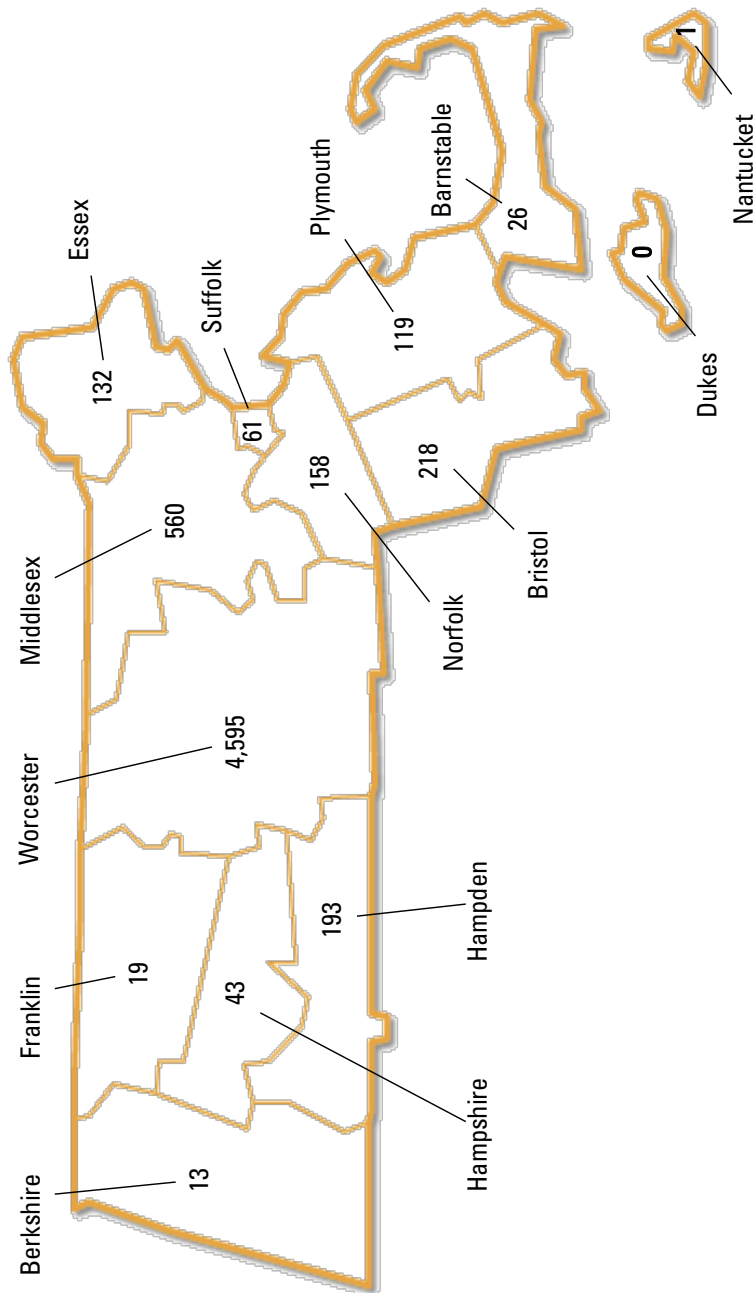
## ENROLLMENT

### Enrollment of Degree-Seeking Students by Classification and Status, Fall 2017



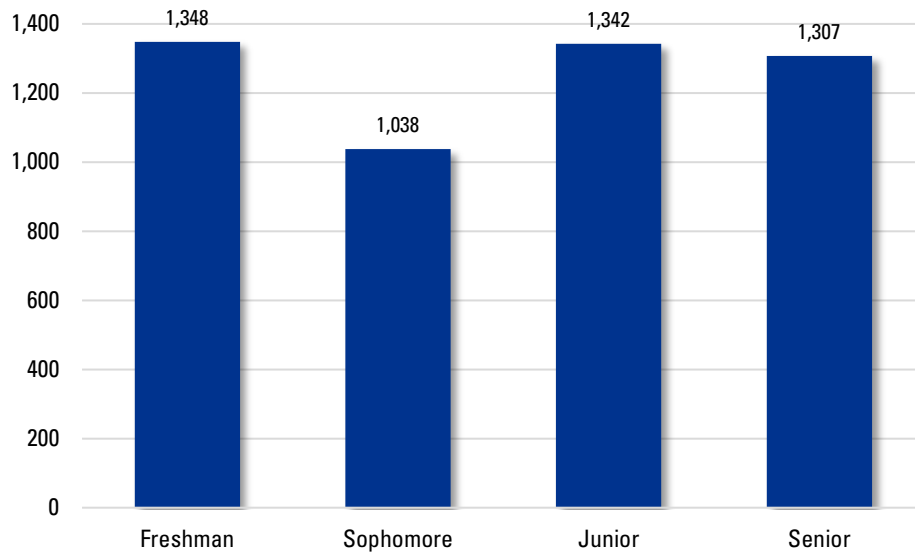
## ENROLLMENT

### Total Enrollment by Massachusetts County of Residence

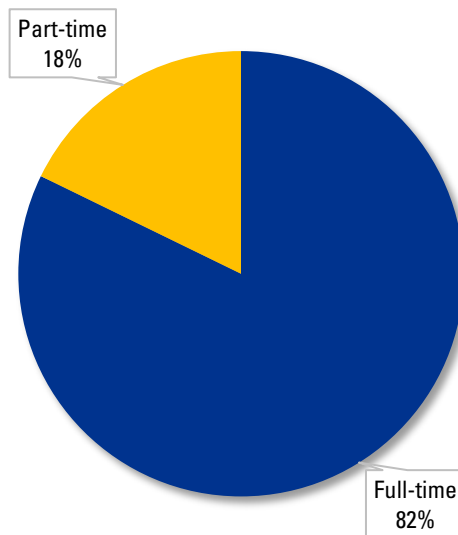


## UNDERGRADUATE STUDENTS

### Enrollment of Degree-Seeking Undergraduate Students by Classification, Fall 2017

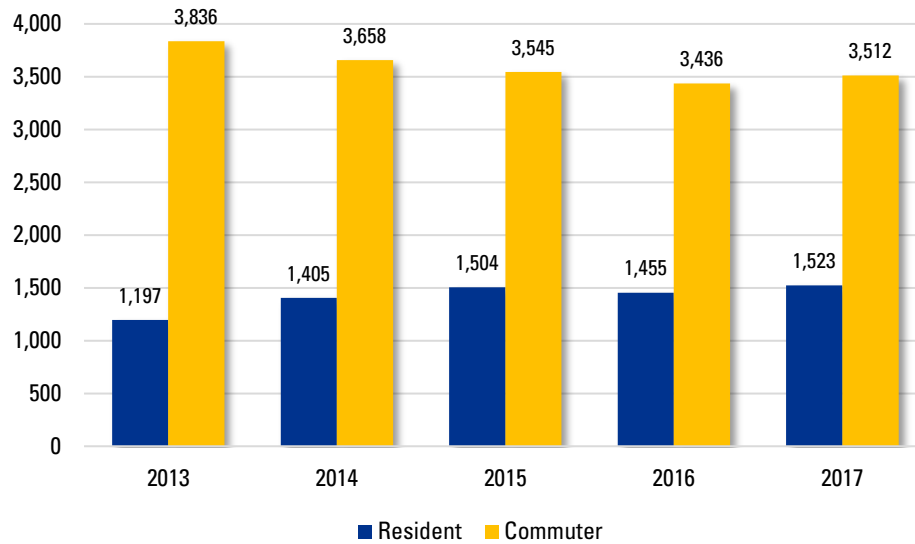


### Enrollment of Degree-Seeking Undergraduate Students by Status, Fall 2017

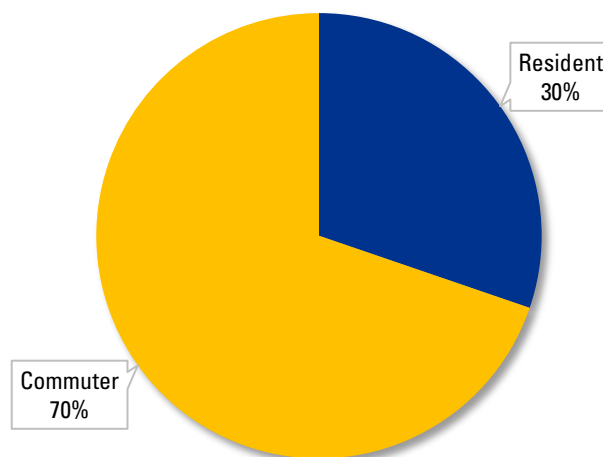


## UNDERGRADUATE STUDENTS

### Longitudinal Enrollment of Degree-Seeking Undergraduate Students by Housing Type



### Enrollment of Degree-Seeking Undergraduate Students by Housing Type, Fall 2017



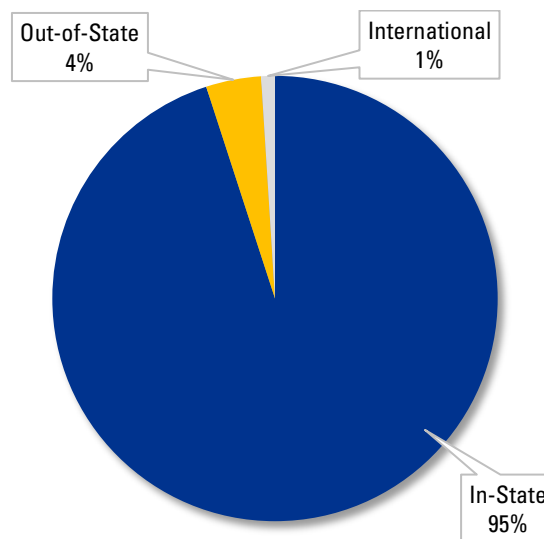


## UNDERGRADUATE STUDENTS

### Longitudinal Enrollment of Degree-Seeking Undergraduate Students by Tuition Residency

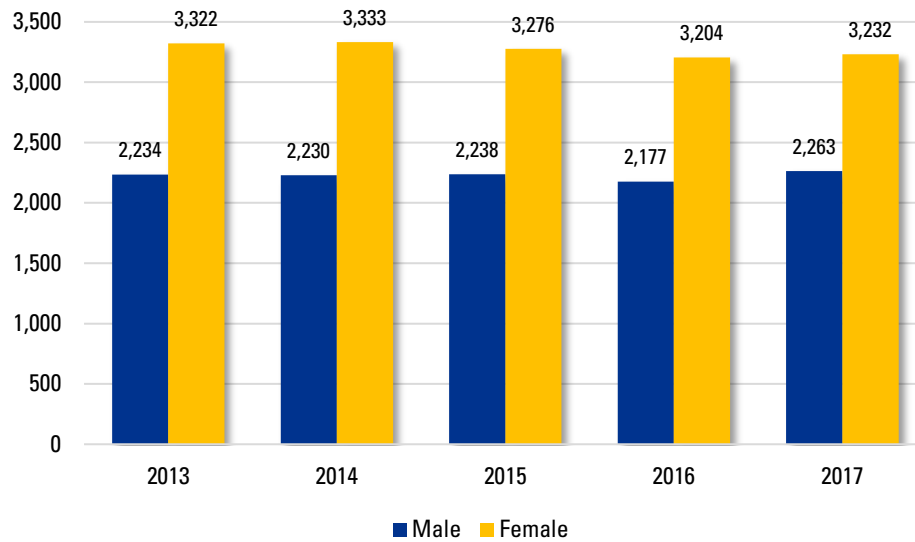
Year	In-State	Out-of-State	International
2013	4,830	142	61
2014	4,852	169	42
2015	4,833	177	39
2016	4,671	185	35
2017	4,775	217	43

### Enrollment of Degree-Seeking Undergraduate Students by Tuition Residency, Fall 2017

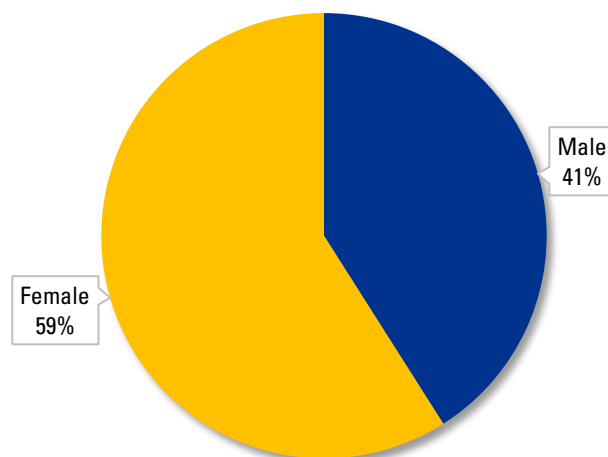


## UNDERGRADUATE STUDENTS

### Longitudinal Enrollment of Undergraduate Students by Gender



### Enrollment of Undergraduate Students by Gender, Fall 2017

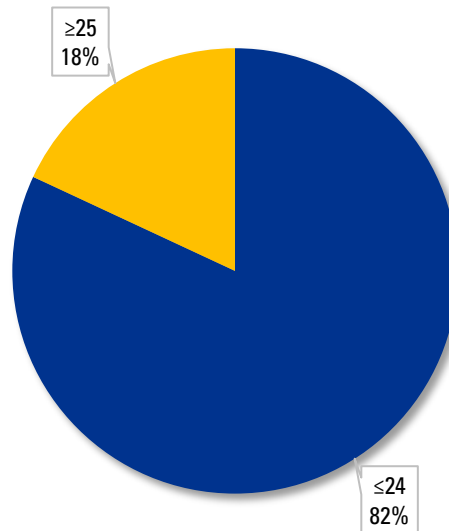


## UNDERGRADUATE STUDENTS

### Longitudinal Enrollment of Degree-Seeking Undergraduate Students by Age Group

	2013	2014	2015	2016	2017
< 18	41	32	37	30	43
18-24	4,060	4,093	4,068	3,938	4,081
25-34	587	589	610	609	606
35-44	185	200	200	165	162
45-54	107	98	80	88	94
≥ 55	43	44	49	58	47
Not reported	10	7	5	3	2
Total	5,033	5,063	5,049	4,891	5,035

### Enrollment of Degree-Seeking Undergraduate Students by Age, Group Fall 2017



## UNDERGRADUATE STUDENTS

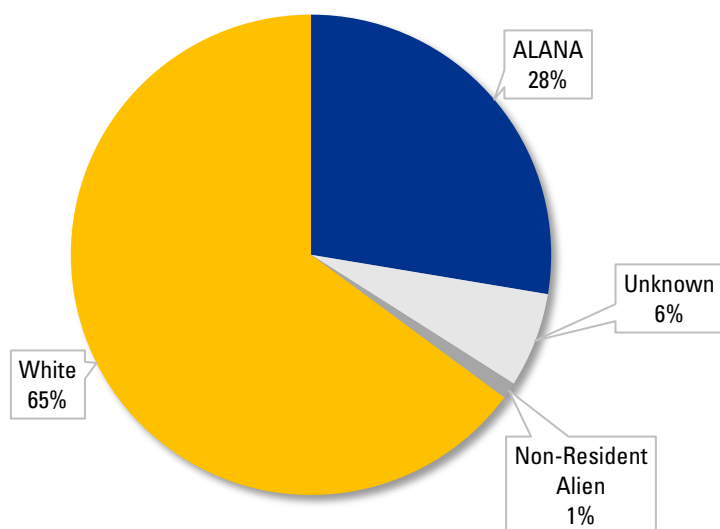
### Longitudinal Enrollment of Undergraduate Students by Race/Ethnicity

	2013	2014	2015	2016	2017
American Indian or Alaska Native	28	33	19	23	14
Asian	199	218	220	226	245
Black or African American	327	376	407	419	459
Hispanic or Latino	415	476	482	545	650
Native Hawaiian or Other Pacific Islander	5	3	3	2	3
White	3,980	3,888	3,825	3,587	3,565
Two or More Races	123	125	152	148	149
Unknown	411	397	361	372	351
Non-Resident Alien	68	47	45	59	61
Total	5,556	5,563	5,514	5,381	5,495
ALANA <sup>1</sup> Total	1,097	1,231	1,283	1,363	1,518
Percent ALANA <sup>2</sup>	22%	24%	25%	28%	30%

<sup>1</sup>Excludes White, Non-Resident Alien, and Unknown

<sup>2</sup>Calculation for percentage is ALANA divided by sum of ALANA and White

### Enrollment of Undergraduate Students by Race/Ethnicity, Fall 2017



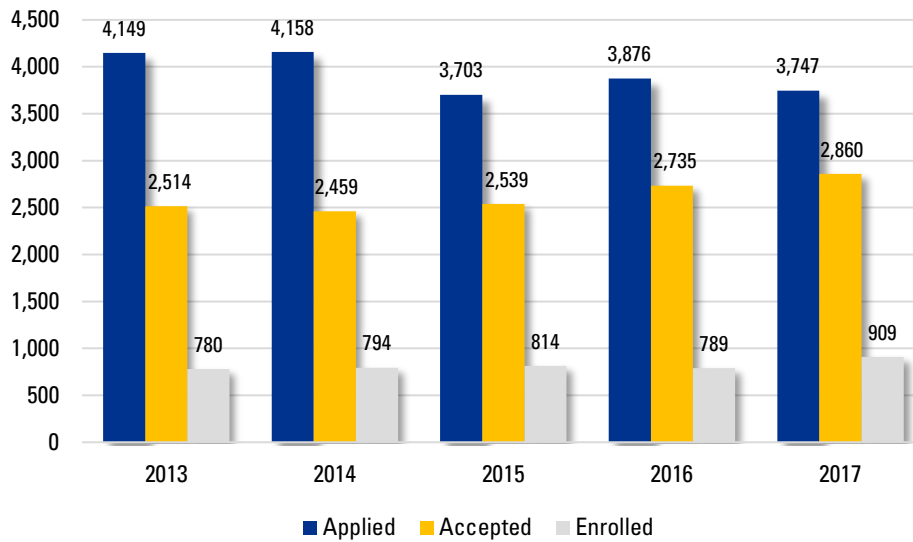
## UNDERGRADUATE STUDENTS

### Enrollment of Degree-Seeking Undergraduate Students by Major, Fall 2017

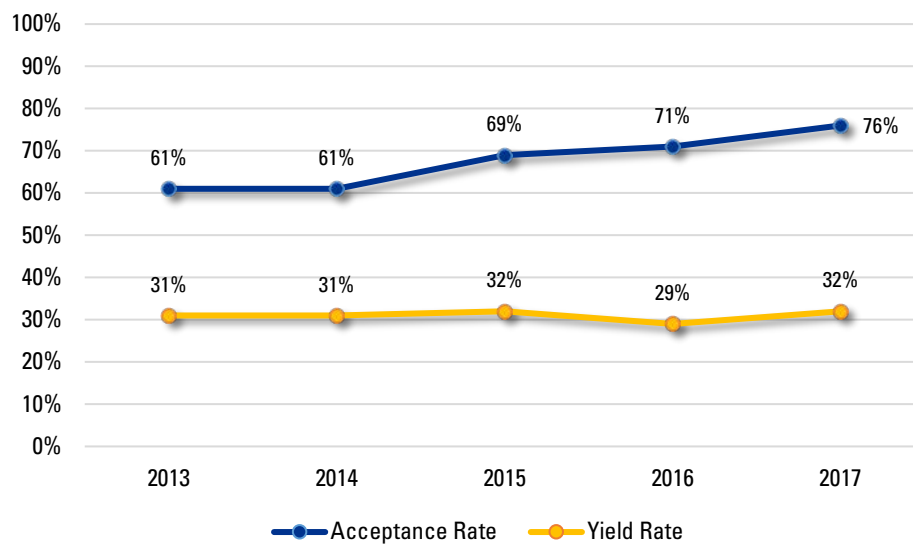
Major	First Major	Second Major	Total
Biology	427	7	434
Biotechnology	109	1	110
Business Administration	780	12	792
Chemistry	97	2	99
Communication	222	7	229
Communication Sciences & Disorders	173	1	174
Community Health	3	—	3
Computer Science	187	4	191
Criminal Justice	469	9	478
Early Childhood Education	165	—	165
Economics	44	11	55
Elementary Education	184	6	190
English	120	19	139
Environmental Science	51	4	55
Geography	26	8	34
Health Education	114	7	121
History	134	18	152
Liberal Studies	39	14	53
Mathematics	95	21	116
Natural Science	11	3	14
Nursing	348	1	349
Occupational Studies	115	—	115
Psychology	429	136	565
Public Health	231	8	239
Sociology	86	42	128
Spanish	21	24	45
Urban Studies	56	6	62
Visual & Performing Arts	48	16	64
Undeclared	251	—	251

## FIRST-TIME FRESHMEN STUDENTS

### Longitudinal Admissions Statistics for Degree-Seeking First-Time Freshmen

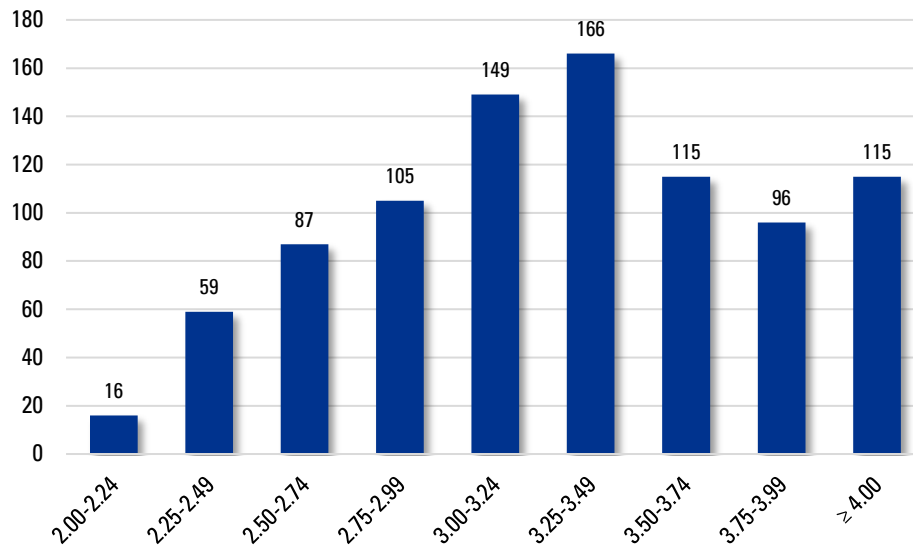


### Longitudinal Acceptance and Yield Rates for Degree-Seeking First-Time Freshmen



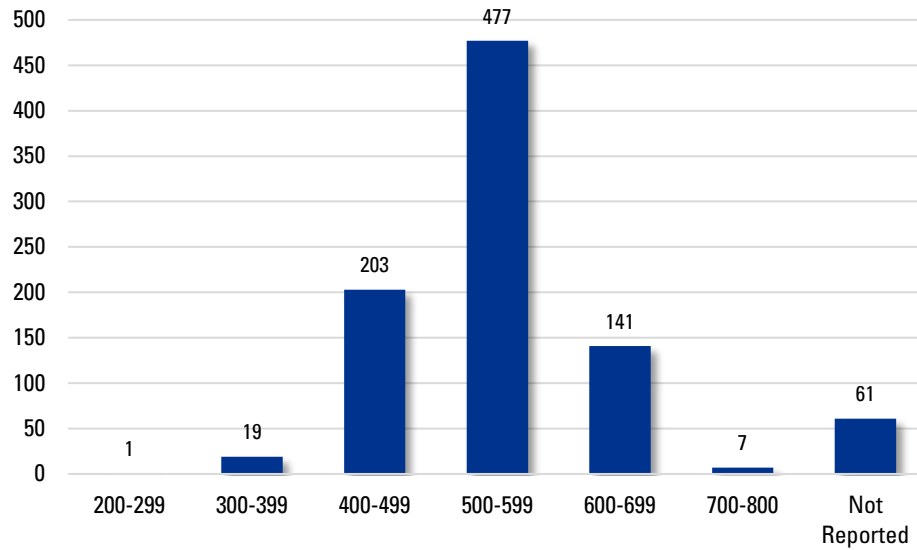
## FIRST-TIME FRESHMEN STUDENTS

### High School GPA of Degree-Seeking First-Time Freshmen, Fall 2017

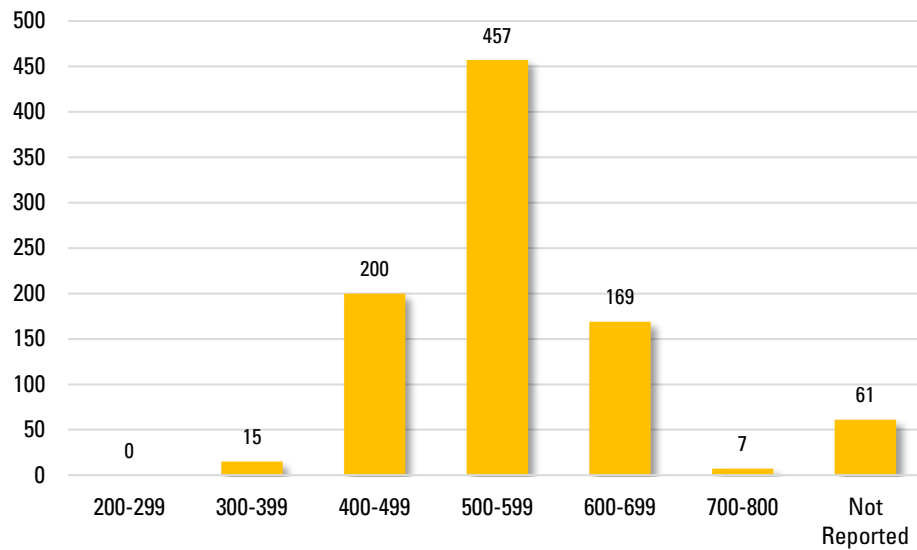


## FIRST-TIME FRESHMEN STUDENTS

### Math SAT Scores of Degree-Seeking First-Time Freshmen, Fall 2017



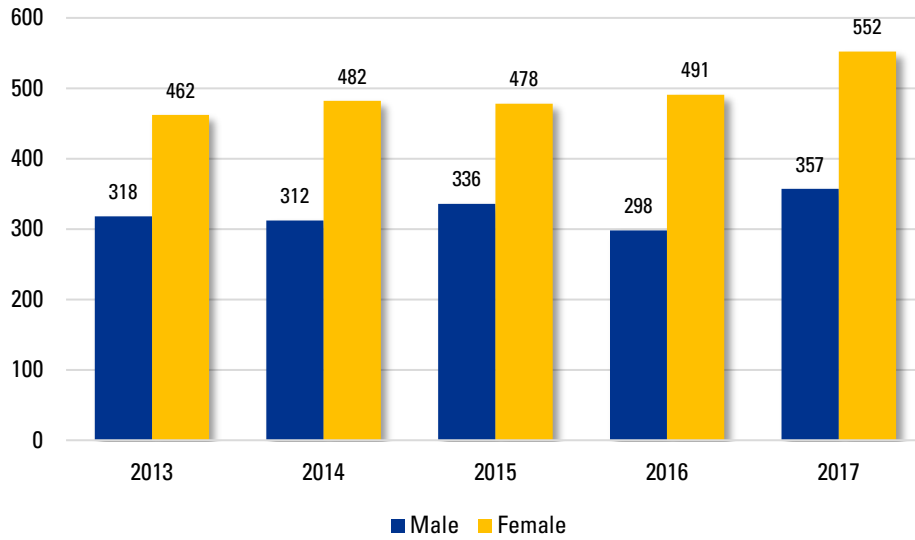
### Verbal SAT Scores of Degree-Seeking First-Time Freshmen, Fall 2017



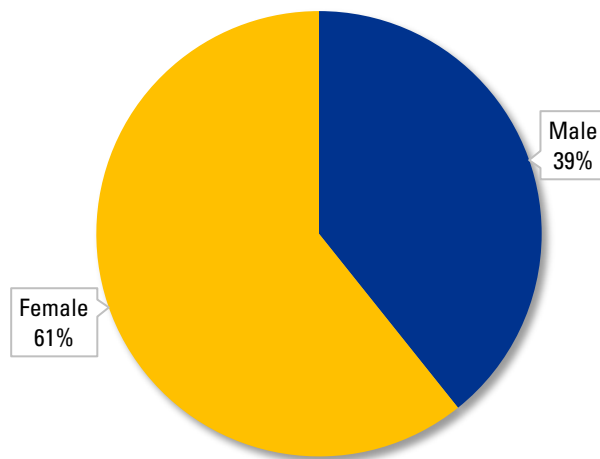


## FIRST-TIME FRESHMEN STUDENTS

### Longitudinal Enrollment of Degree-Seeking First-Time Freshmen by Gender



### Enrollment of Degree-Seeking First-Time Freshmen by Gender, Fall 2017



## FIRST-TIME FRESHMEN STUDENTS

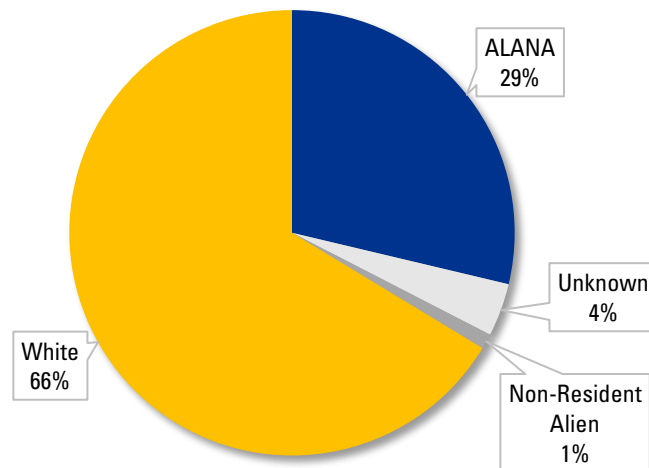
### Longitudinal Enrollment of Degree-Seeking First-Time Freshmen by Race/Ethnicity

	2013	2014	2015	2016	2017
American Indian or Alaska Native	6	5	1	1	1
Asian	36	33	32	21	55
Black or African American	25	50	42	49	49
Hispanic or Latino	76	94	78	96	136
Native Hawaiian or Other Pacific Islander	1	2	1	—	—
White	575	538	604	562	603
Two or More Races	19	21	25	28	20
Unknown	27	48	25	28	35
Non-Resident Alien	15	3	6	4	10
Total	780	794	814	789	909
ALANA <sup>1</sup> Total	163	205	179	195	261
Percent ALANA <sup>2</sup>	22%	28%	23%	26%	30%

<sup>1</sup>Excludes White, Non-Resident Alien, and Unknown

<sup>2</sup>Calculation for percentage is ALANA divided by sum of ALANA and White

### Enrollment of Degree-Seeking First-Time Freshmen by Race/Ethnicity, Fall 2017



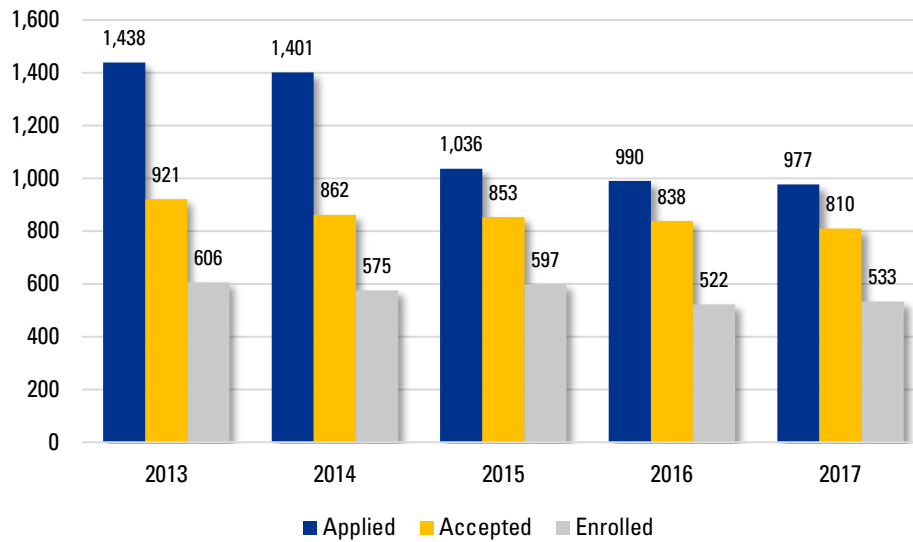
## FIRST-TIME FRESHMEN STUDENTS

### Enrollment of Degree-Seeking First-Time Freshmen by Major, Fall 2017

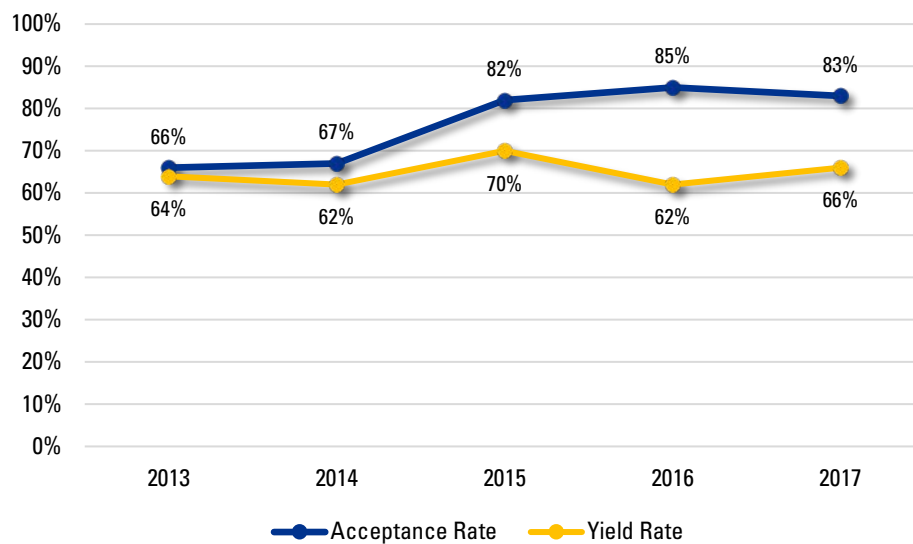
Major	First Major	Second Major	Total
Biology	116	4	120
Biotechnology	19	—	19
Business Administration	101	—	101
Chemistry	14	—	14
Communication	20	2	22
Communication Sciences & Disorders	28	—	28
Computer Science	38	—	38
Criminal Justice	68	—	68
Early Childhood Education	21	—	21
Economics	9	—	9
Elementary Education	40	1	41
English	13	1	14
Environmental Science	7	1	8
Geography	1	—	1
Health Education	17	4	21
History	23	1	24
Liberal Studies	4	—	4
Mathematics	20	3	23
Nursing	85	1	86
Occupational Studies	38	—	38
Psychology	63	1	64
Public Health	31	—	31
Sociology	1	—	1
Spanish	—	1	1
Urban Studies	2	—	2
Visual & Performing Arts	7	—	7
Undeclared	123	—	123

## UNDERGRADUATE TRANSFER STUDENTS

### Longitudinal Admissions Statistics for Degree-Seeking Undergraduate Transfer Students



### Longitudinal Acceptance and Yield Rates for Degree-Seeking Undergraduate Transfer Students



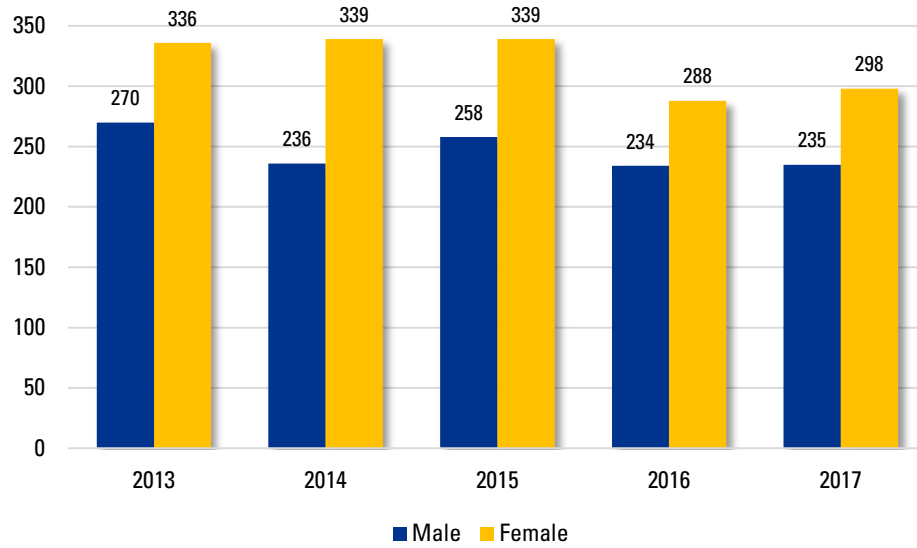
## UNDERGRADUATE TRANSFER STUDENTS

### Top 10 Institutions Undergraduate Students Transfer From

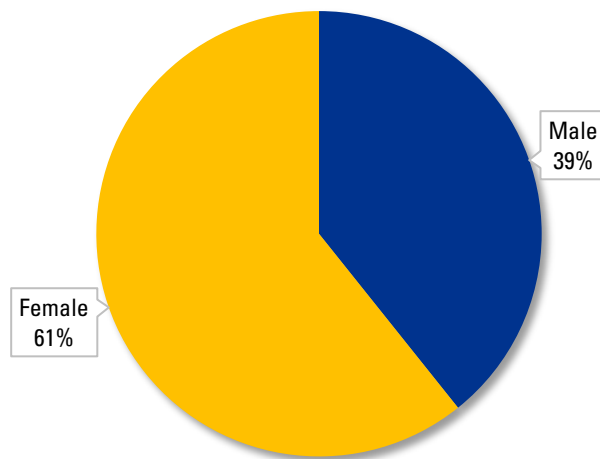
Institution	# of Students	% of Total
Quinsigamond Community College	202	38%
Mount Wachusett Community College	26	5%
Massachusetts Bay Community College	22	4%
Westfield State University	14	3%
Salem State University	9	2%
University of Massachusetts Amherst	9	2%
Assumption College	8	2%
Bridgewater State University	8	2%
Fitchburg State University	8	2%
Western New England University	8	2%
All Others	219	41%

## UNDERGRADUATE TRANSFER STUDENTS

### Longitudinal Enrollment of Undergraduate Transfer Students by Gender



### Enrollment of Undergraduate Transfer Students by Gender, Fall 2017

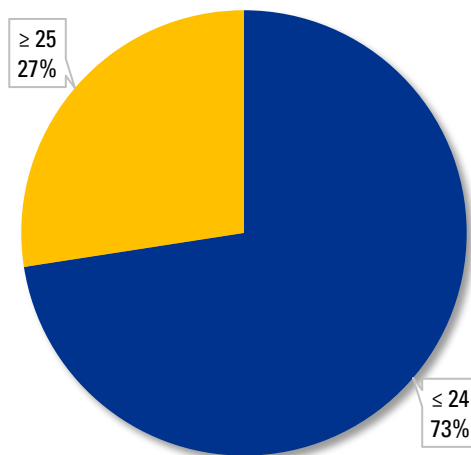


## UNDERGRADUATE TRANSFER STUDENTS

### Longitudinal Enrollment of Undergraduate Transfer Students by Age Group

	2013	2014	2015	2016	2017
< 18	—	—	3	7	1
18-24	431	412	448	372	385
25-34	104	105	94	85	101
35-44	39	36	36	30	26
45-54	20	13	13	16	15
≥ 55	9	8	3	10	4
Not reported	3	1	—	1	1
Total	606	575	597	521	533

### Enrollment of Undergraduate Transfer Students by Age Group, Fall 2017



## UNDERGRADUATE TRANSFER STUDENTS

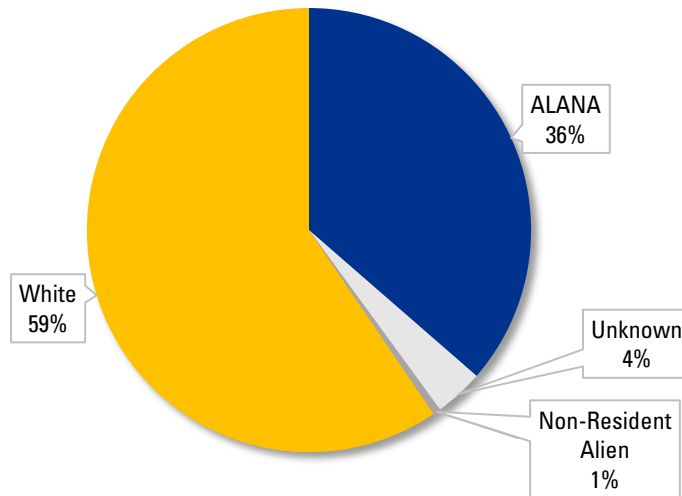
### Longitudinal Enrollment of Undergraduate Transfer Students by Race/Ethnicity

	2013	2014	2015	2016	2017
American Indian or Alaska Native	3	2	3	3	1
Asian	31	23	21	24	26
Black or African American	63	63	68	66	77
Hispanic or Latino	52	60	63	73	75
Native Hawaiian or Other Pacific Islander	1	—	—	—	—
White	405	382	391	306	317
Two or More Races	14	15	23	31	15
Unknown	28	22	23	31	19
Non-Resident Alien	9	8	5	5	3
Total	606	575	597	522	533
ALANA <sup>1</sup> Total	164	163	178	180	194
Percent ALANA <sup>2</sup>	29%	30%	31%	37%	38%

<sup>1</sup>Excludes White, Non-Resident Alien, and Unknown

<sup>2</sup>Calculation for percentage is ALANA divided by sum of ALANA and White

### Enrollment of Undergraduate Transfer Students by Race/Ethnicity, Fall 2017





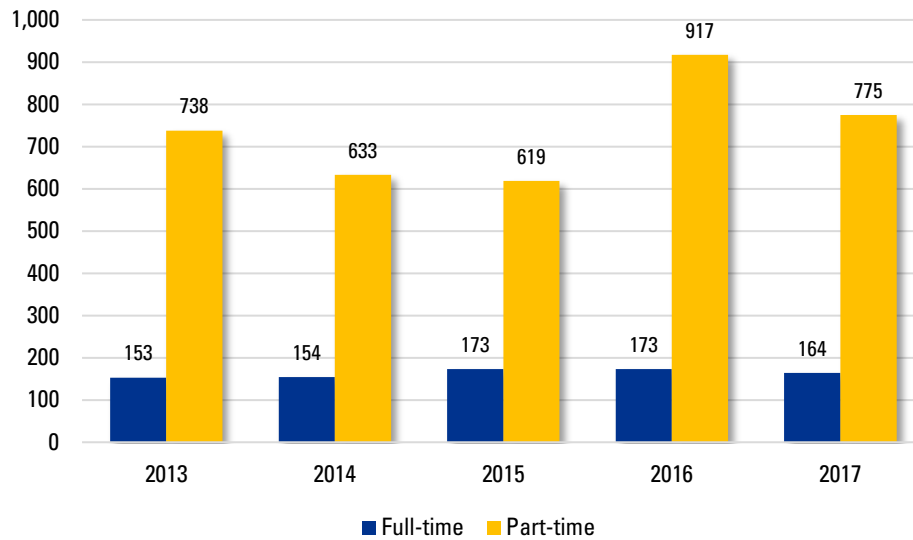
## UNDERGRADUATE TRANSFER STUDENTS

### Enrollment of Undergraduate Transfer Students by Major, Fall 2017

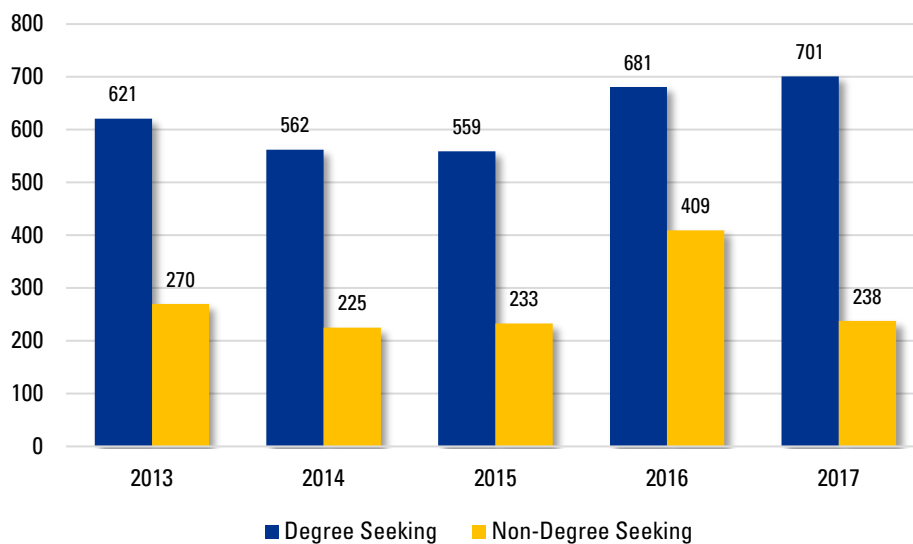
Major	First Major	Second Major	Total
Biology	43	1	44
Biotechnology	16	—	16
Business Administration	101	—	101
Chemistry	7	—	7
Communication	29	—	29
Communication Sciences & Disorders	9	—	9
Computer Science	17	1	18
Criminal Justice	50	3	53
Early Childhood Education	24	—	24
Economics	4	—	4
Elementary Education	15	—	15
English	8	7	15
Environmental Science	3	—	3
Geography	—	—	—
Health Education	13	—	13
History	11	4	15
Liberal Studies	6	—	6
Mathematics	11	—	11
Nursing	42	—	42
Occupational Studies	—	—	—
Psychology	56	12	68
Public Health	27	—	27
Sociology	12	3	15
Spanish	5	1	6
Urban Studies	9	1	10
Visual & Performing Arts	3	—	3
Undeclared	12	—	12

## GRADUATE AND POST-BACCALAUREATE STUDENTS

### Longitudinal Enrollment of Graduate and Post-Baccalaureate Students by Status

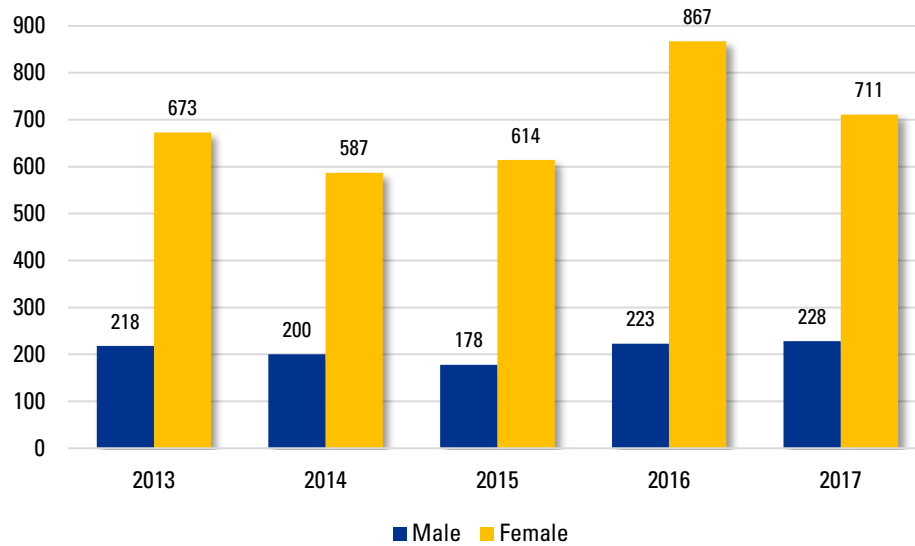


### Longitudinal Enrollment of Graduate and Post-Baccalaureate Students by Matriculation

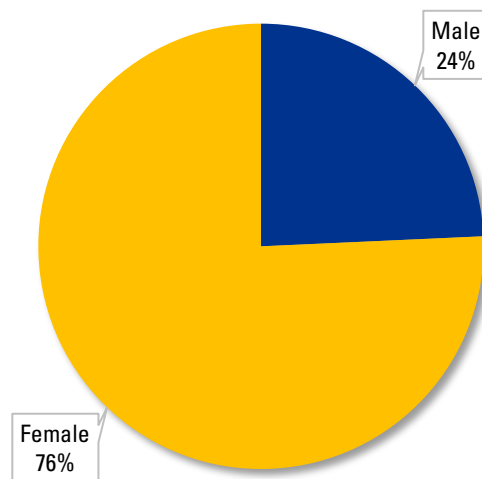


## GRADUATE AND POST-BACCALAUREATE STUDENTS

### Longitudinal Enrollment of Graduate and Post-Baccalaureate Students by Gender



### Enrollment of Graduate and Post-Baccalaureate Students by Gender, Fall 2017



## GRADUATE AND POST-BACCALAUREATE STUDENTS

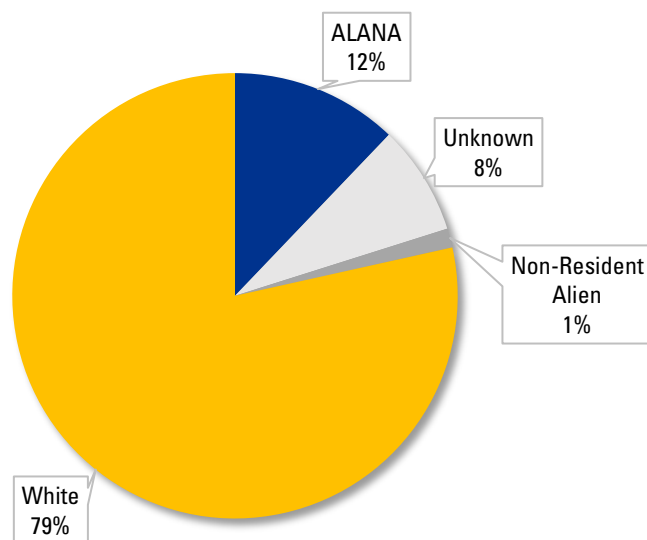
### Longitudinal Enrollment of Graduate and Post-Baccalaureate Students by Race/Ethnicity

	2013	2014	2015	2016	2017
American Indian or Alaska Native	1	3	6	8	5
Asian	21	21	16	14	17
Black or African American	58	24	25	39	41
Hispanic or Latino	33	28	34	51	37
Native Hawaiian or Other Pacific Islander	2	—	—	1	—
White	713	626	616	875	737
Two or More Races	8	13	11	15	14
Unknown	72	56	71	74	75
Non-Resident Alien	13	16	13	13	13
Total	891	787	792	1,090	939
ALANA <sup>1</sup> Total	93	89	92	128	114
Percent ALANA <sup>2</sup>	12%	12%	13%	13%	13%

<sup>1</sup>Excludes White, Non-Resident Alien, and Unknown

<sup>2</sup>Calculation for percentage is ALANA divided by sum of ALANA and White

### Enrollment of Graduate and Post-Baccalaureate Students by Race/Ethnicity, Fall 2017



## GRADUATE AND POST-BACCALAUREATE STUDENTS

### Enrollment of Graduate and Post-Baccalaureate Students by Program, Fall 2017

Program	Total
<b>Degree Programs</b>	
MA English	11
MA History	20
MA Spanish	10
MEd Early Childhood Education	12
MEd Education	2
MEd Elementary Education	18
MEd English as a Second Language	6
MEd Health Education	5
MEd Leadership and Administration	71
MEd Middle School Education	23
MEd Moderate Disabilities	15
MEd Reading	21
MEd Secondary School Education	46
MOT Occupational Therapy	60
MS Biotechnology	25
MS Healthcare Administration	17
MS Management	56
MS Nonprofit Management	9
MS Nursing	76
MS Speech-Language Pathology	86
<b>EdS Programs</b>	
Curriculum and Instruction	—
Leadership	1
School Psychology	37
Secondary Education	4
<b>Post-Baccalaureate Certificate and Licensure Programs</b>	
College Teaching	—
Early Childhood Education	2
English as a Second Language Initial Licensure	13
Middle School Initial Licensure	16
Moderate Disabilities Initial Licensure	9
Reading Specialist Initial Licensure	1
Secondary School Initial Licensure	29
<b>Post-Master's Certificate Programs</b>	
Community and Public Health Nursing	—
Nursing Education	—

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A background image showing several graduates in black caps and gowns. The central figure is a young man with a slight smile, looking towards the camera. To his left, another graduate is partially visible, looking off to the side. To his right, another graduate is partially visible, looking down. In the foreground, the top of a graduate's head with glasses is visible.

# ACADEMIC ACHIEVEMENT

**79.9%**  
RETENTION  
(2016 COHORT)

**55.4%**  
SIX YEAR GRADUATION RATE  
(2011 COHORT)

## First-time, Full-time Freshman Retention and Graduation Rates

### Fall 2009 - Fall 2016 Freshmen Cohorts

Entering Class	Initial Cohort	% Retained			% Graduating				
		After 1st Year	After 2nd Year	After 3rd Year	Within 4 Years	Within 5 Years	Within 6 Years	Within 7 Years	Within 8 Years
2009	693	75.2	66.1	59.2	32.5	47.8	50.9	53.7	54.5
2010	809	79.8 <sup>1</sup>	67.3 <sup>2</sup>	63.2	36.1	50.9 <sup>3</sup>	55.8	57.7	
2011	790	78.10	67.0	61.9	35.7	50.9	55.4		
2012	781	80.3 <sup>4</sup>	68.6	61.3	38.8	52.1			
2013	775	81.9 <sup>5</sup>	70.0	64.9	41.1 <sup>6</sup>				
2014	785	77.4 <sup>7</sup>	67.6 <sup>8</sup>	64.9 <sup>9</sup>					
2015	808	77.9 <sup>10</sup>	69.0						
2016	782	80.0 <sup>11</sup>							

Note: Calculations based on adjusted cohorts, excluding deceased students & military reasons: <sup>1</sup>805, <sup>2</sup>804, <sup>3</sup>803, <sup>4</sup>780, <sup>5</sup>773, <sup>6</sup>772, <sup>7</sup>783, <sup>8</sup>781, <sup>9</sup>780, <sup>10</sup>804, <sup>11</sup>781

Note: Calculations are based on adjusted cohorts, which excludes students leaving for military reasons or who are deceased.

6/14/2018

Source: WSU Live Colleague Enterprise Data System and IPEDS Graduation Rates Surveys.



## ACADEMIC ACHIEVEMENT

### Undergraduate Degrees Conferred by Major, FY17

Major	First Major	Second Major	Total
Biology	66	—	66
Biotechnology	26	—	26
Business Administration	181	3	184
Chemistry	11	—	11
Communication	62	2	64
Communication Sciences & Disorders	41	—	41
Community Health	9	—	9
Computer Science	36	—	36
Criminal Justice	97	4	101
Early Childhood Education	30	—	30
Economics	6	3	9
Elementary Education	35	1	36
English	34	4	38
Environmental Science	3	—	3
Geography	7	—	7
Health Education	26	—	26
History	30	4	34
Liberal Studies	9	—	9
Mathematics	13	6	19
Natural Science	10	—	10
Nursing	89	—	89
Occupational Studies	20	—	20
Psychology	130	39	169
Public Health	43	—	43
Sociology	35	14	49
Spanish	10	10	20
Urban Studies	10	3	13
Visual & Performing Arts	7	4	11

## ACADEMIC ACHIEVEMENT

### Undergraduate Minors and Interdisciplinary Concentrations Conferred, FY17

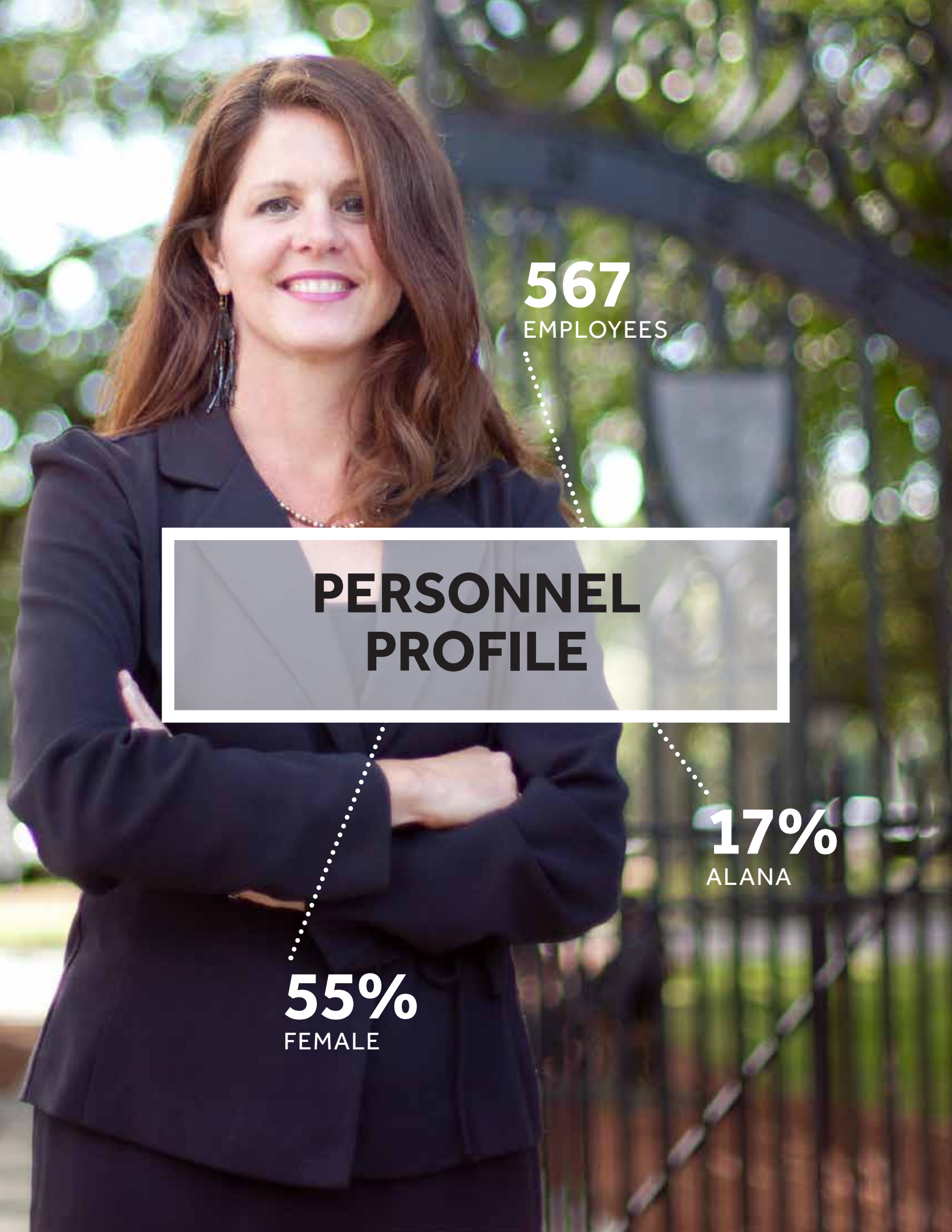
Minor / Interdisciplinary Concentration	Total
Art	5
Biology	1
Business Administration	22
Chemistry	56
Communication	12
Communication Sciences & Disorders	11
Computer Science	3
Criminal Justice	10
Economics	35
Ethnic Studies	—
French	3
Global Studies	18
Health Education	8
Health Fitness	3
History	2
Mathematics	10
Middle School Education	5
Music	2
Nuclear Medicine	2
Philosophy	7
Philosophy and Law	1
Physics	2
Political Science	11
Pre-Law	2
Psychology	60
Public Health	3
Secondary Education	15
Sociology	36
Spanish	22
Theater	2
Urban Studies	4
Women's Studies	12

## ACADEMIC ACHIEVEMENT

### Graduate Degrees and Post-Baccalaureate Certificates Conferred by Program, FY17

Program	Total
<b>Degree Programs</b>	
MA English	11
MA History	12
MA Spanish	8
MEd Early Childhood Education	12
MEd Education	3
MEd Elementary Education	9
MEd English as a Second Language	—
MEd Health Education	8
MEd Leadership and Administration	28
MEd Middle School Education	4
MEd Moderate Disabilities	8
MEd Reading	3
MEd Secondary School Education	7
MOT Occupational Therapy	25
MS Biotechnology	8
MS Healthcare Administration	7
MS Management	13
MS Nonprofit Management	7
MS Nursing	15
MS Speech-Language Pathology	27
<b>EdS Programs</b>	
Curriculum and Instruction	—
School Psychology (includes MEd)	10
Secondary Education	—
<b>Post-Baccalaureate Certificate and Licensure Programs</b>	
College Teaching	—
English as a Second Language Initial Licensure	3
Middle School Initial Licensure	5
Moderate Disabilities Initial Licensure	8
Reading Specialist Initial Licensure	—
Secondary School Initial Licensure	14
<b>Post-Master's Certificate Programs</b>	
Community and Public Health Nursing	—
Nursing Education	—

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**567**

EMPLOYEES

**PERSONNEL  
PROFILE**

**17%**

ALANA

**55%**

FEMALE

## PERSONNEL PROFILE

### Longitudinal Employees by Type

	2013	2014	2015	2016	2017
<b><u>Staff</u></b>					
Full-time Staff	324	339	339	342	344
Part-time Staff	15	12	13	12	12
<i>Total Staff</i>	<i>339</i>	<i>351</i>	<i>352</i>	<i>354</i>	<i>356</i>
<b><u>Full-time Faculty</u></b>					
Professor	69	75	75	69	73
Associate Professor	57	54	52	49	54
Assistant Professor	62	65	66	72	71
Instructor	13	12	10	14	13
<i>Total Faculty</i>	<i>201</i>	<i>206</i>	<i>203</i>	<i>204</i>	<i>211</i>
<b>Total Employees</b>	<b>540</b>	<b>557</b>	<b>555</b>	<b>558</b>	<b>567</b>

Source: Human Resources

## FULL-TIME AND PART-TIME STAFF

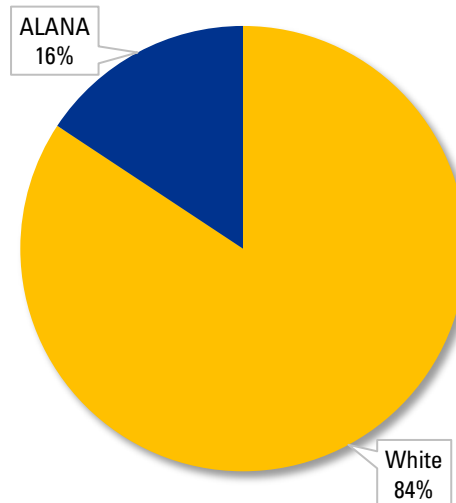
### Longitudinal Full-time and Part-time Staff by Race/Ethnicity

	2013	2014	2015	2016	2017
American Indian or Alaska Native	—	—	—	—	—
Asian	8	8	7	10	9
Black or African American	14	16	18	21	19
Hispanic or Latino	20	20	20	24	24
Native Hawaiian or Other Pacific Islander	—	—	—	—	—
White	293	303	304	297	300
Two or more races	—	1	—	—	4
Unknown	4	3	3	2	—
Non-Resident Alien	—	—	—	—	—
Total	339	351	352	354	356
ALANA <sup>1</sup> Total	42	45	45	55	56
Percent ALANA <sup>2</sup>	13%	13%	13%	16%	16%

<sup>1</sup>Excludes White, Non-Resident Alien, and Unknown

<sup>2</sup>Calculation for percentage is ALANA divided by sum of ALANA and White

### Fall 2017 Full-time and Part-time Staff by Race/Ethnicity



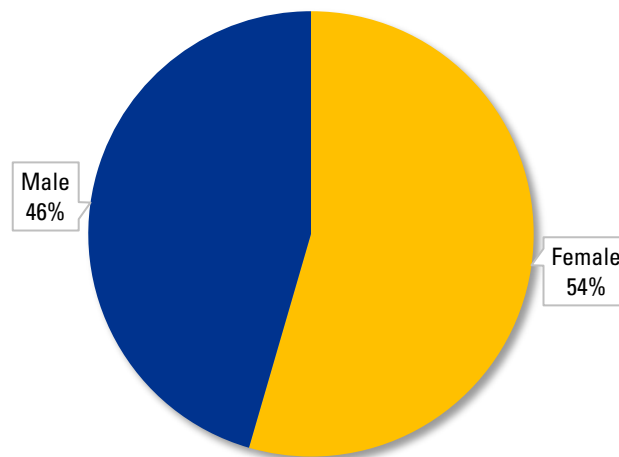
Source: Human Resources

## FULL-TIME AND PART-TIME STAFF

### Longitudinal Full-time and Part-time Staff by Gender

	2013	2014	2015	2016	2017
Female	199	205	207	197	194
Male	140	146	145	157	162
Total	339	351	352	354	356

### Fall 2017 Full-time and Part-time Staff by Gender



Source: Human Resources



## FULL-TIME FACULTY

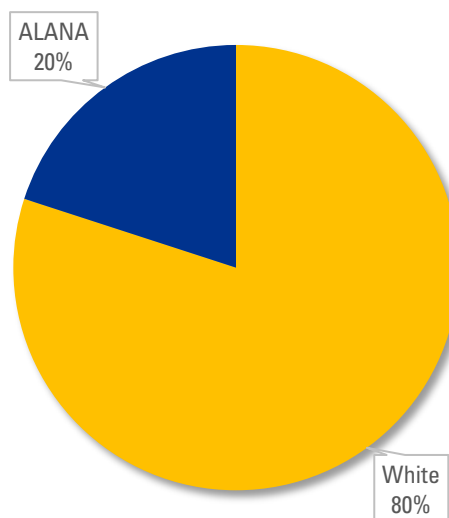
### Longitudinal Full-time Faculty by Race/Ethnicity

	2013	2014	2015	2016	2017
American Indian or Alaska Native	—	—	—	—	—
Asian	20	18	18	18	18
Black or African American	9	9	8	7	7
Hispanic or Latino	11	12	10	12	15
Native Hawaiian or Other Pacific Islander	—	1	1	1	1
White	160	165	165	164	168
Two or more races	—	—	—	—	1
Unknown	1	1	1	2	—
Non-Resident Alien	—	—	—	—	1
Total	201	206	203	204	211
ALANA <sup>1</sup> Total	40	40	37	38	42
Percent ALANA <sup>2</sup>	20%	20%	18%	19%	20%

<sup>1</sup>Excludes White, Non-Resident Alien, and Unknown

<sup>2</sup>Calculation for percentage is ALANA divided by sum of ALANA and White

### Fall 2017 Full-time Faculty by Race/Ethnicity



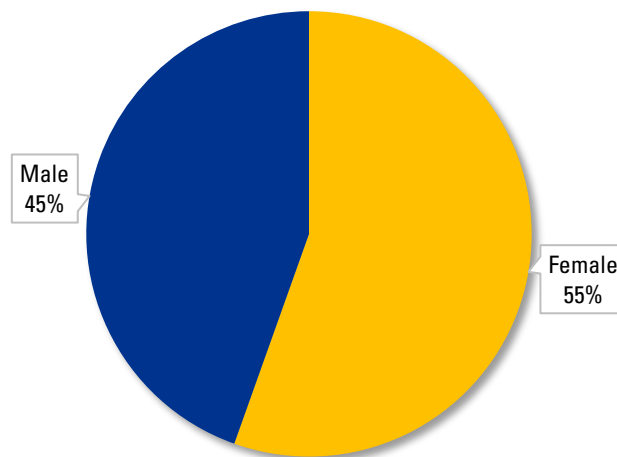
Source: Human Resources

## FULL-TIME FACULTY

### Longitudinal Full-time Faculty by Gender

	2013	2014	2015	2016	2017
Female	120	118	117	115	117
Male	81	88	86	89	94
Total	201	206	203	204	211

### Fall 2017 Full-time Faculty by Gender



Source: Human Resources

## FULL-TIME FACULTY

### Full-time Faculty by Department and Rank, Fall 2017

Department	Professor	Associate Professor	Assistant Professor	Instructor	Total
Biology	7	2	4	1	14
Business and Economics	10	2	7	1	20
Chemistry	2	4	4	—	10
Communication	5	2	2	—	9
Communication Sciences & Disorders	2	3	1	—	6
Computer Science	4	—	1	—	5
Criminal Justice	1	4	4	—	9
Earth, Environment & Physics	2	5	3	—	10
Education	4	5	4	—	13
English	6	5	4	3	18
Health Sciences	—	—	5	—	5
History & Political Science	3	6	5	—	14
Mathematics	3	2	6	1	12
Nursing	2	5	2	6	15
Occupational Therapy	1	2	1	1	5
Philosophy	2	—	2	—	4
Psychology	8	2	7	—	17
Sociology	1	1	3	—	5
Urban Studies	1	1	3	—	5
Visual & Performing Arts	8	2	—	—	10
World Languages	1	1	3	—	5
<b>Total</b>	<b>73</b>	<b>54</b>	<b>71</b>	<b>13</b>	<b>211</b>

Source: Human Resources

## FULL-TIME FACULTY

### Longitudinal Full-time Faculty by Gender and Rank

	2013	2014	2015	2016	2017
<b><u>Female</u></b>					
Professor	43	47	49	43	43
Associate Professor	24	21	22	25	29
Assistant Professor	41	39	38	37	35
Instructor	12	11	8	10	10
<i>Total Female</i>	<i>120</i>	<i>118</i>	<i>117</i>	<i>115</i>	<i>117</i>
<b><u>Male</u></b>					
Professor	26	28	26	26	30
Associate Professor	33	33	30	24	26
Assistant Professor	21	26	28	35	35
Instructor	1	1	2	4	3
<i>Total Male</i>	<i>81</i>	<i>88</i>	<i>86</i>	<i>89</i>	<i>94</i>

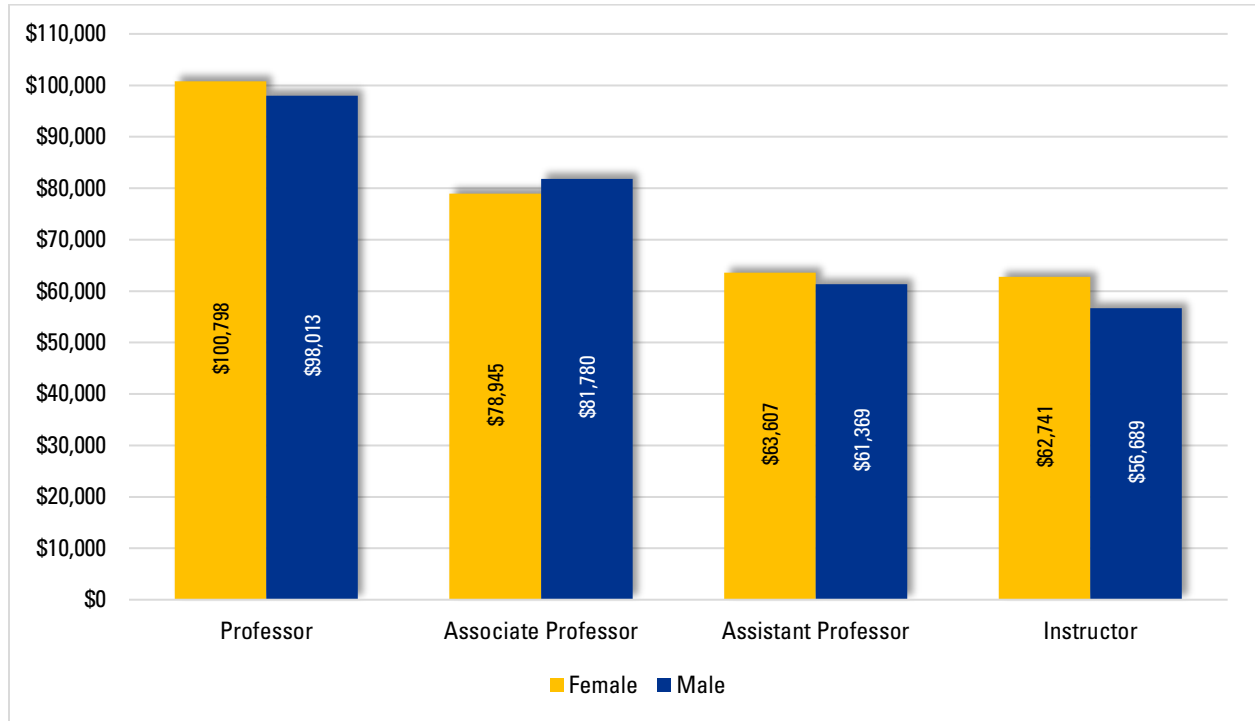
### Longitudinal Full-time Faculty by Gender and Tenure Status

	2013	2014	2015	2016	2017
<b><u>Female</u></b>					
Tenured	71	70	71	68	67
On tenure track	35	35	34	39	46
Not on tenure track	14	13	12	8	4
<i>Total Female</i>	<i>120</i>	<i>118</i>	<i>117</i>	<i>115</i>	<i>117</i>
<b><u>Male</u></b>					
Tenured	60	62	56	49	56
On tenure track	18	21	22	32	31
Not on tenure track	3	5	8	8	7
<i>Total Male</i>	<i>81</i>	<i>88</i>	<i>86</i>	<i>89</i>	<i>94</i>

Source: Human Resources

## FULL-TIME FACULTY

### Average Salaries of Full-time Faculty by Rank and Gender, Fall 2017



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OVER  
**200,000**  
HOLDINGS

# LIBRARY INFORMATION

MILTON  
METZER  
COLLECTION

OVER  
**125**  
DATABASES

DENNIS BRUTUS  
COLLECTION

## LIBRARY INFORMATION

### Library Holdings FY 2012-2016

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

Source: NCES Library Reports





**39**  
BUILDINGS

# FACILITIES INFORMATION

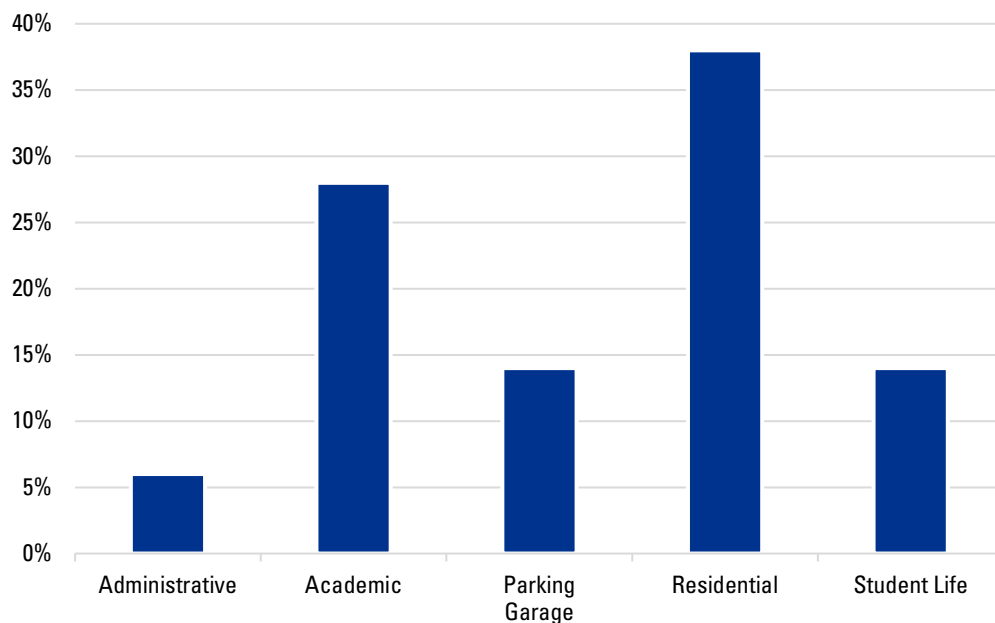
**58**  
ACRES

**4**  
BUILDINGS  
WITH LEED  
GOLD  
STATUS

## Physical Plant Facilities

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

## Distribution of Buildings' Gross Square Feet by Category



Source: Facilities



**3,436**

DONORS IN FY 17

**6,010**

APPLICATIONS  
FOR SCHOLARSHIP  
SUPPORT

**327**

SCHOLARSHIP  
RECIPIENTS

# UNIVERSITY ADVANCEMENT

**362**

TOTAL FUNDS MANAGED

**21**

NEW FUNDS IN FY 17

**FOUNDATION BOARD OF DIRECTORS  
2017-2018**

Craig A. Bovaird '77 – Chair  
Ann L. DeBiasio '79 – Vice Chair  
Meaghan Dougherty '19 – Student Senate Chair, Ex. Officio  
James D. Glickman – Vice Chair  
Edward L. Sherr – Treasurer  
Robin J. Quill – Assistant Treasurer  
Mary C. Ritter – Immediate Past Chair  
Barry M. Maloney – Ex Officio  
Thomas M. McNamara '94 – President and Clerk

George H. Albro '65, M.Ed. '68  
Greta Bajrami Campoverde  
David E. Bedard '74  
John P. Brissette '88  
Mary Burke Fallon  
Matthew Cote  
Geovanna I. Diaz '12  
Allen J. Falke '93, Esq.  
Ellen J. Gaucher '76, MSA, MSPH, FAAN  
Christopher J. Grondin '97  
Maryanne H. Hammond '69, M.Ed. '72  
Warren D. Hayden '86  
Kristina M. Jackson '93  
Renee A. King '12  
Stephen F. Madaus  
Dorothy J. Manning, M.Ed. '88  
Rosanne Sullivan Matulaitis '65  
Michael J. Mills '72  
Satya B. Mitra, Ph.D.  
Robert J. Morton '87  
Suzanne Singh Nebelung, M.Ed. '00  
John J. O'Brien  
Alan O. Osmolowski '91, CPA  
Stephen R. O'Toole  
Gregg H. Rosen '86  
Sharen C. Shipley '74  
Robert J. Spain '78  
Peter J. Staiti '02  
George W. Tetler III  
Steven J. Ward '76  
Randal D. Webber '91

**ALUMNI ASSOCIATION  
ADVISORY BOARD  
2017-2018**

Michael J. Mills '72 – President  
Elizabeth A. Bitar '11 – Vice President  
Jacqueline M. Trotta '69 – M.Ed. '74, Secretary  
Kathryn M. Portle '69 – Executive Committee

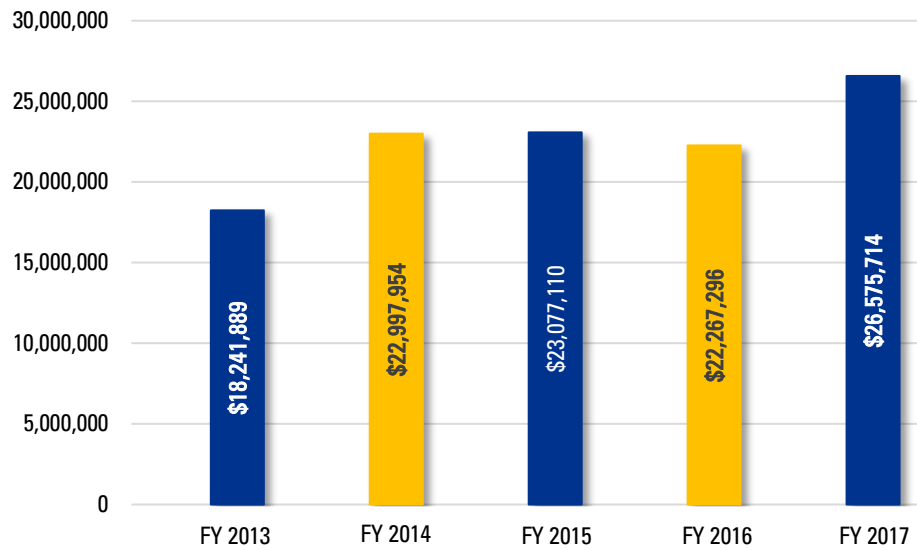
**DIRECTORS  
2017-2018**

John A. Ahern '80  
James C. Celona '12  
Kurt M. Correia '16  
Theresa M. Dorsey-Potts '73  
Daniel C. Duclos '11  
Veto F. Filipkowski '62, M.Ed. '66  
Elizabeth N. Gilgun '92  
Tara A. Hancock, M.S. '06  
Trevor R. Hodde '12  
Todd D. Jarvis '86  
Jessica Julian '12  
Joseph J. Klimavich '74  
David A. Meyers '76  
Deirdre A. Olson O'Connor '71  
Beth Sannella '69, M.Ed. '73  
Theresa A. Smith '83

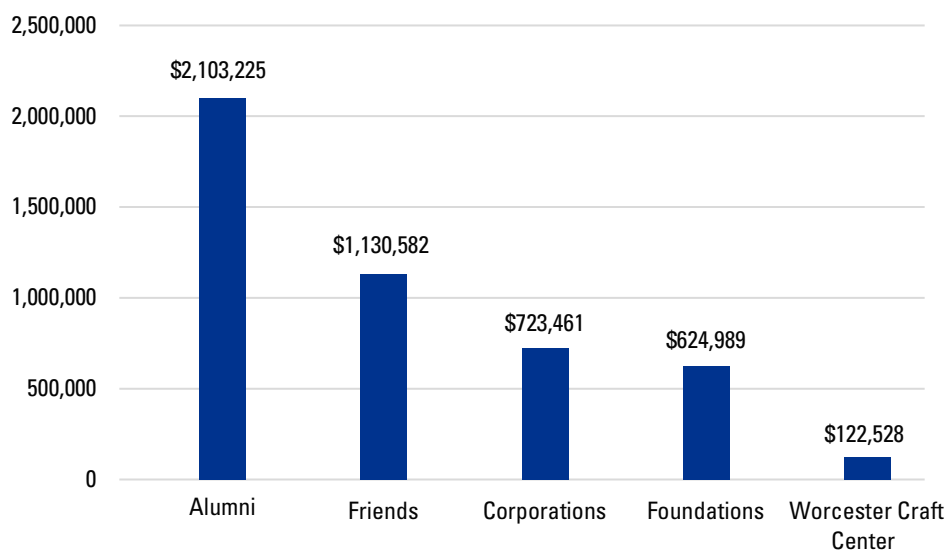
**SGA President-Student Representative**  
Monica Bhakhri '18

## UNIVERSITY ADVANCEMENT

### Total Market Value of Funds Under Management



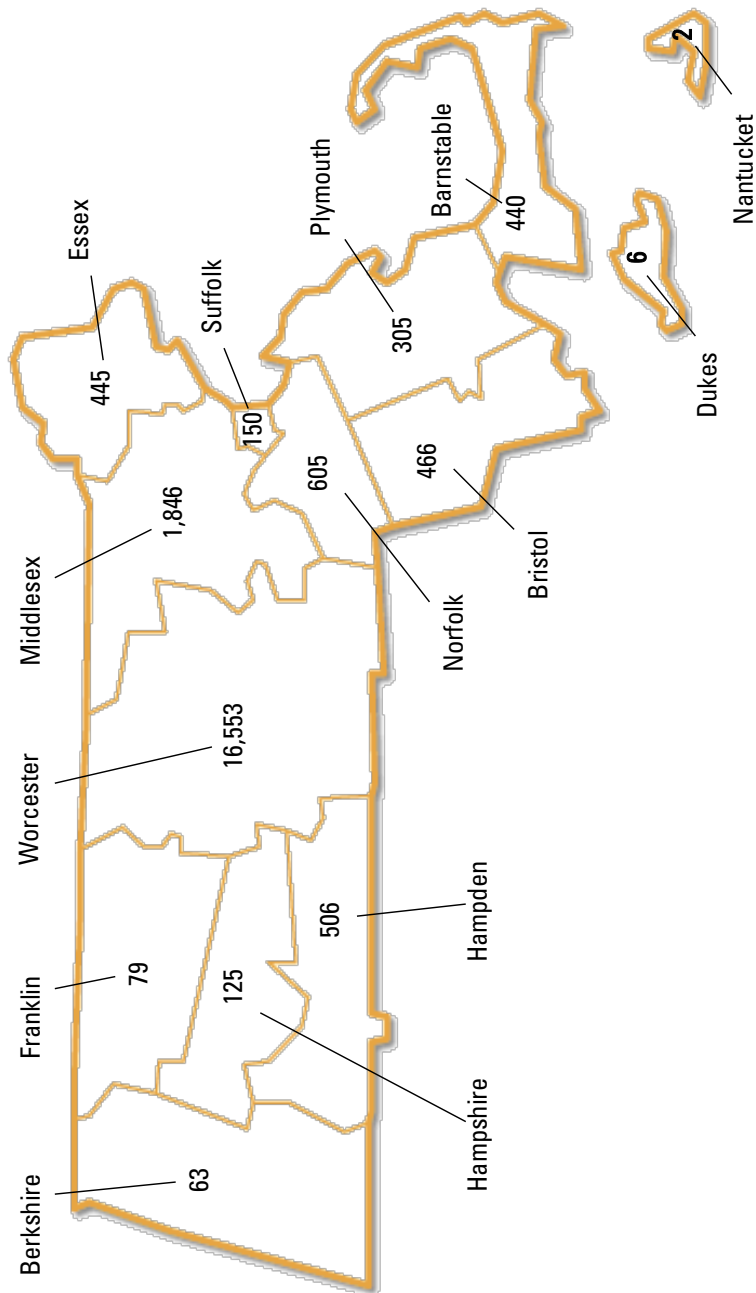
### FY 2017 Gifts and Pledges



Source: University Advancement

## UNIVERSITY ADVANCEMENT

### Alumni by Massachusetts County of Residence



Source: University Advancement

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# **BEST VALUE COLLEGE**

BY PRINCETON REVIEW

**68%**

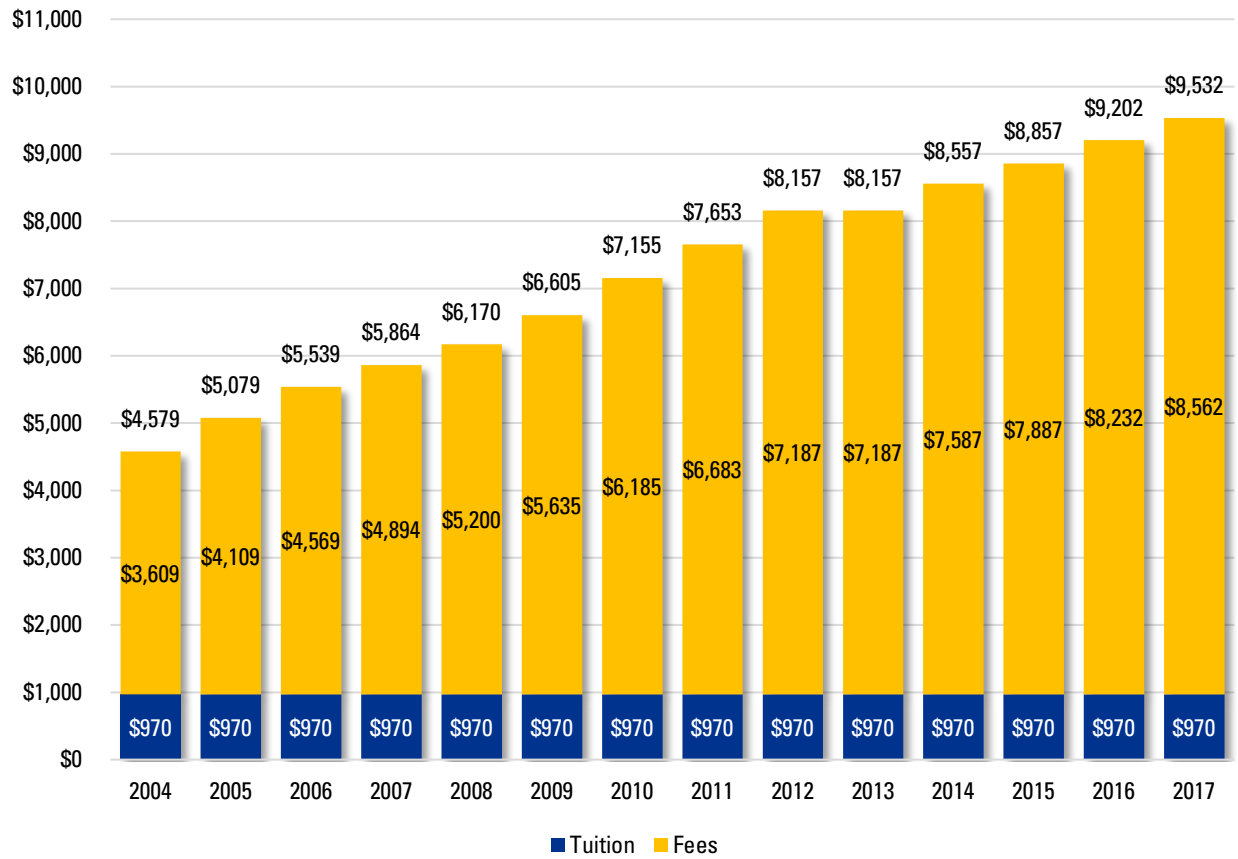
OF WSU STUDENTS RECEIVE  
FINANCIAL AID

## **FINANCIAL INFORMATION**



## FINANCIAL INFORMATION

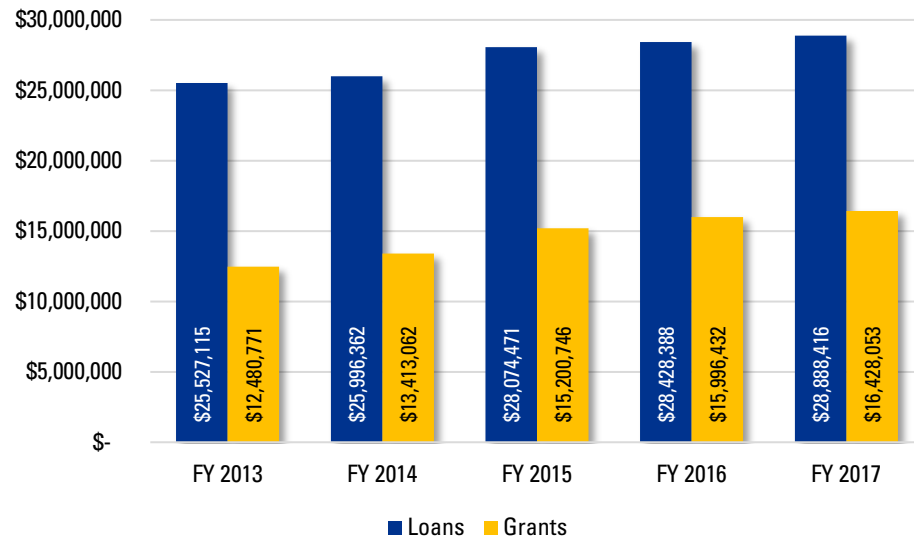
### Longitudinal Tuition and Fees



Source: Administration & Finance

## FINANCIAL INFORMATION

### Longitudinal Financial Aid Awards



Source: Financial Aid

## REVENUES AND EXPENDITURES

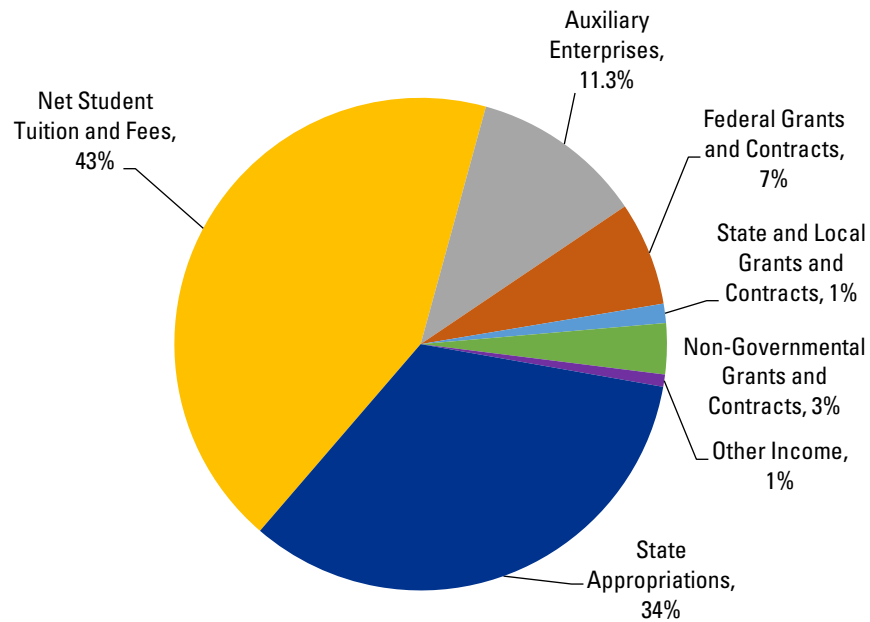
FY 2015-2017

	2017	2016	2015
<b>REVENUES</b>			
Operating Revenues:			
Student Tuition and Fees	\$ 45,060,846	43,982,183	42,564,442
Auxiliary Enterprises, Student Housing	11,837,360	11,906,540	10,377,646
Less: Scholarship Discounts and Allowance	8,414,317	8,752,320	8,350,165
Net Student Tuition and Fees	\$ 48,483,889	47,136,403	44,591,923
Federal Grants and Contracts	\$ 7,144,353	7,172,962	7,511,031
State and Local Grants and Contracts	1,328,165	1,259,516	1,366,407
Nongovernmental Grants and Contracts	3,502,787	2,492,114	1,697,789
Auxiliary Enterprises	440,172	236,258	873,017
Other Operating Revenues	1,032,424	1,146,016	1,058,816
Total Operating Revenues	\$ 61,931,790	59,443,269	57,098,983
<b>EXPENSES</b>			
Operating Expenses:			
Instruction	\$ 35,523,651	34,662,566	33,402,333
Public Service	1,270,991	955,701	1,149,664
Academic Support	7,072,401	7,768,616	6,607,824
Student Services	11,153,602	9,396,733	8,625,036
Institutional Support	14,397,858	15,447,340	13,432,296
Operation and Maintenance of Plant	11,230,348	9,297,557	9,342,808
Scholarship	2,763,487	1,170,665	729,898
Depreciation	5,328,423	4,664,588	4,224,797
Debt Service	497,152	289,560	270,821
Auxiliary Enterprises	12,170,935	11,838,607	12,299,488
Total Operating Expenses	\$ 101,408,848	95,491,933	90,084,965
Operating Loss	(39,477,058)	(95,491,933)	(32,985,982)
<b>NON-OPERATING REVENUES (EXPENSES)</b>			
State Appropriations	\$ 35,169,690	33,605,906	31,840,805
Interest and Investment Income (Loss)	(195,547)	801,365	467,982
Other Non-operating Revenues	7,120	10,477	3,730
Net Non-operating Revenues	\$ 34,981,263	\$34,417,748	\$32,312,517
Income (loss) before Other Revenues, Expenses, Gains, or Losses	(4,495,795)	(1,630,916)	(673,465)
Capital Appropriations	\$ 62,652	23,038,527	2,645,362
Change in Net Position	(4,433,143)	21,407,611	1,971,897
<b>NET POSITION (ASSETS)</b>			
Beginning of Year	\$ 104,279,193	82,871,582	91,466,817
Adoption of accounting principle			(10,567,132)
End of Year	99,846,050	104,279,193	82,871,582

Source: Administration & Finance

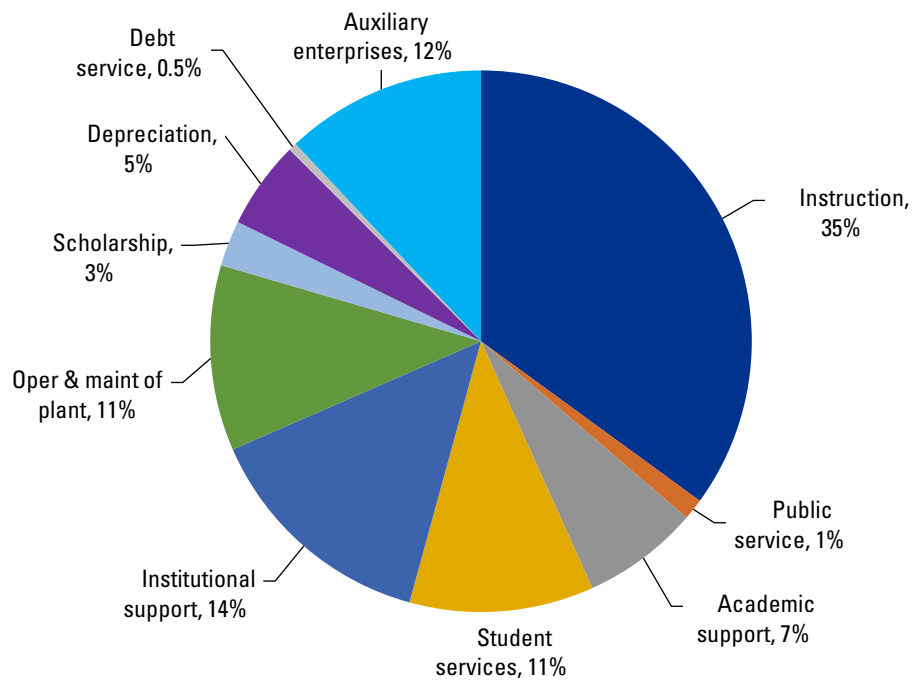
### Fund Revenues by Source, FY 2017

Revenues Total= \$104,887,198



### Fund Expenditures by Source, FY 2017

Expenditures Total= \$101,408,848



Source: Administration & Finance



**WORCESTER**  
STATE  
**UNIVERSITY**

Office of Institutional Research

486 Chandler St.

Worcester, MA 01602

508-929-8121

**worcester.edu**