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UNIVERSITY
1874

STRATEGIC PLAN
VISION
2020

2016-2017 Strategic Plan Review

Assessment of Institutional Effectiveness

Prepared by

Strategic Plan Review Committee

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Introduction

Necessity of Assessment

During the 2014-2015 academic year, a steering committee of students, faculty, staff, alumni, and trustees were brought together to develop a new strategic plan. The mission and core values were reviewed, a new vision emerged from the campus dialogues, and the plan was unveiled to the community at the fall opening day ceremony—*The Strategic Plan 2015-2020: Scholarship, Partnership, and Leadership for a Changing World*. It was approved by the Board of Trustees at their October 2015 meeting. The role of the Strategic Plan Review Committee is to provide an annual assessment of the University and its progress towards the goals and values outlined in the strategic plan.Un

Summary of Process

The 2016-17 Strategic Plan Review Committee consisted of twelve members of the campus community who were appointed by the President's Office. These members were representative of all five divisions, faculty, undergraduate students, and graduate students. Because the University did not have an Assistant Vice President of Assessment and Planning, the Chair was chosen by universal vote of the committee.

Out of these twelve members, nine were active in the assessment process with no participation from the two appointed faculty members. The undergraduate representative was not able to complete the assessment process because of other obligations but did participate in the first half of the process.

The committee assigned two contact persons per division, avoiding any conflict of interest by assigning committee members to divisions other than their own. These contact persons communicated with the division heads about the SPRC assessment and answered questions about what documentation was needed by the committee. The committee provided a sample goal grid and a suggested executive summary outline to all division heads.

Each division submitted a goal grid and executive summary that outlined their response to the strategic plan with a specific focus on Campus Climate and Academic Excellence. Each division had a discussion meeting with the committee where the committee was able to ask for clarifications on the summary or grid, and where divisions were able to ask the committee any questions about the assessment and Strategic Plan.

In order to foster communication between divisions, the committee asked each division to provide a "Divisional Identity" consisting of a division-specific mission statement no longer than three sentences, and a division-specific summary no longer than five sentences about the role of the division in campus operations.

Since the strategic plan is a comprehensive document applicable to the entire University, the first half of this report is an assessment of the University as a whole, and the second half is division-specific. This evaluation is based on the executive summaries and action plans provided by the divisions. This assessment reviews the efforts made in the current academic year, with a reflection on the division's response to last year's suggestions. The report was written collaboratively by the Strategic Plan Review Committee. Because of time restraints caused by a late start due to insufficient membership, the divisions were not able to review this report before submission.
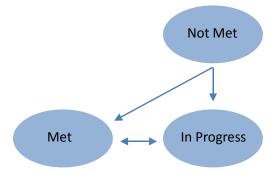
Definition of Evaluation Results

The committee uses the phrases "Met", "In Progress", and "Not Met" for the results of each evaluation area. SPRC evaluations are limited to the past year only, and we encourage all divisions to take advantage of this assessment time frame to take on larger and farther reaching goals as they learn from their initiatives from previous years.

No division should consider themselves finished in terms of integrating the University goals and strategic plan even if all evaluation results are "Met". Because growth is cyclical, movement from "Met" to "In Progress" should be expected as divisions move from basic initiatives to more complicated and long- term initiatives that bring the division closer in line with the Strategic Plan.

"Met" means that the division has presented meaningful data showing the outcome of initiatives for this criteria. We challenge divisions who have "Met" in most or all areas to use their solid foundation to create further reaching goals and initiatives for the next assessment period, and to collaborate with other divisions to share best practices.

"In Progress" means that the division presented clearly defined goals and a solid action plan with initiatives that are still ongoing. We encourage divisions with "In Progress" results to continue their efforts and create a timeline for completion to keep themselves accountable. These divisions should also focus on meaningful longitudinal data collection so that they can evaluate the success of ongoing initiatives and create a solid assessment foundation for future goal setting.

"Not Met" means that the division has taken no action in this area this year. We encourage divisions with these results to set well defined goals and implement them over the next year. These divisions should network with other divisions to learn best practices so they can build a solid foundation for future initiatives. We see this as an excellent opportunity to integrate cross-divisional collaboration into a division's foundation for planning and assessment.

Institutional Effectiveness and Justification of Focus

Institutional effectiveness is *"… the degree to which institutions can harness their resources to achieve their objectives [and] depends upon the … institution's willingness to set priorities and solve its problems"* (American Council on Education, 2016).

The President's Office hosted a Campus Climate Input meeting on March 1, 2017 to present a campus-wide update on the University's effort toward a more inclusive campus climate. From this, it was decided that the campus would collectively continue its focus on Campus Climate and Academic Excellence from the previous year.

Even though the priorities were named late in the year, each division was able to include them in their updates to the Strategic Plan Review Committee. The divisional reviews provide documentation for the University's progress on the strategic plan and our effectiveness as an institution.

The Areas of Campus Climate and Academic Excellence are included in the University's 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.

The Areas of Campus Climate and Academic Excellence are part of the institutional 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.

They are also represented by goals 1 and 4 of the strategic plan:

1. **Enhance the undergraduate academic program and expand graduate programs in a community of learning that promotes academic excellence and innovation**
2. Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world
3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success
4. **Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued**
5. Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value

Institutional Assessment and Evaluation

This section is a commentary and discussion of progress on each institutional goal. Since the strategic plan is a comprehensive document with the institutional goals inclusive and representative of the entire university, results have been combined here from all divisions. Individual overviews of each division are in the Division Review section.

Area of Focus - Campus Climate
Status: The focus on Campus Climate is in progress.

The committee recognizes that there are two distinct components to Campus Climate: students and employees. While the University has made great strides in this area, the committee finds there is more work to be done, especially on campus morale and communications.

All divisions made strong progress on Campus Climate in regards to students. The divisions demonstrated a universal awareness of the existing and upcoming needs of our student body. They have all responded to the University's urgent need to recruit and retain qualified and motivated students. Cross-divisional collaborative efforts to support a positive campus climate for students include expanding the topics discussed on campus to be inclusive of mental health and addiction, student recruitment and retention efforts, and efforts to create a procedurally literate student body. We recommend that these efforts be continued and expanded in the next year.

In order to continue recruiting and retaining students who graduate within 4-6 years, the University needs to respond to the staffing needs of student support offices. This is especially urgent for student services related to mental health and student accessibility who are already strained by the rapidly increasing demand for these services. We recommend that the University immediately assess the current and projected staffing needs of these offices and provide additional personnel support.

The offices of Human Resources and Diversity, Inclusion, Affirmative Action, & Equal Opportunity have made forward progress on diversity and inclusiveness in the hiring process, but diverse representation in campus initiatives and projects is still lacking. In addition, the physical accessibility of the campus needs improvement. We encourage the University to continue its existing efforts on diversity and inclusiveness and expand them over the next year to ensure campus wide representation and accessibility for all underrepresented groups on University committees, projects, and initiatives.

The University is still struggling as a whole on the core values of Civility and Integrity and Open Exchange of Ideas. While Customer Service training has shown a positive impact on employee interactions with students, there is a universal recognition of a lack of civility and emotional management among employees. This is compounded by a lack of recognition and a possessiveness of ideas that contributes to a negative and anxious environment for employees on campus.

The committee recommends immediate efforts to improve communication and morale. The University should be working towards a standard of interpersonal communication that is solution-oriented, proactive, collaborative, and data literate. This can be accomplished through including organizational behavior in the existing customer service training and immediately implementing recognition systems that regularly demonstrate appreciation for jobs well done. We also recommend that the University

normalize the use of the Employee Assistance Program for personal support, and for training on a departmental level.

The committee recommends that Campus Climate be a continued University-wide focus in the next year.

Area of Focus – Academic Excellence
Status: The goal of promoting academic excellence is met.

All divisions have made strong forward progress on Academic Excellence with efforts that reflect an understanding and responsiveness to the needs of our students, the necessity and urgency of recruitment and retention, and the increasingly competitive market of higher education.

Collaborative efforts supporting Academic Excellence include the new Aisiku STEM center, recruitment materials that reflect the employment concerns of potential students, increased support for student research in all areas, and the increased availability of tutoring for all subjects, especially math.

The committee recommends that the University focus on sustaining and expanding its progress in Academic Excellence by retention of employees, and both personnel and financial support for efforts supporting Academic Excellence. This can be done by focusing on collaboration, communication, recognition, and morale.

Given the University's commendable and sustained progress in the area of Academic Excellence, the committee recommends a new secondary area of focus in the next year.

University Recommendations

The Strategic Plan Review Committee (SPRC) has a comprehensive understanding of the work done each year on the strategic plan. Based on our "30,000 foot view", we recommend the following:

Campus Morale

1. Improvement of employee morale across campus
   a. Increase utilization and education about the EAP (Employee Assistance Program)
      i. Clarification and communication on resources for individuals and families to normalize and encourage the use of this resource
      ii. Communication and utilization of the EAP as a resource departmental and cross-departmental training and support, especially in regards to team building, interpersonal skills building, and stress management
2. Institutionally supported training on Organizational Behavior
   a. The committee has found that while all divisions have been actively working on customer service training, campus morale is still very low and interferes with effective communication and processes on campus.
   b. The committee finds that the University would benefit from all employees receiving training on conflict management, de-escalation, and resolution; stress management; and interpersonal communication.
   c. We recommend the university enhance the existing customer service training to include Organizational Behavior with the goal of improving communication, empathy, and civility among faculty and staff.
3. Establishment of a university culture of kindness, positivity, and recognition
   a. The committee recommends that the President's Office recognize employees on campus by delivering certificates of appreciation in hand on a monthly basis. This initiative should be inclusive of all campus employees, including part time, contract, and ancillary employees.
   b. This recognition should be widely advertised throughout campus, and should be in addition to the annual Employee Recognition in order to normalize a collaborative work environment.

Communication and Collaboration

1. Incorporation of Strategic Plan into Daily Operations
   a. All divisions should focus on incorporating the strategic plan into their daily operations and discussing this regularly at direct report meetings to encourage collaborative accountability to the strategic plan
   b. We recommend that the strategic plan become a regular part of the President's direct reports meetings, department meetings, and staff meetings throughout campus.
   c. All employees should have the strategic plan readily accessible. The university could encourage this by making a functional and aesthetically pleasing reference that can be posted in individual and community work spaces.
   d. To normalize assessment as a positive process and encourage campus-wide accountability to the Strategic Plan, we recommend that the President's Office lead by example and be assessed in the 2017-18 SPRC Report.
2. Routine communication of accomplishments

a. The president's office should host a monthly "Coffee Chat" to provide a casual forum for communication with division heads and the campus community. Employees throughout campus should be encouraged to attend. *See appendix for formal proposal.*
   b. We recommend that the university make every effort to communicate the successes of all divisions, especially when those successes involve collaboration with other departments or divisions.
   c. The university should provide institutional support to all offices involved in these efforts, including but not limited to Marketing, Campus Communications, Publication and Printing Services, and Human Resources

Information Based Decisions

1. Education and training on data literacy for all personnel
   a. The university should provide data literacy training to all personnel to create a common language to communicate needs, successes, and ideas across campus.
   b. Data literacy helps depersonalize office transactions which will support civility and normalize positive, solutions-focused interactions between all employees.
2. Development of Standard Operating Procedures
   a. Each department should establish and document and work flows for daily and recurring major tasks and create a calendar with major deadlines and other procedurally important dates.
   b. The university should create cross-divisional working groups to establish and document work flows for collaborative projects and tasks, provide clarity on process and responsibility, and encourage effective communication and planning.

Support of Changing Student Demographics

1. Hire more support personnel
   a. The committee found that student support services are overwhelmed by the existing and rapidly changing student population and require immediate additional institutional support to continue effectively serving our students, encouraging increased retention and graduation rates. *Please see divisional reports for further details.*
2. Create a more procedurally literate campus community
   a. The committee recommends campus-wide education on university procedures that include all students, staff, and faculty.
   b. The committee recommends the establishment of a peer-mentoring program in which experienced students can give academic and procedural guidance to new students.
   c. This would encourage networking between classes, and establish a spirit of camaraderie with all new students, including transfers and non-traditional students.

Academic Affairs

Evaluation	Results
Focus area: Campus Climate	In Progress
Focus area: Academic Excellence	Met
Divisional Objectives Included Cross-Divisional Collaboration	Met
Analysis of Effectiveness a. Appropriate Analysis Conducted for Each Objective b. Evidence of Critical Evaluation of Division's Effectiveness Relative to the Objectives c. Clear Analysis-Driven Recommendations for Future Implementation	Met Met Met
Supporting Documentation Sufficient Information/Evidence to Understand Analysis	Met
Divisional Identity Provided a mission statement and division summary	Met
2015-16 SPRC Recommendations The division responded to the suggestions in the 2015-16 report to the Committee's satisfaction	Met

Divisional Identity

I. Mission Statement
Academic Affairs through its curricula addresses the intellectual and career needs of the increasingly diverse citizenry of central Massachusetts. We affirm the principles of liberal learning as the foundation for all advanced programs of study and are committed to offering high quality, affordable, undergraduate and graduate academic programs and to promoting the lifelong intellectual growth, global awareness, and career opportunities of students.

II. Summary
The Division of Academic Affairs is responsible for all of the undergraduate, graduate, and continuing education delivered at WSU. We support the academic enterprise throughout the campus with academic support services, instructional technology, instructional and learning resources, study abroad, institutional research, assessment and strategic planning. We promote and support faculty professional development and advancement, research and partnerships with external partners and engage with the community through the Latino Education Institute, the Multicultural Affairs Office, and multiple centers and interdisciplinary programs.

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

- o The School of Education, Health and Natural Sciences established the Aisiku STEM Center to provide academic support and undergraduate research opportunities to students.
  - o Through collaboration with Administration and Finance and University Advancement, the center has been able to provide academic support to students in the STEM disciplines
  - o Thanks to an alumni donation coordinated by University Advancement, the center was able to launch the Aisiku Interdisciplinary STEM Research Team Initiative to enhance undergraduate research in STEM through the development of interdisciplinary research teams at the University.
  - o The center will be sustained through collaborations with both Administration and Finance and University Advancement to ensure the procurement of grant funds to continue the center.
- The division has enhanced existing initiatives such as the Celebration of Scholarship and Creativity, the Study Abroad Program, and the Math Center.
- The division has prioritized investigation into online programs with the hopes of increasing online, hybrid and digitally-enhanced offerings by 2020.
- The division collaborated with Advancement and Alumni Affairs to secure funds that would assist faculty with course redesign around open educational resources in order to save students money on textbook costs.
- 100% pass rate results for Nursing, OT and SLP graduate program in the national exams.
- They are looking into the possibility of offering clinical doctorate programs.

2. Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world
   - Academic Affairs has hired and on-boarded faculty and staff to provide an administrative structure that supports academic excellence while collaborating with Administration and Finance to ensure diverse representation new hires.
   - With the help of Administration and Finance, the division was able to support an additional 30 faculty with the opportunity to present their research at national and international conferences. This is a 40% increase over last year.

3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success
   - Academic Affairs participated in cultural diversity training activities throughout the year.
   - The Center for Human Rights sponsored immigration roundtables and advisory sessions.

4. Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued
   - Faculty members produced Democracy Cafes to inform the campus of candidate positions throughout the presidential campaign.
   - Department chairs attended a day long "Handling Difficult Conversations" workshop.
   - Faculty and staff participated in the NERCHE campus climate research process and events throughout the year.

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

- The division coordinated with Administration and Finance to hire Rickes Associates FOR a space planning evaluation of the May Street Building.
- Implementation of Elevate software (online non-credit course registration tool), which resulted from a collaborative effort between DGCE, ITS, Marketing, Student Accounts and Finance.
- Collaborated with Enrollment Management on CourseLeaf software implementation for the management of the online catalog
- The Ethnic Studies Concentration launched with an initial budget of $27,000 from Strategic Funding
- The Communications major was provided with a new Mac/Apple computer lab $65,000 in Strategic Funding.
- Almost $100,000 in Strategic Funds was utilized to improve lab equipment in the natural sciences (Biology Department, Chemistry Department, and Department of Earth, Environment and Physics).

Recommendations
Campus Climate

To address the overarching goal of improving the campus climate, Academic Affairs should work to improve the communication and cooperativeness of the departments it is comprised of and implement an employee recognition program. We recommend that organizational behavior be included in the existing customer service and diversity training to create a baseline expectation of solution-oriented, civil communication.

Collaborative Opportunities

The committee also recommends an expansion of collaborative efforts with other divisions. Academic Affairs should continue collaboration with ITS, DGCE, and Marketing on the implementation of the Elevate online course registration system. We also suggest collaboration with Enrollment Management and Student Affairs on efforts to improve the retention and timely degree-completion of all students, including transfer and non-traditional students. These efforts could include the CAEL initiative, student success coaching, faculty advising, restructuring of the first year seminar, and other efforts to create and support a procedurally literate student body.

Data and Documentation

The division should begin documenting all efforts to improve civility, collaboration, and communication within its own division and in relation to other divisions on campus. These data collection efforts should be reflective of the need for longitudinal data, utilizing both quantitative data such as attendance or email analytics and qualitative data such as documenting events and communications.

Administration and Finance

Evaluation	Results
Focus area: Campus Climate	In Progress
Focus area: Academic Excellence	Met
Divisional Objectives Included Cross-Divisional Collaboration	Met

Analysis of Effectiveness
    a. Appropriate Analysis Conducted for Each Objective
    b. Evidence of Critical Evaluation of Division's Effectiveness Relative to the Objectives
    c. Clear Analysis-Driven Recommendations for Future Implementation
	Met
	Met
	
	Met

Supporting Documentation Sufficient Information/Evidence to Understand Analysis	Met
Divisional Identity Provided a mission statement and division summary	Met
2015-16 SPRC Recommendations The division responded to the suggestions in the 2015-16 report to the Committee's satisfaction	Met

Divisional Identity

I. Mission Statement

The Administration and Finance Division fosters and advances the mission of Worcester State University by employing sound business practices, efficient, and cost-effective operating processes, proven technologies, ethical business relationships, and a service-oriented workforce.

II. Summary

We are active stewards of the commonwealth's resources, implementing reasonable and effective management controls to ensure compliance with applicable federal, state, municipal and college instituted laws, policies, and directives. We also are responsible for communicating the basis for these controls and applying them in a fair and equitable manner.

Accomplishments

1. Enhance the undergraduate academic program and expand graduate programs in a community of learning that promotes academic excellence and innovation
   - Administration and Finance is collaborating with Academic Affairs to sustain the Aisiku STEM center through the ongoing identification and procurement of grant funding.
   - Provision of emergency funding to repair classroom equipment as needed

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

- The division has continued surveying the campus community on how service departments are perceived. Results show improvement over the last year.

3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success
   - The wellness center was completed and opened for operations this year. This project required collaboration from all divisions and has enhanced the University by offering wellness opportunities for the entire campus community.
   - Sheehan Hall and the Wellness Center have both received LEED certification.

4. Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued
   - The division organized the return of the annual Employee Fun Day to recognize the contributions of all employees on campus was reinstated this year.
   - Travel requests and reimbursements can now be tracked through ImageNow as they move through the approval process.
   - Human Resources, Payroll and Diversity have gone online with electronic on-boarding.
   - Cultural Competency and anti-discrimination training is now provided to search committee members, new hires, and supervisors on anti-discrimination and cultural competency
   - The division has facilitated training and workshops to employees on performance management, civility, stress reduction, caregiver support.
   - Coordinated with NERCHE on board to develop an institutionalized approve to improving campus climate.

5. Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value
   - Administration and Finance has worked in collaboration with all divisions to proactively fund and support the campus to sustain the existing infrastructure.
   - The division coordinated with Academic Affairs to hire Rickes Associates for a space planning evaluation of the May Street Building.
   - Collaboration with ITS to establish a replacement cycle for electronic equipment through a multi-year leasing program.
   - Proactive facilities maintenance that prevents expensive repair expenditures.

Recommendations
Campus Climate
To address the overarching goal of improving the campus climate, the committee recommends that Administration and Finance work to normalize and encourage the utilization of the Employee Assistance Program (EAP) on a personal and departmental level. In order to facilitate Administration and Finance's role as a support division, their employees need ongoing support and training in conflict resolution and de-escalation to make sure they are empowered to deal with both routine and challenging interactions.

Collaborative Opportunities
We recommend that the division collaborate with University Advancement to establish and document a procedure for the utilization of foundation funds, and share them with the university. Other collaborative opportunities exist with Enrollment Management in the areas of market research, and the

reorganization of the Financial Aid and Student Accounts offices. These opportunities would support the call to create a procedurally literate student body and improve customer service.

Procedural Literacy

In order to encourage a more procedurally literate workforce, we recommend that Administration and Finance receive the institutional support necessary to provide training throughout campus on purchasing procedures and other monetary transactions. The institution could support these efforts by including organizational behavior in existing training to encourage employees to utilize these training materials.

Enrollment Management

Evaluation	Results
Focus area: Campus Climate	In Progress
Focus area: Academic Excellence	Met
Divisional Objectives Included Cross-Divisional Collaboration	Met

Analysis of Effectiveness
    a. Appropriate Analysis Conducted for Each Objective
    b. Evidence of Critical Evaluation of Division's Effectiveness Relative to the Objectives
    c. Clear Analysis-Driven Recommendations for Future Implementation
	Met
	Met
	
	Met

Supporting Documentation Sufficient Information/Evidence to Understand Analysis	Met
Divisional Identity Provided a mission statement and division summary	Met
2015-16 SPRC Recommendations The division responded to the suggestions in the 2015-16 report to the Committee's satisfaction	Met

Divisional Identity

I. Mission Statement
The Worcester State University Division of Enrollment Management is dedicated to leading the WSU community to address issues of enrollment, retention, and graduation of all students.

II. Summary
The Division of Enrollment Management is responsible for the development, coordination, implementation, and outcomes of a comprehensive enrollment plan for the university. It employs knowledge of current marketing, recruitment, registration, financing, and retention management practices and strategies. It works with university partners, especially through the cross-divisional work of the Enrollment Management Committee, in the implementation of those practices. We ensure that appropriate enrollment practices and programming support the university's strategic plan and enrollment management plan. The Vice President for Enrollment Management provides overall leadership and coordinates the efforts of all enrollment management team members in the Offices of the Registrar, Admissions, Financial Aid, Marketing, and Retention.

Accomplishments
1. Enhance the undergraduate academic program and expand graduate programs in a community of learning that promotes academic excellence and innovation
   - The Admitted Student Questionnaire has been implemented as a tool for analyzing and assessing applicant and recruiting information.
   - Implemented new course registration wait list procedure.

- Invited 90 students to participate in the Success Coach Pilot program. 30 first-year students were offered success coaches.
- Increased promotion of summer classes and HECCMA cross-registration opportunities.
- Starfish retention software usage has increased from 32 to 38 departments, while also seeing an increase in office hours scheduled through the software from the previous year.
- A sub-committee of the Enrollment Management Committee created the Advising Toolkit.
- Continue ongoing work to improve the Degree Audit to accurately reflect LASC and to facilitate advising.

2. Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world
   - Created new marketing materials for LEI.
   - Cross-divisional collaboration participation in Enrollment Management Committee and Transfer Advisory Board.
   - Marketing added updatable online profiles for faculty which include success stories and credentials.
   - Oversaw the purchase and implementation of governance and academic catalog management software (CourseLeaf), a collaborative effort with Academic Affairs and Administration and Finance.

3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success
   - Proposed and received approval for implementing an SAT optional program for Fall 2018.
   - Hosted bilingual admission information sessions at open houses.
   - Helped plan and participated in the ALANA Preview Day for diverse prospective students, particularly those interested in the field of education.
   - Highlighted academic programs via new and improved video representations.
   - Produced the Postgraduate Outcomes report which highlighted the successes of the 2015 WSU graduates.

4. Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued
   - Participated in the NERCHE assessment of campus climate on diversity and inclusion.
   - Presented at the AAC&U Diversity, Learning and Student Success Conference.
   - Annual customer service training has been implemented in all EM offices.

5. Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value
   - Continued work on updating workforce options on the website related to each program.
   - Admissions has implemented decision-making customer service management (CRM) software.
   - Moved the University website to a hosted solution (AWS) in order to provide consistency and disaster recovery options.

Recommendations
Campus Climate
With recognition of Enrollment Management's response to the strategic plan, we recommend the division design and implement methods to monitor the outcomes of their efforts, such as gathering

analytics on new marketing initiatives. The division should also begin to archive their progress towards the strategic plan by moving completed or closed goals into a separate grid. We also suggest that Enrollment Management implement an employee recognition program to maintain morale amongst its employees.

Collaborative Opportunities

The division has incorporated the strategic plan into its daily operation, including performance reviews, and a decision making process that include all employees of the division, utilizing the strategic plan as its backbone. As a result, each department and individual in Enrollment Management has goals which tie to the University strategic plan. We recommend that Enrollment Management proactively share best practices at direct reports meetings.

Recruitment and Retention

The Student Success Coaching program has been successful, however coaches report that support and follow-up could improve. We recommend that in addition to the expansion of this program, each coach receive training materials and a follow up survey. Enrollment Management should begin collecting longitudinal data on the success of this program to make information based decisions on its continued implementation and expansion.

SPRC recognizes the urgent need to recruit first time freshman students, however the changing demographics of our incoming students will include more transfer and non-traditional students. The committee recommends that Enrollment Management find tools to gather useful data on transfer and non-traditional students that could inform efforts to recruit and retain these students.

Student Affairs

Evaluation	Results
Focus area: Campus Climate	In Progress
Focus area: Academic Excellence	Met
Divisional Objectives Included Cross-Divisional Collaboration	Met

Analysis of Effectiveness
    a. Appropriate Analysis Conducted for Each Objective
 	
    b. Evidence of Critical Evaluation of Division's Effectiveness Relative to the Objectives
 	
    c. Clear Analysis-Driven Recommendations for Future Implementation
	Met
	
	Met
	
	Met

Supporting Documentation Sufficient Information/Evidence to Understand Analysis	Met
Divisional Identity Provided a mission statement and division summary	Met
2015-16 SPRC Recommendations The division responded to the suggestions in the 2015-16 report to the Committee's satisfaction	Met

Divisional Identity

I. Mission Statement
The mission of Student Affairs is to promote and enrich students' education through a seamless learning environment that enhances the classroom learning experiences. This is fostered by interacting with students in their everyday lives through teaching, mentoring, advising, and counseling.

II. Summary
Student Affairs is responsible for the organization and facilitation services that support the enrichment and well-being of all students. It is comprised of 16 departments that work to create a positive and inclusive learning environment, and to support health and well-being of all students on campus.

Accomplishments
1. Enhance the undergraduate academic program and expand graduate programs in a community of learning that promotes academic excellence and innovation
    *   PAL (Peer Advocacy Leadership) mentors provided guidance during priority registration to students registered with SAS.
    *   Division members attended to conferences and seminars including the NCAA Inclusion Seminar, NCORE, National Active Minds Conference, NERCHE, and Five Points of Action.

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

- The Binienda Center encouraged voter registration participation among students of all political affiliations. These efforts raised voter registrations from 73% to 95%.
- A Mock Interview session held in March had 32 registered and 13 employers. University Alumni assisted with conducting interviews.
- Efforts to increase veteran participation in FAFSA saw an increase in the funding received to meet the financial needs of this group of students.
- Jumpstart Corps membership increased in 2016-17, and they delivered literacy workshops in poverty level preschool classrooms in Worcester.

3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success
   - Student Affairs has paid close attention to the rapidly changing student demographics, and has worked collaboratively with the university as a whole to assess and meet the needs of our students to support the goal of recruiting and retaining qualified students in a competitive market.
   - Started teaching RAD to female students in Fall 201
   - Hosted the Diversity Luncheon Series, which included a panel discussion with students with invisible disabilities. The division also held events during Accessibility Awareness Week.
   - By demand of the student population, the division increased assistance to students with accessibility needs through the Student Accessibility Office.

4. Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued
   - The division has brought speakers to campus to address issues of diversity and mental health
   - Collaborative efforts with the university community to address food insecurity on campus.
   - The division is dedicated to 24/7 support of all students, and provides wellness checks to both resident and commuter students when appropriate.
   - The Counseling Center developed TeamUp for Healthy Minds, which provides training on new approaches to behavioral intervention teams and campus-wide suicide prevention programs.

5. Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value
   - The division is generating revenue through programs run through the Wellness Center.
   - Improved facility accessibility, including walkability, improvements in the garage, and development of an Accessibility Map.

Recommendations
Campus Climate
The committee has evaluated Campus Climate as "in progress" because of the immediate need for institutional support to sustain the division's contributions to Campus Climate. Student Affairs is in immediate need of institutional support to ensure the adequate staffing of student support services, especially those related to student accessibility. The division provides internal assessments of demands for services which should be used to inform institutional support.

Collaborative Opportunities
The committee sees an opportunity to collaborate with Administration and Finance on the procurement of funds to support the strained student support offices. We also recommend a collaboration with

University Advancement to identify alumni who may be interested in designated gifts to support Student Accessibility Services.

Procedural Literacy
To support the call for a procedurally literate student body, the committee recommends the implementation of a peer mentoring program wherein experienced students provide guidance on procedures and morale to new students, both freshman and transfers. This program should also include commuter and non-traditional students to facilitate universal student engagement.

University Advancement

Evaluation	Results
Focus area: Campus Climate	In Progress
Focus area: Academic Excellence	Met
Divisional Objectives Included Cross-Divisional Collaboration	Met

Analysis of Effectiveness
    a. Appropriate Analysis Conducted for Each Objective
    b. Evidence of Critical Evaluation of Division's Effectiveness Relative to the Objectives
    c. Clear Analysis-Driven Recommendations for Future Implementation
	Met
	
	 Met
	
	 Met

Supporting Documentation Sufficient Information/Evidence to Understand Analysis	Met
Divisional Identity Provided a mission statement and division summary	Met
2015-16 SPRC Recommendations The division responded to the suggestions in the 2015-16 report to the Committee's satisfaction	Met

Divisional Identity
I. Mission Statement
Provide opportunities for students by building a culture of philanthropy, pride and trust, through meaningful engagement and communication. We accomplish this with integrity, professionalism and passion.

II. Summary
The role of the Advancement Office at Worcester State University is to promote and support WSU's mission of providing an accessible, high-quality education to our students. Our primary responsibility is to deliver a reliable stream of private funding to help fulfill this mission. We use the donations and grants we receive to create endowed student scholarships, underwrite student and faculty research and presentations at professional conferences, purchase state-of-the-art laboratory equipment, enhance curriculum development, and more.

We create a culture of philanthropy, pride, and trust by building meaningful relationships with current students, alumni, foundations, corporations, and parents of students. We do this by presenting events, activities, publications, including the Worcester State Magazine and the Report of Giving which reflect the highest standards of integrity, professionalism, and passion for Worcester State

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

- University Advancement collaborated with Academic Affairs to procure a designated gift to launch the Aisiku Interdisciplinary STEM Research Team Initiative to enhance undergraduate research in STEM through the development of interdisciplinary research teams at the University.
- The division has also been involved with obtaining grants for STEM Center Academic support programs.
- The division introduced four new 'adopt a scholar' scholarships in FY17.
- Alumni Association Advisory Board hosts a birthday breakfast with the President every other month, which has been well-received by alumni.

2. Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world
   - Backpack to Briefcase event with over 200 participants
   - This year, the division launched the Alumni Connection Series to connect WSU Alumni with current students, allowing students to network with professionals in their intended field

3. Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success
   - Latino Education Institute (LEI)
     - The Fuller Foundation supports up to ten $1,000 scholarships for Latino/Latina WSU students or students who have received programming through the LEI.
     - The division has raised more than $500,000 for the LEI (FY16 and FY17 to date).
   - The division with Marcela (Multi-Cultural Affairs) to coordinate assistance from Upward Bound graduates to work with current students

4. Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued
   - University Advancement has been operating without essential personnel, and has worked collaboratively among themselves to complete all essential tasks.
   - The division has regular employee recognition to maintain morale.

5. Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value
   - Provision of funds to the University
     - approximately $300,000 in scholarships annually.
     - $20,000 in student research grants annually.
     - $30,000 for study abroad annually.
     - $20,000 for the Center for Teaching and Learning faculty-student research annually.
     - $50,000 for the Honors Program annually
   - Day of Giving generated over $50,000 from 500 donors with more than 200 students involved in the events of the day. The division is consulting with sister universities to share best practices on annual fundraising events.

Recommendations
Campus Climate

In order to further progress on Campus Climate, University Advancement should improve communication about plans, initiatives, and processes with other divisions on campus. We recommend

that the division collaborate with Administration and Finance to establish and document procedures for the utilization of Foundation funds, and share these procedures with the university.

Cross-Divisional Collaboration
We recommend the division collaborate with faculty on the identification of and fundraising for academic initiatives not covered by department budgets, and clarification and communication on the processes involved in utilizing these funds.

Data Gathering
The committee finds a need for the expansion of longitudinal data and reporting on the division's efforts, with a focus on scholarship recipient demographics and qualitative engagement data on alumni networking events.