



## 2018-2019 Strategic Plan Progress Report

Prepared by:  
**The Strategic Plan Review Committee**

Kristina Curro – Assistant Professor of Communication Science and Disorders  
Kevin Fenlon – Assistant Director of Counseling Services  
Sean Festa – Assistant Director of University Advancement  
Denise R. Foley – Associate Professor of Education  
Sara Grady – Associate Dean of Graduate Studies & Professional Development  
Benjamin Jee – Assistant Professor of Psychology  
Thomas Kelley – Director of Retention  
Kelly Laviolette – Associate Director of Information Technology  
Robin Quill – Associate Vice President of Administration and Finance  
Sarah Strout – Assistant Vice President of Assessment and Planning, Chair

## INTRODUCTION

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During the 2014-2015 academic year, a steering committee of faculty, staff, administrators, students, alumni, and trustees was convened to develop a new strategic plan. Worcester State University's 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 in October 2015 (see Appendix A).

## SUMMARY OF THE REVIEW PROCESS

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The 2018-2019 Strategic Plan Review Committee (SPRC) was comprised of 10 members representing all divisions of the University, appointed by the President's Office. The committee was chaired by the Assistant Vice President for Assessment and Planning.

The SPRC assigned at least two committee members to each division to be responsible for communicating with that division, answering any questions, and choosing excerpts from that division to be highlighted in the final report. To avoid a conflict of interest, committee members were assigned to divisions other than their own.

For the academic year 2018-2019, the University focused on Goals 3 and 5 of the Strategic Plan. The leadership of each division updated their action plans for all goals (see Appendix B) and wrote a narrative report for the goals focused on this year (see Appendix C). Each division presented their report orally to the SPRC committee and answered questions regarding the report and action grids.

## STRATEGIC PLAN PROGRESS REPORT

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Worcester State University has made great strides over the past year in fulfilling the strategies for Goals 3 and 5. For each of the goal's strategies, we have highlighted accomplishments for this year.

### **GOAL 3: Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success**

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#### **A. Strategically align programmatic offerings with student interest and employment trends**

The University is launching approved graduate programs in Public Management and Public Administration and Policy, having received approval from the Department of Higher Education. These are the first two new master's degrees in ten years at WSU. At the undergraduate level, faculty have proposed new majors in political science, art, and theater. Cognizant of the changing needs of careers in the Commonwealth, concentrations in Addictions Counseling, Digital Media Production, Environmental Sustainability, and Public History have been advanced this year.

**B. Implement a sustainable approach to online programming that meets market demands and is attractive to students, supported by faculty, and consistent with government requirements**

The University signed an agreement with Academic Partnerships of Dallas, TX to support the delivery of our first entirely online programs in Education and Nursing at the graduate level. Teams of faculty from the academic departments and administrators across the campus worked tirelessly to develop course materials of the highest quality and the infrastructure to support an accelerated delivery model with the goal of a spring 2020 launch, upon approval from NECHE. It is anticipated that the infrastructure and procedural improvements gained will help all graduate and undergraduate students, regardless of delivery pattern.

**C. Implement a comprehensive marketing strategy and effectively position WSU as a first-choice option through clear messaging and by articulating a compelling value proposition**

The Enrollment Management Division and Academic Affairs was proud to have led the University's first positioning study during this Strategic Plan review period. Beginning in Fall 2017 and concluding in Spring 2019, this study was intended to identify and develop a position in the marketplace to encourage continued robust enrollment. With this study complete, the University now must move from study and recommendation phases to implementation in 2019-2020.

**D. Implement recruitment strategies designed to increase diversity within the student body**

In 2018, the University first used of SAT optional admission for applied students, which opened access to additional and more diverse student populations, allowed for the enrollment of a robust Fall 2018 class, resulted in a very similar academic profile of the incoming Fall 2019 class, and began a continued pilot for optional-test admissions.

**E. More effectively engage faculty, students and alumni as active participants in the recruitment and admissions process**

This year, the *Classroom Visit Program* for prospective students, which is run by the Admissions Office, was expanded to include all majors who were able to offer classes. Nineteen students signed up and 17 attended. In addition, Department Chairs were further engaged in yield activities with admitted students. Department Chairs were provided with reports of accepted students to outreach. Many departments either made phone calls or sent emails. Lastly, Admissions added a faculty panel at Congratulations Day titled "*The Intersection of Sciences and the Liberal Arts: Aspirations in an Interdisciplinary World*" which aimed to showcase our faculty and academic programs.

**F. Increase financial support to make enrollment and the overall WSU experience more affordable**

In 2015, Admissions awarded a total of 12 students with an Adopt-a-Scholar scholarship. This year, on May 18th, 9 of these students will cross the stage receiving their bachelor's degrees. This is a 75% four-year graduation rate. In comparison, based on the 2016 Fact Book, the 2014 cohort entering class had a 41.1% four-year graduation rate.

**G. Leverage WSU's current K-12 initiatives to create a pipeline of applicants from urban areas**

The Enrollment Management Division has been working to secure funding to continue the dual/concurrent/early college enrollment efforts that are considered vital to the university continued promotion in high schools. Partners on these projects have included the Administration and Finance Division's grant staff, the Academic Affairs Division's Latino Education Institute, Multicultural Affairs staff, and others. Successful efforts have included, but are not limited to: \$40,000 2018-2019 Commonwealth Dual Enrollment Program (CDEP) grant for the subsidizing of dual enrollment courses for Worcester Public Schools (WPS) students; \$80,000 for the 100 Males to College grant, and the \$50,000 CDEP additional grant for continuation of the Early College Program and designation from the Department of Higher Education and the Department of Elementary and Secondary Education (DESE), in conjunction with Quinsigamond Community College (QCC) and the Worcester Public Schools.

**H. Establish stronger articulation agreements with community colleges to attract more transfer students**

This year, Academic Affairs leadership moved forward multiple opportunities for our students to complete degrees in a timely and cost-effective manner through partnerships with area colleges including a 2+2 with Springfield Technical Community College and Quinsigamond Community College.

**I. Ensure availability of courses to allow students to stay on track toward degree completion**

Enrollment Management and Information Technology Services completed the acquisition, installation, and use of the university's first Course Scheduling system, called CLSS. CLSS is built on a software from the same vendor as our governance and catalog software, Leapfrog Technologies. This system is designed to improve the experience of and outcomes of the production of the university's course schedule. With greater data available to inform the production of the schedule, the schedule can better utilize campus resources, better inform academic leaders, and better serve WSU students.

**J. Strengthen academic advising across the University**

A focus on the assessment and improvement of Academic Advising continued throughout this academic year, with a well-received Center for Teaching and Learning effort to showcase creative advising activities and use of technology for programs with large numbers of advisees. The Dean of Education, Health, and Natural Sciences and the Associate Vice President for Academic Affairs created, tested, and revised a resource website for faculty engaged in advising. In addition, Ethnic Studies, Liberal Arts, Honors, and Women's Studies participated in enhanced advising approaches with their students this year.

**K. Expand services in the evening for all students**

Several offices such Career Services, Residence Life, Health Services, Counseling Services and Student Involvement maintained or expanded office hours for students this year. The main goals were to make sure services are available during the week for evening students and to meet the different scheduling demands of our students.

**L. Provide excellent customer service to students in all divisions and offices**

Counseling Services has implemented daily counselor triage hours. This process was implemented as a means to continue to meet the demand for services while simultaneously identifying and treating significantly at-risk students in a timely manner. The walk-in triage appointments are same day brief support sessions to enhance short term coping skills and develop a plan for future sessions. This process allows counselors an opportunity to provide potentially 15 additional students per week with same day appointments.

A self-serve kiosk was established for students in the Academic Mall of the Administration Building. The kiosk allows students to access multiple services including payment plan options, student exit forms, and other digital university resources.

Student Accessibility Services has expanded services. In 2018-2019 there were 4,006 student visits to SAS, 898 exams administered (not including exams after March), and 50 students received ongoing one-on-one individual support.

**GOAL 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**

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**A. Align programs and allocate academic resources in response to student interest and strategic priorities that support the academic vision of the University**

Administration and Finances has continued to prepare the annual operating budget with a focus on prioritizing funding requests by ranking the alignment of the request with the plan's strategic priorities. In addition, the University has received additional one-time resources from the Commonwealth in FY 19 that will be used to restore funding to the Strategic Plan Trust fund (SPTF). \$562,582 will be placed in the SPTF prior to June 30, 2019, subject to Board of Trustee approval. The administration will review the previous guidelines for managing the SPTF, update the guidelines to reflect the current needs of the University, and seek approval of the board in June with regard to the method of administering the funds.

**B. Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue**

In November, the WSU Board of Trustees approved the establishment of the Wellness Center Trust Fund for FY 2019. After two years of stable earnings from Wellness Center program revenue (rentals, memberships, etc.) the net earnings in the trust may be used to supplement student programming, equipment, and operations per established guidelines. Equipment expenses from the initial Wellness Center budget will be removed from the university's general operating budget and funded by the trust.

**C. Implement the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability**

Many projects are in various stages of progress including May St. Building feasibility study, Chandler Village Study, bids for Coughlin Field turf and track refurbishing, and the Division of Capital Asset Management and Maintenance (DCAMM) study of the Learning Resource Center and Student Center Buildings. In addition, WSU was awarded a spot on the 2018 Princeton Review's Green Schools List (5<sup>th</sup> year in a row).

**D. Secure funding for deferred maintenance work on campus**

Secured the largest allocation of five-year critical repair funds for State Universities in the Commonwealth; funding will be used for large scale building renovations focusing on the LRC and Student Center. The allocation includes \$12.4M of state funds that requires a match of campus funds of \$9.0M to accomplish \$21.4M + of work over five years.

**E. Explore options for expanding the campus footprint in creative, cost-effective ways**

The Worcester State Foundation continues to support efforts to expand the campus footprint in creative, cost effective ways. Major real estate acquisitions including the purchase of the May Street Building, the donation of the property at the 537 Chandler Street location which currently houses the Latino Education Institute (LEI) and the purchase of 531 May Street which now houses the WSU Teaching Garden, run by the Urban Action Institute.

**F. Bolster WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies**

The instructional technology infrastructure, governance, and classroom technology plan was furthered this year by a major engagement with Vantage Technologies and every aspect of the University constituency. Three 'sandbox' classrooms were outfitted for use by faculty this academic year and feedback evaluated to inform each standard and enhanced classroom plan for the next years. Simultaneously, the technology governance structure, inventory of software and hardware and their support, and information security were analyzed to inform budgeting, planning, and decision-making going forward.

**G. Strengthen and sustain efforts to inspire financial support from WSU alumni**

The Young Alumni President's Circle continues to grow, with a more than 10% increase in event attendees this year. This dynamic group of young alumni commit to sharing their time, talent and financial resources with Worcester State University and our students. Over 90% of the Young Alumni President's Circle were previously involved with our office as students, showing the importance of engaging our students. The current membership reflects our current student body with over 30% being from underrepresented populations. This year we celebrated a milestone with a member of the Young Alumni President's Circle becoming the youngest alumna to contribute to the Adopt-a-Scholar Program, making a \$4,000 commitment to the program.

## H. Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising

Working cross divisionally with Academic Affairs and Administration & Finance the University Advancement team is developing a process whereby funds will be transferred to the University at the beginning of the fiscal year and will reside as a line within the individual department or organization's budget to be used during the fiscal year in the manner designated by the donor. This way the department will have clarity and knowledge of the availability of the funds and can procure goods and services (within the parameters of use set by the donor) to enhance and supplement funding available. Beginning in July 2019 departments will have a clear sense of how much these funds will provide annually (assuming they are coming from an endowed fund) and will be able to – should they so choose- “save up” to make major purchases by allowing each year's allocation to accumulate.

## HALLMARK ACHIEVEMENTS

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While Goals 3 and 5 were the focus of this year's assessment, activities related to the other goals continue. Below are some highlights for Goals 1, 2, and 4 for this year. For a full list of activities since the start of the strategic plan, see Appendix B.

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

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- Increased the number and diversity of students studying abroad.
- University Advancement provides up to \$40,000 per year the WSF Student & Faculty Research & Scholarship Activity Grants.
- 3rd annual Global Action Fair, which is a collaboration between multiple academic, faculty and student groups, connects WSU community members with global issues, resources, and social justice opportunities on campus, in Worcester, and around the world.
- Student and Faculty Research Grants from University Advancement were expanded to include faculty research grant opportunities in FY2018. For FY19 a total of 16 Faculty were awarded a combined total of \$15,664 and 16 students were awarded a total of \$11,320 in grants through the established process.
- Provided intensive academic supports to 314 First-Year students who were identified as developmental level in reading, math or English based on their Accuplacer Placement Test scores. 208 students from this cohort increased their scores on the Accuplacer Placement Test.
- The Binienda Center was successful in establishing a Memorandum of Understanding (MOU) with the Kennedy Institute for the Senate. We have both a faculty fellow and a student ambassador and completed two programs at the Kennedy Institute this year. The Binienda Center provided \$1,500 in funding for the first year. The President has dedicated \$5,000 for next year's programming.

- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction).
- Awarded a \$150,000 grant to advance the adoption of open educational resources within public higher education institutions across the Commonwealth. The grant from the Massachusetts Department of Higher Education, Performance Incentive Fund enabled the development of five regional workshops, one held at Worcester State, and a course development day to create general education courses within the Mass Transfer block using open educational resources. Leaders of the project include faculty and staff from the University of Massachusetts, Amherst (PI), Worcester State University, Holyoke Community College, and Northern Essex Community College.

## Goal 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

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- Graduation rates continue to increase. 56.8% 6-year graduation rate. This is the 3rd highest graduation rate of MA state universities.
- WSU, in partnership with the Edward M. Kennedy Institute for the US Senate, Leicester High, and UMass Boston, celebrated Constitution Day on September 14th by leading a day long series of learning activities in civic education to better understand democratic processes and debate.
- WSU hosted the Model UN on March 30th, 2019. We have created an internship in History Political Science and have 10 students signed up to play critical roles in the Model UN here. We will also visit the actual UN, March 1.
- Initiated Jumpstart AmeriCorps Program. In the first 3 years, 95 students completed the Jumpstart program. In 2018, the coordinator trained 41 corps, including 2 Clark students, 3 Holy Cross students, 8 Assumption students, and 32 WSU students.
- Created ALANA Preview Day, at which over 150 Worcester Public School Students attended an open campus day, with lecture speaker and faculty network.
- Aisiku STEM center launched, 4 lectures held and 2 student externships placed in 2017-2018. The Aisiku interdisciplinary Research grant provided a team of 3 faculty members and 3 students to lead innovative research. A new team of 3 faculty were awarded the second interdisciplinary grant in early 2019. In addition, the 2019 Aisiku summer research program will support 16 faculty & students. The infrastructure for tracking expenses and ordering lab materials continues to be improved.
- Health Resources and Services Administration (HRSA) Grant with QCC (Nursing department) started: a federal grant to support underrepresented individuals to succeed in BSN Nursing program.
- Success Coach Pilot, included 900+ invitations to students based on non-cognitive risk factors. PT success coaches reaching out to additional students at-risk. In Spring 19 piloted Success Coaching for transfer students and students in need of Academic Progress Improvement.
- Improved non-matriculated student advising and access for non-traditional student populations.
- Career Services created and introduced to the campus our "Career Services a la Carte" Through the cart close to 3,000 handouts about what you could do with your major and 5,000 resume and cover letter booklets were distributed.

## Goal 4: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value

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- An increase of 40% of the number of faculty supported to present research at conferences.
- Supported approximately 45 faculty members at approximately \$1,000 each in presenting their research at conferences and other venues through the Provost's Travel Fund.
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence, and adjunct awards. Expanded the gift options for service awards with an emphasis on WSU branding.
- Civic Corps secured funding for \$1,000 stipends for sophomore ALANA students to participate in community engagement and faculty-led study abroad. 14 Sophomore ALANA students have engaged in civic learning and engagement and over 41 students have been supported.
- Backpack to Briefcases: Series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success, interviewing skills, resume critique, and more. 135 Unique students participated in 2019.
- A proposal to allow faculty, students, and staff to use a chosen name and indicate pronouns has been submitted to the Non-academic Policy Committee for a start date of Fall 2019.
- Quarterly, new employee orientations, which include anti-discrimination trainings, were instituted to faculty and staff, within 3 months of hire, on the University's core values, which includes cultural awareness and sensitivity. In addition, all search committees and hiring managers attend bi-annual orientations, which instill expectations regarding equal opportunity and their social responsibility to the University and the Commonwealth.
- The University has re-established its Affirmative Action Advisory Committee in order to enhance its efforts to close the gap between the racial diversity of WSU's workforce and the racial diversity of the Massachusetts labor market. Currently, most departments have achieved gender diversity goals, while the Executive Cabinet has achieved both gender and racial diversity goals.

## RECOMMENDATIONS

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**As all five Strategic Planning goals have been assessed, the committee recommends the following regarding the next strategic plan:**

- Benchmarks for goals should be identified so that the progress of the goals can be assessed. For example, should the committee compare the progress with the state of the goal at the beginning of the plan, with a pre-determined metric, or some other measure.
- Related to the first recommendation, baseline metrics and metric goals should be determined for each strategy at the beginning of the plan. Strategies should be tracked yearly in relation to the benchmarks and goals.

- Strategies should include measurable action items that are determined at the beginning of the plan. The action items should be general enough that they will be relevant throughout the plan, and should be created by the strategic planning committee, with input from leadership in the area involved.
- Creating fewer more general strategies for each goal would lead to more focused and impactful strategies and allow more constituents to contribute to the strategic plan.
- Acronyms should be avoided in the strategic planning and assessment process.
- All faculty and staff at all levels should be involved in the strategic planning process, from planning, to implementation and evaluation. New faculty and staff should be provided with an orientation to the strategic plan, the process, and how they can contribute to the strategic plan.
- The new strategic plan should have its own webpage, with information continuously updated from the beginning of the planning process, during implementation, and throughout the assessment of the plan.
- Funding for strategic planning initiatives should be set aside for multiple years, not just the first year of the plan. This allows initiatives created in the second or third year to be funded by the strategic plan fund.

## APPENDICES

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- A Strategic Plan
- B Master Action Grid
- C Divisional Reports

## Appendix B



# 2018-2019 Strategic Plan Progress Report Master Action Grid

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

**Strategy A Develop and offer innovative, integrative academic programming that supports and advances a model of transformative change in students**

- 100% pass rates for Nursing, Occupational Therapy, and Speech Language Pathology program national examinations
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in Fall 2019
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- Intensive English Language Institute curriculum revised
- The Math and Writing Centers increased availability of tutors
- PAL-STEM supplemental program reached over 1,000 students
- Aisiko STEM center launched
- New programs in India, South Korea, Cuba developed
- Multiple new international university partners created
- Increase in number and diversity of students studying abroad
- Life Skills workshops provided for all freshman student-athletes
- Piloted student-athlete section of FYS
- New majors in Political Science, Art and Theatre in development
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College
- Math Co-req program for MA 130 sequence launched: Students whose Accuplacer was below that needed for placement in MA 130 received remedial concurrent with MA 130 (instead of consecutively)
- Certificate and minor in Substance Abuse Counseling in development
- Science Education 4+1 with MEd proposed
- 4+1 BS in History to MS in Counterterrorism program with Nichols College in development
- New concentration in Digital Media Production launched
- 4+2 BS in Criminal Justice to MS in Criminal Justice program with Bridgewater State University, with guaranteed admissions seats
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- Interdisciplinary minor in Public History in governance approval process
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Establishment of "Full Summer" term which will allow departments to offer classes for a full 12 weeks in the summer
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
- District-based apprenticeship program for school principals and assistant principals
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Name change from Women's Studies to Women's, Gender, and Sexuality Studies submitted to governance. This better reflects the scholarship in the field and the inclusivity of the discipline.
- Implemented new Forensic Science minor program.
- Currently have total of approximately 100 students majoring in Liberal Studies. Each student designs a unique, interdisciplinary plan of study with support through intensive advising. Thus, the major offers continually opportunities for student-driven curricular innovations.
- Establishment of new administrative position to support faculty development in online and global education (Interim Associate Dean)

**Strategy B Encourage more interdisciplinary and cross-departmental collaboration in teaching and research**

- Liberal Studies major created
- Ethnic Studies concentration launched; first 50 students took initial courses
- CHIP Research and Education Grants submitted
- Workshops on interdisciplinary teaching offered by CTL (Center for Teaching and Learning)
- University Advancement provided funds to mini-grants focusing on interdisciplinary research
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- Multiple events offered for faculty and students at Worcester Area Cultural Centers
- Training for President's direct reports at WAM
- Launched Center for Interdisciplinary Health Research and Practice
- University Advancement providing up to \$40,000 per year the WSF Student & Faculty Research & Scholarship Activity Grants
- Psychobiology minor launched
- Graduate Certificate in Instructional Coaching proposed
- CityLab, a research collaboration between Earth, Environment & Physics, Urban Studies and Education publishing studies on Worcester Public Schools and metropolitan voting patterns. LEI and Urban Studies publishing research on WPS.
- CitySpeak, a collaboration between Visual and Performing Arts and Urban Studies, uses theatre to analyze and propose solutions to urban problems
- Aisiko Interdisciplinary Research Program gave first award
- Funding efforts, coordination and implementation of Short Faculty led Study Abroad Trip to Cuba Multicultural Affairs and Sociology Dept.
- University Advancement provides \$50,000 over 5 years to support Honors Program
- Built prototypes of interactive learning spaces in rooms s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Team-taught course transforms historical research on Worcester's into theatre vignettes presented publicly at The Oaks historical home
- Environmental and Sustainability Studies interdisciplinary concentration launched
- 3rd annual Global Action Fair, a collaboration between multiple academic, faculty and students groups to connect WSU community members with global issues, resources, and social justice opportunities on campus, in Worcester, and around the world.
- Awarded three Provost's Series Grants that provide funding for 2-3 faculty members in different departments to link their courses and students in joint activities and curriculum.
- Created a team dedicated to teaching a new "Introduction to Women's, Gender, and Sexuality Studies" that includes History, Philosophy, Psychology and Library.
- Student and Faculty Research Grants from University Advancement was expanded to include faculty research grant opportunities in FY2018. For FY19 a total of 16 Faculty were awarded a combined total of \$15,664 and 16 students were awarded a total of 11,320 in grants through the established process



### Strategy C More clearly articulate the purpose of WSU's general education program and promote greater cohesiveness within the Liberal Arts and Sciences Curriculum (LASC)

- Improved the catalog and website presentation of LASC
- Created a new recruitment brochure and freshman advising materials for LASC
- Implemented 5 linked LASC courses by 2015-2016, 10 linked courses by 2016-2017
- LASC Program Review Fall 2016
- Math Pathway developed
- LASC Program Outcomes developed
- New LASC courses continue to be developed and offered
- Associate VP of Academic Affairs hired; oversees LASC program area chair
- Alternate to Accuplacer exam for math placement in development. Pilot begins in Summer 2018
- Academic Success Center provided intensive academic supports to 314 First-Year student who were identified as developmental level in
- Provided LASC Workshops to all First-Year students (925) by presenting in each First-Year Seminar (Fall 2018)
- New, formal procedures are being developed to streamline and better document LASC waivers, study abroad credit, petitions, and other student requests
- The LASC board has been increased to insure representation of ALL relevant constituents – e.g., faculty, writing center, math center, student retention, center for student success.
- Continue implementation of Admitted Student Questionnaire (ASQ).



### Strategy D Strengthen intellectual life on campus and foster an environment that promotes discourse, discovery, and practice in the liberal arts of learning and expression

- Water Theme semester implemented; Winona Duke Keynote lecture
- Democracy Cafes delivered
- Liberal Arts events and dialogues created
- The Math and Writing Centers increased availability of tutors
- PAL-STEM (Peer Assisted Learning) supplemental program reached over 1,000 students
- Annual Scholarship Tea engages WSU Chorale
- Alumni Connections Series
- Alumni Art Show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
- Provided financial support for the Honor's Program
- Provost's Series on Democracy and Diplomacy launched in Fall 2017
- Numerous outside speakers, film screenings, and events related to liberal arts subjects and concerns offered
- Multicultural Programming- Lecture Speakers, Latin Heritage, Black History Month, Courage's Conversation, Asian American, Woman's month and various co-sponsor lecture across campus.
- The Binienda Center was successful in establishing an MOU with the Kennedy institute for the Senate. We have both a faculty fellow and a student ambassador and completed two programs at EMK this year. The Provost signed off on the MOU and announced the fellow. The Binienda Center provided \$1500 in funding for the first year. The President has dedicated \$5000 for next year's programming.
- Northeast Popular Culture/American Culture Association Annual Conference hosted on campus
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Development of "Meet & Greet" programming for non-matriculated/adult students
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction)
- Massachusetts Council for International Education (MaCIE) Fall workshop hosted on campus
- Sam Kean: This best-selling popular science author delivered a lecture on his books and the relevance of science communication.
- Peter Balakian: This Pulitzer-prize winning writer and scholar delivered a lecture on the relationship between literature and human rights
- Ethnic Studies organized teach-in on "Birthright Citizenship"
- Introduced common reading of Beverly Tatum's *Why Are All the Black Kids Sitting Together in the Cafeteria?* across eight courses.
- Created the "Feminist Book Club" that had 60 members and a 25-person discussion of Men Explain Things to Me.
- Advancement provides \$50,000 over 5 years to support Honors Program
- Democratic and Republican Club on campus Woo Serve was recognized as a major org. and continues to expand offerings, including a spring break service trip. Student Affairs have also recently launched an informal series called pizza and Politics, where students can get together and discuss issues of the day.
- Worcester State University, in partnership with the Edward M. Kennedy Institute for the US Senate, Leicester High, and UMass Boston, celebrated Constitution Day on September 14th by leading a day long series of learning activities in civic education to better understand democratic processes and debate.



### Strategy E Develop and offer distinctive programs that emphasize community impact, service learning, creativity, and environmental stewardship

- Environmental Science minor approved
- Forensic Science concentration approved
- Substance Abuse Certificate
- Ethnic Studies concentration launched
- Increase in number of students pursuing the Global Studies concentration
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- MPAP graduate programs submitted to DHE
- MPM graduate program submitted to DHE
- Substance Abuse Counseling Certificate developed
- IELI curriculum revised
- Engaged in programmatic opportunities with greater Worcester Community to provide students with work and volunteer experiences
- Woo Serve offered Alternative Spring Break opportunity with Growing Hope Initiative
- More than 55 courses designated as Service Learning
- Provided \$100,000 in support of the Center for Service Learning and Civic Engagement
- Created the Binienda Student Award
- Service Learning courses offered for students
- Community service opportunities available through the Binienda Center
- Theatre productions intentionally integrate musical scores composed and performed by Visual and Performing Arts majors and applied music students
- Celebration of Scholarship and Creativity expanded to include interactive display of student research projects
- Annual Sustainability Fair continues
- Work-based learning opportunities throughout non-profit community and WPS
- Grant Funded, develop, launched and coordinates the Worcester "100 Males to College" A cross-campus effort Multicultural Affairs, LEI, and Enrollment Management and long with city partners Worcester Public Schools and QCC

- Edward M. Kennedy Institute Faculty Fellow leads students in civic engagement projects utilizing Institute resources
- Environmental and Sustainability Studies interdisciplinary concentration launched
- In Spring 2019 students took part in UR 440 on work on English Language Learning and Hunger Outreach/ Food Pantry initiatives
- Tibetan Scholars on Campus as a collaboration with the Binienda Center.
- WSU will host the Model UN on March 30th, 2019. We have created an internship in History Political Science and have 10 students signed up to play critical roles in the Model UN here. We will also visit the actual UN, March 1.



#### Strategy F

#### **Make stronger connections between student's classroom learning and experiential learning achieved through extra- and co-curricular programming**

- Revision of DGCE student evaluation process led to an increase in students participating
- 30 students employed on diversity initiatives with NERCHE project and the LEI
- IELI (Intensive English Language Institute) students have volunteered through the Center for Civic Engagement
- Funding increased to support jobs for ALANA students working in after school programs
- Initiated Jumpstart AmeriCorps Program. In our first 3 years, 95 students completed the Jumpstart program. 15 of these have graduated. The average GPA of the cohort is: 3.14. 10 have transferred or withdrawn. This year, 2018, coordinator, Lynn Thompson, has trained 41 corps, including 2 Clark students, 3 Holy Cross students, 8 Assumption students, and 32 WSU students
- Funded, coordinated, implemented – WSU student trip to Washington DC visit to the opening of the African- American Museum- Multicultural Affairs, Ethnic Studies Prof. Maers
- Teaching Garden provides students with opportunity to expand and protect collective resources for the benefit of larger communities
- Next Big Idea Contest centered in Business Administration coursework and improved in partnership with University Advancement
- ENACTUS Group presents student service projects at ENACTUS meeting in the US and abroad
- New internships developed
- Department formalizes student participation in regional Moot Court competition held annually at Fitchburg State University
- Internship at the American Antiquarian Society expanded to three slots
- Continued participation in Model U.N.
- Funded, coordinated, implemented – WSU student trip to Washington DC visit to the opening of the African- American Museum- Multicultural Affairs, Ethnic Studies
- Jumpstart AmeriCorps Program on campus to create bridges between Academic Affairs (curricular) and Student Affairs (co-curricular).
- Jumpstart has increased to 46 corps members this year, though struggles with transportation issues.
- Woo Serve – Student Club committed to Civic Engagement. Woo Serve was recognized as a major org. and continues to expand offerings, including a spring break service trip. We have recently launched an informal series called pizza and Politics, where students can get together and discuss issues of the day.
- Raised voting rate to 63.2% 2016 (+7.0 change from 2012)
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Annual Sustainability Fair continues
- Facilitated and placed 20 WSU students in work-based learning settings as part of co-curricular experience
- Grant proposal submitted to the State Department to develop short-term experiential courses abroad in professional/STEM fields
- Northeast Popular Culture/American Culture Association Annual Conference hosted on campus; undergraduate panels featured
- Advancement provides \$20K a year through Academic Affairs for 5 years for student-faculty research

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#### Strategy G

#### **Place greater emphasis on research and strengthen the research infrastructure to support the creative and scholarly pursuits of WSU faculty**

- 40% increase in the number of faculty supported to present research at conferences
- Provided financial support through the Center for Teaching and Learning for student-faculty research
- Research landing page on WSU website created
- WSU Foundation Faculty Scholarship, Research and Creative Activity Grant program launched
- Increased number of graduate assistantships offered
- Secured inflationary adjustment funding to prevent continued erosion of library resources, in particular research databases.
- Raised \$25,000 to seed WSU faculty community-engaged research
- 50% of all honors students complete a research project. Research and Travel funding is provided through honors due to the Sheehan bequest
- Supported approximately 45 faculty members at approximately \$1000 each in presenting their research at conferences and other venues through the Provost's Travel Fund.
- Supported approximately 7 faculty members; research activities with a maximum of \$4000 to tenured and \$6000 to untenured through Faculty Scholarship, Research, and Creative Activity grant
- Supported 4 faculty research projects with a total of 5 undergraduate researchers with grants of \$1500 to each faculty member and \$3000 to each student through Summer Research Grants
- During Fall 2018, ran 4 one-hour sessions to help faculty members to identify public and private grant opportunities fitting their research
- During Spring 2019, running 7 two-three-hour sessions to help faculty members to identify public and private grant opportunities fitting their research interests and to write grants.
- Developed and began circulating a table with all recurring research and teaching grant opportunities from WSU sources with grant details, application deadlines, and contacts. In process of setting this up as part of a research webpage that will include links to applications.

- Coordinated CITI training in legal and ethical requirements for research involving human subjects for 499 faculty members, graduate students, and undergraduate students.



#### **Strategy H Build the infrastructure to support growth in graduate offerings and enrollments**

- Added full-time position of Assistant Dean for graduate studies and online programs
- Added full-time clerical position for the graduate school
- Increased funding for graduate assistantships by 50%
- Enlisted Eduventures (an external research and advisory service) to increase DGCE enrollment
- Developed new marketing materials for all graduate programs
- Streamlined governance through Courseleaf software
- Graduate School Catalog moved to Courseleaf for automatic production
- Masters in Public Administration & Policy and Masters in Public Management approved through governance and BOT
- Completed graduate course inventory study
- Offered new graduate school scholarship for diverse students
- Offered orientation in FA17 for graduate students
- Gender neutral language now included on graduate marketing and admissions information
- 49 graduate assistantships offered this year with 16% given to diverse students
- Establishing better policies and procedure to serve 100% online students which will assist in growth and efficacy of all graduation programs
- Completed a Program of Study Audit to update all Program of Study Forms for Graduate Programs
- Information Technology Services worked collaboratively with the Distance Learning group to support the MCO (Mass Colleges Online) website
- Information Technology Services implemented a process for accepting ACH payments, providing students who pay online with another payment option
- Developing an audit process to review and expand graduate offerings to international students



#### **Strategy I Expand high-quality online (hybrid) classes and develop new online programs**

- 10 online courses re-designed
- 5 faculty members trained in Quality Matters
- NEASC approval for initial programs granted
- Providing Quality Matters training to improve online course development and instruction for faculty
- Develop course codes to identify hybrid courses offered during the day
- Joined Mass Colleges Online
- Best Practices in Online Teaching workshop offered
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Development and governance approval of an accelerated academic calendar (six 7-week terms per year)



#### **Strategy J Strengthen data collection, sharing and usage related to student learning and experience**

- Implemented Admitted Student Questionnaire (ASQ)
- Utilized information about WSU graduates to inform recruitment for new students
- Shared data on scholarships with appropriate divisions
- Filled Assistant Vice President for Assessment and Planning position
- Developed student learning outcomes for all programs that will be posted on WSU website
- Data Quality Committee reinstated. Includes staff from all areas of the university
- Data Quality Committee creating best practices for data storage
- Improving process for dissemination and collection of DGCE course student evaluations
- Centralized survey distribution through Assessment and Planning so that students will not be overwhelmed by survey requests
- Developing data codes for experiential learning courses to better analyze course type offerings
- Newly hired Director of Retention has begun creating reports for year to year comparisons
- Improved tracking and outreach to our Military and Veteran population to insure their success. 2016 - Data shows trending towards better retention rates and steady graduation rates for the cohort. Using several Social Media and Listserv to inform meet and counsel students.
- Participation in the VALUE Institute to assess critical thinking across the institution
- Increased the amount and type of data given to programs undergoing program review
- The number of data requests from faculty tripled from 11 requests in AY 2017-2018 to 35 in AY 2018-2019 (as of March)
- Developed comprehensive survey of students in first-year seminars and faculty teaching them for Fall 2018. Analyzed results to identify areas for improvement for 2019.
- Collected information about WSU graduates to affect recruitment and yield activities for new students.
- Veteran's Affairs Improved tracking and outreach to our Military and Veteran population to insure their success. Continued Efforts: Data trending towards better retention rates and steady graduation rates for the cohort. Using current webi programs, Starfish, Colleague Also continue using several Social Media Platforms and Listserv to inform meet and counsel students.



#### **Strategy K Grow institutional commitment to information literacy and instructional technologies**

- Fake news' training events sponsored by Library Faculty
- Mac Lab added for Communications courses
- Upgrades and replacements to laboratories
- Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional text books with free OER. The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- DGCE providing two \$1,000 for OER grants for graduate courses
- In FY 18, librarians taught 96 instruction sessions (17 academic departments, 6,315 minutes, and 1,651 attendees)
- Since Jan. 2016 hired five librarians who have since been designated as department liaisons offering information literacy and instructional services.
- Image Now upgrade to improve online document management and approval processes
- Implement instructional technology (room s117) for faculty collaboration and professional development
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices

- Built prototypes of interactive learning spaces in rooms in s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Librarians taught 146 instruction sessions reaching 2,571 students (some are duplicates). Partnered with 82 individual instructors from 19 separate academic departments. Classroom teaching time was 9,535 minutes, or 159 hours.
- Library supported 2 interdisciplinary programs (Liberal Studies and First Year Seminar), the Intensive English Language Institute, the Office of Multicultural Affairs, and students within the International Baccalaureate program at Abby Kelley Foster Charter Public School.
- Answered 3,329 questions at Library service areas (Circulation, Research Help, and Archives) and staff offices. Nearly 750 questions answered were Research inquiries.
- Created research tutorial content to assist remote and campus-based users.
- Sponsored 24 faculty members to attend the 2018 Mass Colleges Online Conference. Two were given Course of Distinct Awards and presented on their courses.
- CTL (Center for Teaching and Learning) Organized a number of workshops on different aspects of online teaching and the use of technology in traditional classrooms.



#### **Strategy L Ensure that WSU's library is a 21st century learning resource center that supports the evolving needs of students and faculty**

- New Library Director hired
- Library strategic planning completed
- Increased funding for information access budget by 10%
- Created WSU archive
- Liaison program for librarians and faculty created
- Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional text books with free OER. The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- DGCE providing two \$1,000 for OER grants for graduate courses
- Establishing proactive for physical and digital archiving of graduate school culminating projects (theses, etc.)
- Creating two adaptive and collaborative work spaces for presentations, as well as independent and group study
- Since June 2015, hired 8 (of 15) full-time library staff (6 MSCA librarians and 2 AFSCME library assistants)
- Created a dedicated space for WSU Archives and Special Collections in Jan. 2017.
- Implemented off-campus access for all library electronic resources.
- Fully implemented link resolver software enabling full-text discovery from non-full-text listings (citations) in databases
- Developed reporting mechanism and workflow to report electronic resource access problems.
- Increased engagement activities by sponsoring events, and hosting tables.
- Awarded a \$150,000 grant to advance the adoption of open educational resources within public higher education institutions across the Commonwealth. The grant from the Massachusetts Department of Higher Education, Performance Incentive Fund enabled the development of five regional workshops, one held at Worcester State, and a course development day to create general education courses within the Mass Transfer block using open educational resources. Leaders of the project include faculty and staff from the University of Massachusetts, Amherst (PI), Worcester State University, Holyoke Community College, and Northern Essex Community College.
- Acquired \$10,000 from the Reach Out for Schools organization, to fund \$1,000 mini-grants awarded to WSU faculty who redesigned their courses using open educational resources.
- Served on the Massachusetts Department of Higher Education, Open Educational Resources Working Group established "to convene, study, evaluate, and identify ways that the DHE can respond to the growing legislative interest to identify lower cost educational resources for Massachusetts students, more effectively address public higher education "Big Three" goals, address the issue of equity of access and participation in higher education, and foster instructional effectiveness while lowering costs for students."
- Completed the reprogramming of Room L236, an active and collaborative teaching and learning space that is the Library's main instructional space. The enhanced room features 24 two-person tables, 48 chairs, 3 whiteboard room dividers, a large interactive flat panel display, a video conference camera, and wireless projection. Acquired \$20,000 from the WSU Foundation to purchase furniture and equipment.
- Hosted two video-conference enabled classes in Room L236 with WSU students from the Nursing, and Criminal Justice programs with students in Ireland.
- Participated in a design study of the Learning Resource Center and the Student Center in conjunction with WSU Administration & Finance, the Division of Capital Asset Management and Maintenance (DCAMM) and the campus and facility programming firm Dober Lidsky Mathey.
- Avoided cutting Library subscriptions by negotiating lower pricing and instituting multi-year contracts.
- Joined the Fenway Library Organization which led to reduced costs for Library subscriptions, and expanded access to professional development opportunities for Library staff.
- Acquired and implemented the CORAL electronic resource management system leading to more effective and efficient management of electronic resources.
- Hosted the LRC @ 50 Celebration in April in honor of the 50th anniversary of the groundbreaking of the Learning Resource Center.
- Provided Active Attacker training offered by University Police for Library and IT staff.
- Offered a series of concerts in the LRC Café with musicians from VPA.
- Developed the Library Special Initiatives Campaign for the March Madness crowdfunding initiative sponsored by the WSU Foundation.
- Obtained a retrospective collection of theses published by WSU students from the WSU Graduate School.
- Made improvements to the 2nd floor LRC Facilities including the replacement of the laminate flooring, and replacement of the main Developed and published the Library Emergency Guide, a supplement to the Worcester State University Emergency Guide, for Library Staff.
- Revised and dramatically improved text about the Library in the WSU Undergraduate and Graduate Catalogs, as well as the WSU Factbook.
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- Published the FY18 Library Annual Report setting a template for the publication of subsequent Annual Reports.
- Enhanced the Center for Teaching and Learning (CTL) Library by completing an inventory of pre-existing CTL collections, and integrating materials from the library of materials located within the Office of Assessment and Planning.
- Completed OCLC Reclamation project and synchronized local holdings records with records in the OCLC WorldCat database. As a result of the project, Library catalog records were enhanced and Worcester records within WorldCat were updated and made more accurate.

- Reallocated money from the cancellation of low-use journals and subscribed to: 1) journals with evidence of high turnaways/denials; and 2) the HeinOnline database improving our government, politics, and law collections.
- Partnered with Writing Center to offer Writing Center Satellite location in the LRC Café four hours per week, on Tuesdays from 4-6 PM, and Thursdays from 3-5 PM.

## **Goal 2: Leverage WSU's distinctive strengths , both to enhance the University's reputation and to prepare students to lead, serve, and make**

### **Strategy A Capitalize on WSU's urban location as a programmatic strength and educational asset**

- Developed 5 new community partnerships
- Increased number of advisory boards by 50%
- Assisted in the founding of Academic Health Collaborative
- Created Urban Networks: Community Action Research Projects
- Created new recruitment materials promoting urban location
- Capitalized on HECCMA opportunities
- Developed relationships with 133 new employees for internship and job opportunities
- CityLab, a research collaboration between Earth, Environment & Physics, Urban Studies and Education publishing studies on Worcester
- Public Schools and metropolitan voting patterns
- CitySpeak, a collaboration between Visual and Performing Arts and Urban Studies, uses theatre to analyze and propose solutions to urban problems
- Collaboration with Girls Inc, including Math, Urban Studies, and Visual and Performing Arts departments
- Center for Social Innovation sponsored New Economic Summit- location chosen specifically for centrality
- Collaborations with Worcester Public School system
- Collaborations with local hospitals
- Translation Center launched
- Offered workshops for local speech language pathologists
- Founding member of the Academic Health Collaborative in conjunction with Worcester Department of Public Health
- VITA program provides free tax preparation for local community members
- New community advisory boards created for Health Sciences and Computer Science
- ALANA Preview Day, Over 150 WPS Students attended an open campus day, with lecture speaker and faculty network
- A.I.D. program, Upward Bound Program and 100 Males to College - provide outreach and recruitment for WSU and College access program
- Collaborated with WPS for the third year for World Languages Week by sending students to area middle schools to discuss study abroad opportunities
- Include information promoting urban location/opportunities in recruitment materials and website.
- Highlight students' local successes (job placement, internships, etc.) in Worcester.

### **Strategy B Expand efforts to integrate arts and sciences in innovative ways that enhance learning and distinguish WSU**

- Liberal Studies major created
  - Workshops on interdisciplinary teaching offered by CTL (Center for Teaching and Learning)
  - Funds added to mini-grants focusing on interdisciplinary research
  - Developed Watershed Science and Education Co-Laboratory
- Aisiku STEM center launched, 4 lectures held and 2 student externships placed in 2017-2018. The Aisiku interdisciplinary Research grant provided a team of 3 faculty members and 3 students to lead innovative research. A new team of 3 faculty were awarded the second interdisciplinary grant in early 2019. In addition, the 2019 Aisiku summer research program will support 16 faculty & students. The infrastructure for tracking expenses and ordering lab materials continues to be improved.
- Interdisciplinary minor in Public History in governance approval process
  - Environmental and Sustainability Studies interdisciplinary concentration launched
  - Fostered multiple major programs of study for Liberal Studies students that joined humanities, social sciences, physical sciences, and/or other areas.

### **Strategy C Better articulate the relationship between academics and workforce alignment, particularly in the arts and humanities**

- Academic program-specific workforce options identified and included in recruitment materials
- Internship Committee identified internships for awarding of Strategic Internship Fund
- Provided Mock Interview sessions
- Presented Career information in academic classrooms
- Developed Filling the Gap in Undergraduate Career and Life-Planning Services and Support
- Career Services Liaison position funded to help develop relationships with faculty
- Increased the number of workforce trainings offered by the Center for Business and Center for Effective Instruction
- Created new codes for experiential learning courses, including internships, to be able to better track student experiences
- New Translation track for Spanish major in development
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in fall 2019
- 4+1 BS in History to MS in Counterterrorism program with Nichols College in development
- Informational sessions and individual advising for foreign-trained professionals to seek credentials in the United States
- Updated workforce options on website related to each program
- Capitalize on better coordination of internships for tracking, promotion, and internship incentive fund purposes. Codes to track internship courses have been created

Career Services found that 43 employers took advantage of On Campus Recruitment opportunities; 88 Employers were involved with the Part Time Job and Internship Fair by changing it into a 2 day event; 16 employers were involved with the Fall Mock Interview and 50+ employers have presently signed up for the Spring 2019 Mock Interview; NSHHLA: An event was created for NSHHLA students to learn about types of positions undergraduates can expect in field-2 employers/3 representatives will present with Criminal Justice professor for students to learn about internships/jobs-4 employers presented; Homeland Security: Coordinating efforts have begun with Criminal Justice professors for students to learn about internship/jobs; Green Fair: Coordinated with Earth Science Department for students to learn about internship/jobs; National Organization for Disabilities: 16 attending organizations were advised regarding LancerLink status

### **Strategy D Promote and stress curricular inter-disciplinarity and programmatic connectedness to enrich learning and create multiple potential paths for WSU students to pursue upon graduation**

- Liberal Studies major created

- Ethnic Studies concentration launched; first 50 students took initial courses
- Substance Abuse Counseling Certificate developed
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- 3+3 BA/BS to JD program with UMASS Dartmouth School of Law and West New England University Law School
- Psychobiology minor launched
- Interdisciplinary minor in Public History in governance approval process
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- New concentration in Digital Media Production launched
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Approximately 50 Liberal Studies students developed or enhanced ePortfolios of their interdisciplinary major courses of study and, in some case, culminating projects that can be presented to potential employers and graduate schools.
- In the 6th year of the Robert K. O'Brien '58 Next Big Idea Competition challenges remain in getting students prepared to participate.
- More work needs to be done with Business Administration and Dean of HHS to facilitate a more integrated approach. Celebration of Mr. O'Brien's contributions are planned for June 2019 and all previous winners will be invited back to celebrate
- Residence Life offers 6 FYRE tracks (First Year Residential Experience): Academic success, Career Exploration, Community Engagement, Global Citizenry, Personal Growth and Social Change. 2019 is the second year of the program.



#### **Strategy E Cultivate and enhance local, regional, and global connections to benefit students and strengthen WSU's contributions in the wider world**

- Increased the number and diversity of students in study abroad and the number of locations
- Increase in number of students pursuing the Global Studies concentration
- Faculty-led study abroad opportunities were offered, including a trip to Cuba (for the first time)
- Visited 349 alumni face-to-face in 2015-2016
- Launched Lancers Across the Nation tour
- HRSA (Health Resources and Services Administration) Grant with QCC (Nursing department) started: a federal grant to support underrepresented individuals to succeed in BSN Nursing program.
- Worcester State University, Worcester Public School and Gear-Up Program - offers the Annual African American Read-In/ ALANA Preview Day- Fourth Annual Celebration
- Worcester State University, Worcester Public School and Friendly House – offers the Annual MLK Youth Breakfast 24th year Celebration.
- Worcester State University- Worcester Public Schools – continues educational pipeline efforts to enough educational attainment and post-secondary enrollment via the Upward Bound program for Worcester Public School student's enrollment of 65 students yearly.
- Founding member of the Academic Health Collaborative in conjunction with Worcester Department of Public Health
- New community advisory boards created for Health Sciences and Computer Science
- Strong numbers for Intensive English Language Institute and Community ESL programs
- The IELI offered limited full-time tuition & fee waivers to people of Puerto Rico displaced by Hurricane Maria (not spring to, summer to and fall to)
- Collaboration with Girls Inc, including Math, Urban Studies, and Visual and Performing Arts departments
- Expanding alumni and local, regional, global network of philanthropic, in-kind and mentoring supporters by holding regular, annual events during the late winter into to spring
- Latin Heritage program- panel discussion with student At WSU from the University of Puerto Rico (Post Hurricane)
- Student collaboration with the Center for Civic Engagement as well as private volunteering in local schools.
- In FY 19 Advancement has engaged more than 115 alumni spanning 65 class years at our regional alumni events



#### **Strategy F Nurture student interest in and appreciation for diversity, global awareness, environmental literacy, and engaged citizenship**

- Increased the number of students in study abroad and the number of locations
- Increase in number of students pursuing the Global Studies concentration
- Ethnic Studies concentration launched; first 50 students took initial courses
- Environmental Science minor sent to governance
- 30 students employed on diversity initiatives with NERCHE project and the LEI
- Created Urban Networks: Community Action Research Projects
- Provided financial support through the CTL (Center for Teaching and Learning) for student-faculty research
- Annual Sustainability Fair continues
- Campus Climate Committee created and launched research project examining campus culture
- Provost's Series Diplomacy and Democracy launched
- Guest Adrian Haugabrook was invited to speak at the Student Leader Orientation Dinner after successful workshops with previous leadership program students.
- Herman Boone spoke in September about race and his experience coaching for Annual Lecture Series
- CLEWS (Community Leadership Experience at Worcester State) continues to thrive. This year's graduating cohort is looking to outpace the control by 65% graduating on time, as compared to 25 % for the control group.
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Center for the Study of Human Rights hosted day and evening programs featuring Impunity, a film on repression of and violence against LGBTQ+ members of Ugandan society, which will feature the filmmaker.



#### **Strategy G Expand opportunities that encourage development of leadership potential within the student body**

- Partnered with FYS for Peer Mentoring Program
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
- Gamma Chi WSU Chapter of DAPi Honor Society; the international honor society for students with disabilities held Information Technology Services fifth induction in 2019.
- Host Captain's Leadership Breakfast for team Captains
- Developed Community and Leadership Experience at Worcester State (CLEWS) living-learning community
- Launched the Lifetime Lancer Student-Alumni Council
- Provided \$100,000 in support of the Center for Service Learning and Civic Engagement
- Provided financial support through the CTL (Center for Teaching and Learning) for student-faculty research

- ENACTUS Group presents student service projects at ENACTUS meeting in the US and abroad
- Center for Entrepreneurship and Business Administration and Economics Department partners in programming with Worcester's IDEA Lab
- Collaboration with Education, Occupational Therapy and Communication Sciences & Disorders on peer mentoring programs
- WSU's chapter of Delta Alpha Pi, the international honor society for students with disabilities continues to induct new members. In 2018, 39 new members were inducted. 8 members received training as Peer Mentors (PAL – Peer Advisory Leadership)
- Provide ongoing training regarding WSU student leadership for ALANA Students. Implement Young Mans Group and Women Circle.
- Honors Program provided \$ 1200 in total funding for six students to travel to Washington D.C. to participate in a spring break leadership conference (\$300 each).
- Honors Program provided \$800 total in funding for three students to attend the Enactus United States National Exposition, May 20-22, 2018. (\$200 each). Nathan Childs (\$200) Lindsey Hoggins (\$200) Owen Wetherell (\$200) Zoe Bates (\$200) Continued support for this program in 2019.
- Selected and supported participation of student leader in the USC Shoah Foundation's Fall 2018 Intercollegiate Diversity Congress Summit.
- Executive Leadership Council will continue, but will be held at a new time on Fridays to encourage more students to attend. Some ELC meetings will be schedule to be "special topic" meetings
- Student Affairs updated previous leadership programs to Emerge and Engage Leadership Circles. We are on track to have 11 more students complete Emerge and 8 more complete Engage by the end of the year.
- Student affairs developed a Leadership Summit. 29 students attended the Leadership Summit in February and completed a curriculum focused on the Student Leadership Challenge.



#### **Strategy H Strive to have the top degree-completion rate among the state universities in Massachusetts**

- Graduation rate continues to increase. 56.8% 6 year graduation rate. 3rd highest graduation rate of MA state universities.
  - The Math, Writing, and Spanish Centers increased availability of tutors
  - PAL-STEM supplemental program reached over 1,000 students
  - Identified students at-risk for attrition resulting in numerous students eligible for graduation
  - Added new flags to Starfish for FAFSA completion, not yet registered etc.
  - Registrar's Office streamlined graduation process by doubling the communications to students and advisors before pre-registration, and by working with IT to create an online Intent to Graduate form.
  - Success Coach Pilot, included 90 invitations to students based on non-cognitive risk factors. PT success coaches reaching out to additional students at-risk
  - Expanded Success Coaching pilot for 19/SP for Transfer Students and students in need of Academic Progress improvement.
  - Retention worked with AVPAA and Registrar's office to review 2010F & 2011F cohorts to encourage degree completion.
  - 36 first-year students were offered one of 19 success coaches. One paid part-time coach has offered non-academic advising assistance to approximately 200 first-year students with two identified risk factors.
  - Increased advising participation by requiring advising for pre-registration
  - Continued increase in Starfish usage, improved back-end managements and expansion of Progress Surveys during the mid-point of a semester. The additional Progress Survey has led to increase faculty usage.
  - With the hiring of a new Retention Director in Fall 2017, a full audit of Starfish is being completed in SP18. An improved usage experience, improved back-end management, and further use of the system's functionality is expected by FA18.
  - Increase in number of office hours scheduled using Alert
  - Implemented the 4,3,2,1 program in Residence Life (4 years to graduate, 3.0 G.P.A, 2 hours study each class, 1 extra-curricular activity)
  - Strengthen advising on campus through workshops and developing an advising manual
  - Improved non-matriculated student advising and access for non-traditional student populations
  - Spring 2018 and Fall 2018 Tutoring Services include roughly 35 courses offered tutoring services for 40 hours per semester. This impacts approximately 540 each semester.
  - Academic Success Center hosted Registration Workshops (Fall 2018) for all new students. Among the 13 workshops, 771 students attended (763 First-years and 8 Transfers).
  - By New Student Orientation, 796 (87.8%) of the First-Year class was registered for Fall 2017. By 7/1/17, 859 (94.8%) of the First-Year class
  - All freshmen student-athletes still participate in Life Skills Workshops almost every month covering all the various areas of concentration such as Alcohol Awareness, Time Management Skills, Study Skills, Nutrition, etc.
  - Specific sections of First Year Seminar have been created for student-athletes
- More detailed guidelines were implemented in order for coaches to recruit student-athletes that are "WSU caliber" who have the skill set to succeed academically at WSU. As of 3-22-19 we have edited our exemption form again to hold coaches more accountable in communicating what the expectations and requirements are for SA's that are admitted as exemptions. This year we have had some admitted exempts that have said they were not aware of the academic requirements as it pertains to study hall time.
- Liberal Studies developed degree completion programs of study for numerous students leaving majors or transferring to WSU.
  - Retention office created and implemented a Student Exit Assessment in collaboration with the Registrar's Office



#### **Strategy I Improve career-related services and expand professional networking opportunities for WSU students and graduates**

- Career Services provides Mock Interview sessions. October's event had 44 registered students. 12 employers (many from the City of Worcester) volunteered their time to assist our students. We partnered with the Psychology and Urban Studies capstone/internship professors. March's event is the largest we have ever had with the partnership of Health Education, Psychology, and Biology we are planning for 80+ students.
- Presented Career information in academic classrooms. Fall 2017 and Spring 2018 (as of 1/25) have surpassed our expectations. We have seen an estimated 1150 students in 47 classroom presentations. In 2018-2019 a total of 83 classrooms were visited.
  - Created a WSU internship/job bulletin board near Career Services offices. 667 internships/jobs were posted.
  - Created a Career Services LinkedIn account
  - Career Services pursued new internship creations with Devereux-progressive internship; UMass Memorial Community Healthlink: Project Manager; Chartwells: 2 new on campus internships: Marketing/Freight Farm; HMEA
  - Created instructional marketing flyer for employers to join CSO
  - Partnered with Chamber of Commerce for Spring Career Fair
  - Launched the Alumni Connections series
  - Center for Business and Industry building networking opportunities for students

- Center for Entrepreneurship and Business Administration and Economics Department partners in programming with Worcester's IDEA Lab
- Career Services collaborated with Athletics to increase junior and senior student athlete knowledge of professional dining etiquette and job interview skills
- Career Services created and introduced to the campus our "Career Services A la Carte" This is a cart used across campus to advertise our resources and engage students. Through the cart we have distributed close to 3,000 handouts about what you could do with your major, we have also given out over 5,000 resume and cover letter booklets among other handouts and marketing materials. We have also presented to res life, PSA's, Upward Bound and NSHLA.
- Career Services presents to all undeclared students at Orientation
- Fall 2017 Career Services migrated to Grad Leaders a new database for "LancerLink". Over 150 employers have been personally assisted in recruiting our students. 44 employers attended our Part time job fair. 568 jobs/internships were posted.
- September 2017 Career Services kicked off a google form assessment that goes out to every first time one on one appointment. We offer a monthly drawing as an incentive for completion. As of 1/23/18 we have 38 responses out of 154 surveys sent.
- Continue to increase student participation in The Washington Center Internship program
- PAL mentors worked with 6 first year and transfer students during Fall semester 2018.
- 2017-2018 thus far has brought in 31 employers for recruiting tables. We also introduced Wednesdays at Worcester which brought in 10 employers.
- Information Technology Services collaborated with Career Services to implement new Grad Leaders software
- Hosted successful young alumni panel at the 2019 Celebration of Scholarship and Creativity scholars reception.
- Veteran's Affairs created a partnership and info sharing with our career services people utilizing Lancer Link Continue to increase career training /networking/placement of our military population
- Career Services collaborated with numerous student/academic/administration programming so as to gain access to on campus visiting organizations and to invite to LancerLink: History/Political Science Career Fair, Criminal Justice Career Fair, Psych Day, Green Fair, NSSHLA

### **Goal 3: Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and**

#### **Strategy A Strategically align programmatic offerings with student interest and employment trends**

- Liberal Studies major created
- Ethnic Studies concentration launched; first 50 students took initial courses
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- Substance Abuse Counseling Certificate developed
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Master of Public Policy/Administration approved by governance and BOT, going to DHE for approval Spring 2018
- Substance Abuse Counseling Certificate developed
- IEL curriculum revised
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- New majors in Political Science, Art and Theatre in development
- Psychobiology minor launched
- Graduate Certificate in Instructional Coaching proposed
- Science Education 4+1 MED in development
- New majors in Political Science, Art and Theatre in development
- New Translation track for Spanish major in development
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- New concentration in Digital Media Production launched
- Development of interdisciplinary minor and certificate in Addictions Counseling
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Interdisciplinary minor in Public History in governance approval process
- Marketing has implemented a successful department-level internship program in concert w/ Career Services,
- Health Educators were trained under NASPA/BACCHUS as Certified Peer Health Educators in Spring 2018 Which allows them to provide better programming and to meet the needs of the students.

#### **Strategy B Implement a sustainable approach to online programming that meets market demands and is attractive to students, supported by faculty, and consistent with government requirements**

- 10 online courses re-designed
- 5 faculty members trained in Quality Matters
- NEASC approval for initial programs granted
- Financial Aid updated the WSU Application for Approval to Participate in Federal Student Aid Programs and was approved by the Department of Education
- Best Practices in Online Teaching workshop offered
- Providing Quality Matters training to improve online course development and instruction for faculty
- Develop course codes to identify hybrid courses offered during the day
- Joined Mass Colleges Online
- In talks with online teaching vendors
- Purchased Scantron ClassClimate- an online course evaluation software for DGCE
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Implementing Ellucian Student Financial Aid to allow for online processing of students' financial aid functions in Summer 2019

#### **Strategy C Implement a comprehensive marketing strategy and effectively position WSU as a first-choice option through clear messaging and by articulating a compelling value proposition**

- New media plan and analytic tools have been developed
- Google Analytics has been used to measure website success
- A product called Site Improve has been added to the WSU website. This product assures that the site has limited broken links, website architecture errors, etc.
- Marketing is currently working on a project with Eduventures to research best practices for additional analytics efforts.
- Marketing is moving to use of audience personas for FA18, while leveraging additional information from the new CRM.
- Focused on new marketing approach and materials for DGCE including the first marketing piece for Continuing Education

- Promoting Celebration of Scholarship and Creativity to and arranging attendance of area high school students.
- Marketing has begun using audience personas in FA18, while leveraging additional information from the new CRM.
- Student Affairs is updating resources for student organizations to match marketing materials.



#### **Strategy D Implement recruitment strategies designed to increase diversity within the student body**

- SAT optional admission approved
- 100 Males to College funded
- Purchased prospective student names for desired demographic groups and out-of-state names
- Began hosting bilingual admissions information sessions at open houses
- Created new marketing materials for the Latino Education Institute
- ALANA preview day for diverse prospective students
- Create a personalized schedule and implemented online registration form for Transfer Orientation
- Collaborated with International and IELI Office regarding the needs of international students
- Established new graduate scholarship for diverse students
- Awarded 49 graduate assistantships for 2017/2018, 16.3% awarded to diverse students
- Grant Funded, developed, launched and coordinate the Worcester "100 Males to College" A cross-campus effort Multicultural Affairs, LEI, and Enrollment Management and long with city partners Worcester Public Schools and QCC
- Worcester State University, Worcester Public School and Gear-Up Program - offers the Annual African American Read-In/ ALANA Preview Day- Fourth Annual Celebration
- Worcester State University, Worcester Public School and Friendly House – offers the Annual MLK Youth Breakfast 24th year Celebration.
- Worcester State University- Worcester Public Schools – continues educational pipeline efforts to enough educational attainment and post-secondary enrollment via the Upward Bound program for Worcester Public School student's enrollment of 65 students yearly.
- Purchased out-of-state names (upstate NY, northern NJ, NC). Purchased names from new and old sources, such as Carnegie and Princeton.
- Recruited in Albany and all other 5 NE states. Offering Excellence Scholarship, WSU's first out-of-state merit scholarship.
- Marketing has created a new "Fit and Feel" brochure to target, in part, out-of-state students.
- 90 new out-of-state students enrolled in FA 17
- Holistic approach to outreach and recruitment via (A.I.D.) Program including retention services for first gen, low income and ALANA students via WSU Bridge Program(A.I.D) Summer program.
- Outreach, promote and support student who commit to WSU from pipeline programs such Upward Bound and 100 Males to College
- Multicultural Affairs/Admissions Implemented and coordinated Open campus events for underrepresented groups and other communities pipeline program including ALANA Preview Day.
- Full-time enrollment for graduate programs moved from 9 credInformation Technology Services to 6 credInformation Technology Services which will allow students to qualify for more financial aid
- The Latino Education Institute served over 2,000 students and families in K-12 through academic enrichment and college/career readiness
- Launched promotional campaign for Ethnic Studies Program via social media (Facebook, Instagram), email, posters on campus, and class
- visInformation Technology Services
- Student Accessibility Services provides individualized services for students. Results: 50 students received individual support. Several students improved academic achievements. Total Number Unduplicated Students Registered: 572; Total Number Student VisInformation Technology Services to SAS: 4,006; Total Number of Exams Administered: as of 3/26/19 – 898; Total number of students receiving ongoing one-on-one individual support: 50; Number of intakes: 175



#### **Strategy E More effectively engage faculty, students and alumni as active participants in the recruitment and admissions process**

- Held 2 alumni career events
- Department chairs invited to participate in phone-a-thon coordinated by Admissions. Lists of new prospects and recrInformation Technology Services are sent to all department chairs to aid in recruitment and yield activities.
- Open house and yield programs heavily feature students (in-person and in profiles)
- Included student Speaker at Congrats Day
- Implemented Lancer Home for the Holidays
- Marketing collected video stories from multiple faculty to use in recruitment videos
- Invited alumni to open house and college fairs
- Launched Lancers Across the Nation tour
- Developed Lancer's Admissions Ambassadors program
- New student communications (story telling) to accepted students have been increased.
- Alumni at open house. Invited to participate in travel (attended some college fairs). A new alumni postcard has been developed for yield purposes. Admissions is working with Advancement now to possibly host recruitment efforts at alumni homes in FA18.
- Legacy programs such as Upward Bound serve as organic alum referrals to WSU- including a third generation WSU current students to several programs.
- Development of "Meet & Greet" programming for non-matriculated/adult students
- New student communications (story telling) to accepted students have been increased.
- Marketing has collected video stories from multiple faculty who will be showcased in future recruitment videos. EM may partner with Advancement and use the "Voices of Donors" videos for this purpose in the future.
- Alumni invited to open house. Invited to participate in travel (attended some college fairs). A new alumni postcard for yield purposes is now in year 2. Admissions is working with Advancement now to possibly host recruitment efforts at alumni homes in FA18.



#### **Strategy F Increase financial support to make enrollment and the overall WSU experience more affordable**

- Increased financial literacy with SAP, Pell grant, and loan limit trainings
- Implemented Transfer Scholarship Program
- Implemented Changing Lives Campaign for scholarship support over 6 Million raised by March 2017
- Launched the Adopt a Scholar program
- Developed Thank a Donor Day
- Sin Qua Non Faculty and Staff giving society event for donors created

- Scholarship award amounts were adjusted in FY18 based on a thorough review of the effectiveness of past award amounts.
- As of April 2018 Admissions is currently awarding 30 new Adopt a scholar scholarships. Event is planned for Fall where all new students will be invited to participate in the Tri-Board Dinner to meet their new donors
- Third cohort of the Transfer Scholarship Program (provides 15 \$1,000 scholarships for incoming transfer students that would be available to them for two years).
- Change Lives Campaign Goal Completed on June 30, 2017 – Successfully raised nearly \$17 million
- Encouraging all Military / veterans to fill out FASFA has led to a higher rate of FAFSA usage, scholarships and emergency funding to meet student needs. In 2019, increase in two NROTC Scholarships Establishment of an additional NROTC Scholarship University has secured another Army ROTC scholarship.
- Full-time enrollment for graduate programs moved from 9 credInformation Technology Services to 6 credInformation Technology Services which will allow students to qualify for more financial aid
- Implemented the Colonel Sheehan Study Abroad Scholarship application process
- Provided \$3000 each to 5 students in the Summer of 2018 for research activities.
- Strategically position new state dollars in a manner that we avoid raising student fees in FY 2020
- Expansion of the Adopt a Scholar program. 30 students were admitted into program. All assessments indicate success.
- Advancement implemented a Transfer Scholarship. For Fall 2018, our budget was \$15,000 for fifteen \$1,000 transfer scholarships. As of



#### **Strategy G Leverage WSU's current K-12 initiatives to create a pipeline of applicants from urban areas**

- New WPS/WSU data sharing agreement created for student recruitment
- Purchased school counselor mailing list
- Guidance counselor piece developed with viewbooks
- Worked with MassEdCo Collegiate Success Institute CSI students in the Worcester Public Schools.
- Guidance Counselor Breakfast at WSU. GC & Athletic Director event coordinated with Athletics.
- WSU Alum poster for teachers to post in class
- Dual Enrollment efforts continue at WSU with existing CDEP grant, 100 Males PIF grant, Early College award, etc.
- Currently serving over 85 WPS students in the Upward Bound pipeline program
- Currently coordinating and serving over 115 student from the WPS in the 100 Males to College
- Outreach and recruitment to Urban Areas via A.I.D. including counselor network and allies to the process
- Latino Education Institute served over 2,000 students and families in K-12 through academic enrichment and college/career readiness
- Co-developed and implemented Early College Program at WSU providing 200 students dual credit classes



#### **Strategy H Establish stronger articulation agreements with community colleges to attract more transfer students**

- Transfer Pathways created for 16 programs
- New articulation agreements created with MWCC, QCC, STCC
- Transfer Center established for the collection, storage, updating, and coordinating of campus articulation agreements.
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College



#### **Strategy I Ensure availability of courses to allow students to stay on track toward degree completion**

- Implemented an academic due diligence process including 3 year course offering plans for all degree programs
- Deans and chairs continue to assess course offerings and adjust based on student needs
- The Registrars' Office sends out reports with each course submission request with course and majors info. Year out production is still active.
- Retention and Admission Office both send chairs reports of new and cont. students.
- Information Technology Services collaborated with Registrar to implement new CLSS software to streamline the course section scheduling
- Retention Office offered persistence reporting by major to Chairs following the registration period and prior to the start of the next semester.



#### **Strategy J Strengthen academic advising across the University**

- Increased advising participation by requiring advising for pre-registration
- Number of departments using Starfish increased to 38
- Increase in number of office hours scheduled using Alert
- Surveys of faculty and students on advising is complete and results are being reviewed for possible advising changes by the EMC
- Academic Sub-committee. The Sub-Committee also created the Advising Toolkit, which is live and available now. EM also installed a new waitlist functionality last year.
- Created the Academic Toolkit
- Installed a new waitlist functionality
- Clarified Academic Appeal process and documentation needed for student appeals
- SAS staff serves as Academic Advisors for undeclared SAS students
- PAL mentors provide guidance during priority registration for SAS students
- LASC advising has been formalized allowing for both face-to-face and virtual advising.
- Created, tested, and revised comprehensive advising website for faculty members.



#### **Strategy K Expand services in the evening for all students**

- Offices open until 6:00 pm, some offices open later than 6:00 pm when need arises (registration, beginning of semester etc.)
- Student Accessibility Services open until 6:00 pm on Mon, Tues, Wed. Number of intakes increased by 100% over a one year period.
- Increased hours of Student Center to accommodate late night food
- Student Affairs Increased number of evening events
- Hired new Non-Matriculated/ Adult Student Advisor to assist non-traditional student populations (works 3 evenings a week)
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction)
- LASC virtual advising provides increased access to the LASC director for evening student
- Health Services has expanded evening hours for students. Evening hours now available Mondays and Wednesdays



#### **Strategy L Provide excellent customer service to students in all divisions and offices**

- Difficult Conversations workshop delivered to all department chairs
- 29% decrease in overdue bill notices mailed for student accounts in arrears
- 53% decrease in deleted registrations due to unresolved account balances

- Number of accounts in arrears that were subject to Blackboard holds was down 9%
- Student Accessibility Services collects data from surveys and focus groups.
- Two full-time staff have been assigned to the procurement function
- Two full-time staff have been assigned to the accounts payable function
- Part-time staff person has been assigned to processing all travel
- Professional trainer was contracted for service training with all EM staff
- Developed Patient Satisfaction Survey for Health Services. 100% of the respondents rated the education provided during his/her visit to Health Services, regarding healthy behaviors as, good, very good or excellent. 96% of the respondents stated that they were able to identify at least 1 personal, healthy behavior, due to his/her visit to Health Services
- Edited the Recruitment Exemption Guideline Forms so that AD can review potential recruitment Information Technology Services in more detail
- Quality Customer Care and Services lecture and Transgender Students 2015 webinar attended by Nurses
- Provided individually based services for SAS students
- Administration and Finance has developed a survey for each department. 4 years of data show a consistent increase in customer service satisfaction
- Internet bandwidth upgrade from 1 gig to 5 gig - high speed internet upgrade to expand the overall education experience of students
- Enrollment Management customer service training plans have been developed and completed. Included specific training related to veterans and students in distress.
- University Advancement continues best practices (No phone goes to voice mail, thank you letters within 48 hours, courteous)
- Produced a new Student Services video for First Year Orientation to include updated information and/or new staff.
- Developed a First Year 101 session for the First Year Orientation program.
- Assessment and Planning provided one on one training for students in the use of our new survey software: ClassClimate
- Established the DGCE "Pop Up" Food Pantry to feed student success
- Established a self serve kiosk for students in the student service hallway of the Administration Building
- Student Affairs held Commuter Fair with three vendors during Welcome Week
- Student Accessibility Services routinely follows-up/intervenes with students registered with the SAS
- Commuter Services created a new handbook for commuter students

#### **Goal 4: Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel**

##### **Strategy A Foster a culture of engagement, pride and gratitude among all WSU constituencies**

- Deans provide information on institutional matters and faculty achievements through Dean's Notes (LHNS) and Faculty Notes (Faculty Newsletters)
- Mary Cosgrove Dolphin Gallery mounts four exhibit Information Technology Services annually, including two student shows
- Department of Visual and Performing Arts mounts three theatrical productions annually, including one student-directed production
- Implemented Student Employee Appreciation Program
- Celebrated the National Student Employee Appreciation Week
- Expanded annual celebration of service to recognize community partners, faculty, students, staff and alumni engaged with the community
- Creation of new stewardship events
- Presentation of annual DAA awards
- Presentation of bi-annual HOF awards
- Launched new Lancer Mascot
- Graduate School offered new graduate student orientation to welcome students for Fall 2017
- A new high-top chair purchased for the Fin. Aid Office will allow for some improved service.
- Improve accessibility on campus--Walkway between SC and Health Services completed; Improvements at Garage underway; Accessibility Map underway
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Multicultural Affairs celebrates Latin Heritage Month, Black History Month, Asian Heritage Month and more
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction)
- Celebration of Scholarship and Creativity will celebrate the innovative work of more than 200 WSU students. The event is preceded by a reception and will produce a video to be featured in WSU public relations and marketing activities.
- Academic Achievement Award Ceremony will recognize and celebrate the remarkable achievements of approximately 80 excellent WSU students. Event will be attended by BOT members, WSU leadership, faculty members, and students' friends and families.
- Award for superior customer service has been developed by Enrollment Management and was first awarded in Fall 2018
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence, and adjunct awards. Expanded the gift options for service awards with an emphasis on WSU branding.

##### **Strategy B Promote greater collaboration across divisions in support of shared, university-wide goals and mutual accountability for progress**

- Co-sponsored events with Student Affairs
- Chart of accounts by department code has been cleaned up and coding for Academic Affairs changed to make pulling data easier
- Developed electronic workflows with Image Now software
- Created a full-time benefit Information Technology Services coordinator position. Resulted in 21% increase in employee discount programs and 20% increase in flexible spending programs
- Contracted with Ellucian to purchase Elevate program for DGCE
- Improved website, employee handbooks, and benefit information packets
- Offered quarterly new employee orientation
- Improved utilization of FacStaff to remind employees of benefit Information Technology Services and deadlines
- Targeted communication through employee listservs
- Increased internal and external collaborations to support employee needs (WSU Speech and Language services, Chamber of Commerce Leadership and networking programs)
- Promoted information through EM Info Sharing Sessions
- Data Quality Committee addresses proper use and storage of data
- Enrollment Management Committee includes members from across divisions
- Implemented Faculty Fellow program
- Faculty trained to sit on conduct boards

- University Advancement with Deans upon completion of Academic Program Reviews to raise money for programming. As of March 2017 more than \$5 million has been raised.
- Collaborative oversight of classroom technology and furniture study
- Diversity Office oversight of Campus Climate Study and Five Point Plan of Action including committee work, cultural competency training, diverse hiring and cross racial interaction
- Human Resources offering increased opportunities for customer service training, title IX training
- Multiple co-sponsored events and professional development opportunities
- Conducted FERPA training in collaboration with counsel from Rubin and Rudman. Outcomes include 43 registrants from various divisions on campus (January 2017)
- Discussion on Institutional Learning Outcomes at Leadership Council
- Successfully offered professional development workshop *Assessment & Intervention Principles with Dual Language Learners* (for WSU students and professionals)
- Multicultural Programming committee is comprised of 24 member from WSU community, faculty, administrators and students. The group provides vision, coordinates and supports funding for most Multicultural Programming at WSU
- Office of Multicultural Affairs provides the coordination, the team supports the implementation, including the enrollment for courses offer as dual enrollment via 100 Males to College and Early College.
- Created Institutional Learning Outcomes with input from all constituents including faculty, staff, and students.
- Information Technology Services collaborated with Career Services, Student Accounts, Academic Affairs, Academic Success, Advancement, CESO, Registrar, Gender Identity Committee, Financial Aid, Athletics, DGCE on various initiatives (25Live migration to SaaS, GradLeaders implementation, Fusion software implementation, ACH payments, transition to Colleague-generated 1098Ts, MCO course postings, Academic Partnership initiative, new method of math placement testing, Blackbaud migration to SaaS, CLSS software implementation)
- Leading contributors to budget and innovation committees, addressing such issues as adjunct faculty budgets and the financial impact of the minimum wage increases on student and contractor payrolls; website accessibility for students with disabilities and non-English language speakers.



#### **Strategy C Increase options for all students to participate in campus life outside the classroom**

- Supported students in attending national events such as Presidential Inauguration, the Women's March on Washington
- Offered Dining Etiquette Event (table manners and interviewing techniques)
- Successfully implemented the STARS program to aid in the strengthening of student organizations
- Increased number of weekend events
- Commuter Appreciation Week
- UPASS available for purchase on campus and through student loan funding/scholarships
- Bulletin boards, forms, signage were added to the organizational wing of student center
- Numerous academic clubs and honor societies provide opportunities for participation outside of classroom
- Academic Departments sponsor informal gatherings and open houses for students and faculty
- Civic Corps secured funding for \$1000 stipends for sophomore ALANA students to participate in community engagement and faculty-led study abroad. 14 Sophomore ALANA students have engaged in civic learning and engagement and over 41 students have been supported.
- Leadership opportunities provided to students on Campus Climate Committees, Bias Response Team and Affirmative Action Committee
- Student Affairs held an Open House event to Re-launch the OSILD as a center of campus involvement and increase the office footprint across campus. visibility. Over 100 students, staff, and faculty attended the Open House event.



#### **Strategy D Establish living-learning communities in the residence halls and more student gathering spots throughout campus**

- Residence Life offers FYRE: First Year Residential Experience; other LLCs have been retired
- Developed 3rd floor of student center as programming space
- Library is creating two adaptive and collaborative work spaces for presentations, as well as independent and group study
- The Honors Program has a dedicated living community.
- Student Affairs has created a Resource Room for student organization members to utilize.



#### **Strategy E Create more opportunities for informal interaction among students, faculty, and alumni and between senior administrators and the rest of the campus community**

- Democracy Café's offered
- Co-sponsored Career Days with Alumni
- Presentation by Dr. Kristen Lee Costa '96 on navigating academic stress
- First Employee Fun Day was held summer of 2017
- Academic departments offer multiple gathering opportunities between faculty, students, and alumni
- Establishment of regular Meet & Greet events for non-matriculated and adult students
- Women's Studies offers a Feminist Book Club
- Research advisory board ran numerous sessions for faculty members devoted to various aspects of research funding as well as for faculty and students for the Celebration of Scholarship and Creativity.
- Backpack to Briefcases: Series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success, Interviewing skills, resume critique, and more. 135 Unique students participated in 2019.



#### **Strategy F Nurture a campus culture that promotes cultural awareness and sensitivity as well as commitment to social responsibility and environmental stewardship**

- Over 30 events on this topic offered
- Offered training for campus leaders in Cultural Competency
- The Latino Education Institute produced a GradNation Summit
- The Center for Human Rights sponsored multiple roundtable and advisory sessions on immigration issues
- 100% of new hires received anti-discrimination training
- Reestablished Office of Inclusion and Diversity within A&F division
- Over 700 students completed the Culturally Engaging Campus Environments (CeCe) survey
- Contracted with New England Resource Center for Higher Education (NERCHE) to develop institutionalized approach to improve campus climate
- Improved tracking and outreach to Military and Veteran population

- Offered 2 day retreat on diversity and inclusion for the division
- Sent members of Athletic Department to the NCAA Inclusion Seminar
- Sent member of division to NCORE
- Sent member of division to the National Active Minds Conference on Diversity and Inclusion
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
- Student-Athlete Orientation included session on diversity and inclusion
- Offered Accessible Housing Selection Process
- Online mental health screenings now available in 3 languages (English, Spanish, Portuguese)
- Diversity Lecture Series offered
- Student led group Active Minds offered Talk to Someone campus event and video
- Counseling Center staff facilitated 2 sections of Student Support Network (SSN) to train students in recognizing, responding and referring peers struggling with mental health
- Addiction trainings were offered campus-wide in concert with talk by Chris Herrin (former Boston Celtic)
- Offered presentation on Opioid Crisis
- One Love Foundation programming offered to bring awareness around dating violence
- Assisted Student led groups with diversity activities such as Ally week, Transgender day, Accessibility Awareness week, Coming out Day
- Student Accessibility Services offered workshop on Universal Design
- Changed the name of Disability Office to Student Accessibility Services. Positively received on campus
- Improved accessibility on campus through accessible walkway between Student Center and Health Services
- Fuller Foundation support for WSU students involved in the Latino Education Institute or who are Latino/Latina
- Raised over \$500,000 for the Latino Education Institute
- Diversity Office oversight of Campus Climate Study and Five Point Plan of Action including committee work, cultural competency training, diverse hiring and cross racial interaction
- African American Teach-In
- Faculty- and student-directed theatre productions in spring 2018 intentionally provided expanded opportunities for actors of color
- Campus Climate Committee formed and conducted first research project relating to campus culture
- Fall 2017 Department Chairs' retreat focused specifically on Department Chairs as promoters of diversity
- Over 10 Multicultural Nationally Renowned Speakers - topic include cultural awareness, environmental issues (upcoming Dr. Bullard Father of Social Justice) a total of 1,200 student participation.
- Intensive English Language Institute offered International Food Tasting Festival to promote cultural awareness and exposure through food
- Ethnic Studies organized a teach-in on "Birthright Citizenship"
- Quarterly, new employee orientations, which include anti-discrimination trainings, were instituted to indoctrinate faculty and staff, within 3 months of hire, on the University's core values, which include cultural awareness and sensitivity; All search committees and hiring managers attend bi-annual orientations, which instill expectations regarding equal opportunity and their social responsibility to the University and the Commonwealth.
- Advancement provides \$50,000 DCU Special Initiatives Grant Allocation to Academic Affairs. School of Education: SLHC community screenings for low- income student in WPS: \$10,000; Aisiku STEM Center: \$15,000 for two summer STEM programs; School of Humanities: Urban Studies - Urban Action Institute - hunger initiatives - \$5,000; Centers: LEI - Club E: Hurricane Maria initiative - \$10,000; Office of Student Accessibility: \$10,000
- Lori Williams, ANP, has viewed online clinical vignettes as learning tools that demonstrated both good and bad clinical interactions with LGBTQ patients, so as to better help them feel welcomed and not excluded from care at a health center. This online education will be helpful in framing the way to approach all students so as to not sound discriminatory or unaccepting in any way. At the ACHA annual conference in 5/2017, she participated in an all day workshop on Holistic Trans Health Care. This provided valuable suggestions on developing an inclusive and welcoming college health center. Incorporating these practices into our health center will be an ongoing goal.
- Lori Williams updated the Health Services gynecological history and physical form, the Health and Immunization form, and the Office Encounter form, in order to be inclusive of students of various sexual identities and orientation.
- An LGBTQ+ webpage is being created and will be available in the summer
- A proposal to allow faculty, students, and staff to use a chosen name and indicate pronouns has been submitted to the Non-academic policy committee for a start date of Fall 2019



#### **Strategy G Significantly improve internal communication and ensure faculty and staff feel they have a voice in setting strategic direction and priorities for the University**

- Memo of understanding with MSCA
- Held multiple meetings between faculty leadership and staff
- New civility webinars offered for supervisors
- Deans and Department Chairs participate in monthly meetings to discuss institutional matters and aid in setting priorities
- Provost holds direct report meetings once a month for communication
- The strategic plan and strategic plan review committee are made of up faculty and staff from all divisions of the university
- Leadership Council is made up of directors, chairs, deans, and vice presidents from all divisions.
- Information Technology Services Organized focus groups, interviews, survey of faculty, students and staff during academic technology assessment process last year, with the goal of including all campus sectors in the process
- Staff and Faculty occupy leadership roles on Campus Climate Committees, Bias Incident Response Team, and Affirmative Action Committee



#### **Strategy H Celebrate contributions to campus and community by faculty, staff, students, and alumni who embody WSU's core values**

- Community Service Award offered
- Increased presentations for the Celebration of Scholarship and Creativity by 43%
- Added 3 new academic achievement awards
- Student success story collection used in new media and recruitment materials
- Marketing staff added functionality to update faculty online profiles, faculty photos, and e-news stories about faculty

- A new award for adjunct faculty has been created
- Academic achievement awards are given to students each year and celebrated at Academic Achievement Awards Ceremony
- 2x year publication of Worcester State magazine, the Annual Report of gifts, monthly e-newsletter to alumni and scheduled events.
- Binienda Center holds Annual Celebration of Service to recognize community partners, faculty, students, and staff and alumni engaged with the community.
- Added annual award for superior customer service in Enrollment Management
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence and administrative excellence. Director Awards are now presented into celebration. Presented gift certificates for service awards with an Ongoing as part of the fiscal year operations of the Advancement office. 2x year publication of Worcester State magazine, the Annual Report of gifts, monthly e-newsletter to alumni and scheduled events.



#### **Strategy I Ensure opportunities to succeed at WSU are equally available to all members of the faculty and staff**

- Adjunct Teaching Award in Information Technology Services second year
- New faculty are provided a semester-long orientation with workshops on various topics to help them succeed
- Revamped Faculty Scholarship/Creative Activity Grant program (formerly called the Mini-Grant program) to support more untenured faculty research
- Assessment and Planning provides funding for full-time and adjunct faculty to attend assessment workshops university
- The process for determining vacancies and promotions is standardized, utilizing consistent protocols for approval, posting, hiring, and for determining salary ranges.



#### **Strategy J Promote a pluralistic student experience and ensure that students of diverse backgrounds see themselves reflected in the adult population and leadership ranks on campus**

- Increased diversity in Humanities and Social Sciences by 43%
- Diversified the Academic Affairs office staff
- Diversity has been a hiring priority for Athletics, Counseling Center, Residence Life, Student Accessibility Services, and University Police.
- Diversified Counseling Center staff as a result of multiple vacancies
- Host Annual AccessAbility Week (4th year 2018)
- Women's Studies same change to Women's, Gender, and Sexuality Studies
- The University has re-established the Affirmative Action Advisory Committee in order to close the gap between the racial diversity of WSU's workforce and the racial diversity of the Massachusetts labor market. Currently, most department have achieved gender diversity goals, while the Executive Cabinet has achieved both gender and racial diversity goals.
- Student Accessibility Services facilitated a Winter Institute 2019 through Center for Teaching & Learning on Universal Design for Learning; 24 faculty in attendance.



#### **Strategy K Seek ways to increase alumni presence on campus and engagement with WSU through events and lifelong learning opportunities that correspond with their interests**

- Held 2 alumni career events
- Increased focus on the part of coaches to engage alumni
- Alumni Connections Series
- Alumni Art show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
- Increased alumni engagement in participation of events
- Presentation by Dr. Kristen Lee Costa '96 on navigating academic stress
- Redesign and Launch of new Worcester Statement magazine
- New template for Alumni Enews
- Academic Departments invited alumni to join advisory boards
- Academic Departments invited alumni to return to campus for career-focused events
- Academic Departments placed students in internships with WSU alumni
- WSU's Annual Day of Giving – In 2018 was re-named and updated to I love WSU day. Over 500 donors of which approx. 170 were students. Over \$70,000 raised in one 24 hour period
- Best Foot Forward Campaign--Goal is to raise \$13,000 by 6/30/18 for a fund to support students who take unpaid internships – so that they have funding while getting valuable experience
- Backpacks to briefcases. A weekly series of events geared to workplace readiness for current students. Includes dinner with strangers, Dinner for Success. Introduces skills, career advice, and more. Goal is to connect alumni to assist students with life after graduation
- The Psychology department has established an Alumni Engagement Committee. Their initial work has produced an alumni oriented Video & we are developing a mailing list & experience survey for our alumni.

WSU's Annual Day of Giving- In 2019 was completely reformatted to a March Madness theme. 48 hours of crowd funding by various constituencies on campus. 48 Teams made up of a variety of groups from across campus (academic departments, athletic teams, student

- clubs and organizations) competed to move through the brackets for a chance to advance to the "final four" Teams had the opportunity to win prizes (additional \$ for their team) by having the most donors in a particular hour. Over 1500 donations (3x the number for 2018). Over \$72,000 raised in 48 hours. More than 800 students participated an increase of 370% over 2018

### **Goal 5: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to**



#### **Strategy A Align programs and allocate academic resources in response to student interest and strategic priorities that support the academic vision of the University**

- Liberal Studies major created
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Ethnic Studies concentration launched; first 50 students took initial courses
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College
- Math Co-req program for MA 130 sequence launched
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- IEL curriculum revised
- Installed customer relations management software to identify and track student interest information
- Expanded the role of the Non-Matriculated Student Advisor to serve as an ombudsperson to assist non-traditional student populations (reallocation of resources)

- Unused funds from the previous budget year were reallocated to support the Center for Business & Industry, which is a targeted growth area for DGCE
- Working cross-divisionally to streamline the registration process for non-matriculated and adult student populations with the goal of increasing student enrollment
- Image Now upgrade - to expand document sharing, storage and approval
- Psychobiology minor launched
- 3+3 BA/BS to JD program with UMASS Dartmouth School of Law and West New England University Law School
- New majors in Political Science, Art and Theatre in development
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in fall 2019
- Science Education 4+1 MEd in development
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- New Translation track for Spanish major in development
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- 4+2 BS in Criminal Justice to MS in Criminal Justice program with Bridgewater State University, with guaranteed admissions seats
- New concentration in Digital Media Production launched
- Interdisciplinary minor in Public History in governance approval process
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Installed customer relations management (CRM) software to better identify and track student interest information.



#### **Strategy B Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue**

- Center for Business and Industry increase in training delivered and revenue obtained
- MAIA Collaboration
- Wellness Center is on pace to generate about \$100,000 in net revenue for rentals, group exercise, etc. We are almost to a point where we are maxed out in the amount of space we can rent.
- Implemented Changing Lives Campaign for scholarship support over 6 Million raised by March 2017
- Expansion of the district-based cohorts for the Masters in School Leadership & Administration
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Counseling Services secured grant monies for JED campus initiative and Healthy Minds Study. JED campus is designed to guide schools through a collaborative process of comprehensive systems, program and policy development with customized support to build upon existing student mental health, substance abuse and suicide prevention efforts.
- Advancement will continue development of unrestricted giving, strategic planning of grants and major gifts. Transferred to the University after the transfer at the April 9, 2019 Foundation Board meeting the amount will be over \$1,000,000



#### **Strategy C Implement the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability**

- Sheehan Hall and the Wellness Center have been LEED Gold Certified
- The Binenda Green was created in the center of the campus
- The Administration Building's entrance was rotated to open to the center of campus
- Princeton Review Most Environmentally Responsible College



#### **Strategy D Secure funding for deferred maintenance work on campus**

- The Commonwealth implemented a new process to evaluate higher education funding requests for capital projects. VPAF and Director of Facilities participated in the regional workshops where the state sought input on the process.
- Submitted a \$40M plus funding request in Dec 2017 seeking funds to resolve the infrastructure issues at the Student Center
- Heating/AC/Ventilation system in the Ghosh Building needs to be replaced. We have applied for \$6M in deferred maintenance funds to be accomplished in summer of 2018.



#### **Strategy E Explore options for expanding the campus footprint in creative, cost-effective ways**

- Engaged a consultant (Rickes Associates) to examine academic space planning and the May St building opportunity
- Acquisition of Temple Emmanuel Property (May St. Building) and Parking. 71,300 square feet of additional programmable space for WSU and 126 parking spaces. WSF Real Estate Committee working with Admin and Finance and BOT to develop creative funding options for the renovation of "May Street Building" for use by University
- Meetings with WSF facilities and Real Estate committee to discuss strategies for financing major capital infrastructure needs at May St.
- Latino Education Institute operating office in Springfield serving 300 students a year through college readiness (grant-based)
- Latino Education Institute serving 200 students in Southbridge Public Schools (grant-based)



#### **Strategy F Bolster WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies**

- Engaged Vantage Technology Consulting group to perform a Classroom Technology Visioning, Assessment, and Masterplan.
- DGCE working with A&F to clarify the reporting of the \$7million dollars in revenue generated by renaming revenue streams to map to budget unInformation Technology Services
- Assessment and Planning saved approximately \$40,000 a year by utilizing existing software for survey creation and dissemination
- Implement Ellucian Student Financial Aid to allow for online processing of students' financial aid functions
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
- Implement instructional technology (room s117) for faculty collaboration and professional development
- Built prototypes of interactive learning spaces in rooms s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Image Now upgrade to improve online document management and approval processes
- Academic Affairs has implemented online faculty workload forms
- Information Technology Services collaborated with registrar to implement new CLAS software to streamline the course section scheduling process
- The university outsourced website hosting to AWS, which provides consistency and disaster recovery options.

- Career Services is utilizing the software Maxient (purchased for online conduct records) for other areas including the Bias Incident Response Team, the Student Intervention Team, Title IX, and academic dishonesty cases.



**Strategy G Strengthen and sustain efforts to inspire financial support from WSU alumni**

- Change Lives Campaign completed in June 2017. Total raised \$17 million
- Developed new young alumni giving society
- Launched Lancers Across the Nation tour

Young Alumni President's Circle is an exclusive giving society for our graduates of the past ten years, offering these recent alumni a way to

- give back to their alma mater through incremental levels of support each year. 32% of current members are minorities – they are active and engaged alumni and this program is keeping them connected to the University in a meaningful way
- Attempting to connect with ALANA alumni by reviving the Minority Alumni Committee and establishing a multicultural experience at



**Strategy H Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising**

- Provost's Faculty Scholarship Travel Fund increased by \$30,000. Implemented twice a year in response to faculty concerns. All qualified applications supported.
- Established and launched new Faculty Research grant with the Worcester State Foundation
- Awarded student research grants to offset costs
- Allocated money in Assessment and Planning budget to support professional development opportunities for full-time and adjunct faculty
- Urban Affairs raised \$740,000 from external sources used to support expanding WSU footprint and community standing
- Research Advisory Board ran 11 sessions devoted to research funding for faculty members.

## Appendix C



# 2018-2019 Strategic Plan Progress Report Divisional Reports



Academic Affairs  
Strategic Plan Report  
2018-2019

## **2018-2019 Strategic Plan: Academic Affairs Summary**

The Academic Affairs Division was integral to multiple strategic initiatives of the University which moved forward in this year while maintaining momentum and propelling more divisional initiatives which feed the goals of the strategic plan. The new major strategic initiatives of the University delineated herein include A) Academic Technology and Infrastructure, B) The Positioning Study, and C) Online Programs. The Division continued its efforts to support Campus Climate recommendations and implementation, to delineate the Institutional Learning Outcomes, and to launch and propose innovative educational programming.

**Focus Area: Promote financial strength and organizational while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value.**

This year, Academic Affairs leadership moved forward multiple opportunities for our students to complete degrees in a timely and cost-effective manner through partnerships with area colleges and universities: 3+1 programs with Nichols College and Bridgewater State University; 2+2 with Springfield Technical Community College and Quinsigamond Community College; 3+3 with law schools through U Mass Dartmouth and Western New England School of Law.

The University signed with Academic Partnerships of Dallas, TX to support the delivery of our first wholly online programs in Education and Nursing at the graduate level. Teams of faculty from the academic departments and administrators across the campus worked tirelessly to develop course materials of the highest quality and the infrastructure to support an accelerated delivery model with the goal of a spring 2020 launch, upon approval from NECHE. It is anticipated that the infrastructure and procedural improvements gained will help all graduate and undergraduate students, regardless of delivery pattern.

The University is launching approved graduate programs in Public Management and Public Administration and Policy, having received approval from the DHE. These are the first two new master's degrees in ten years at WSU. At the undergraduate level, faculty have proposed new majors in political science, art, and theater. Cognizant of the changing needs of careers in the Commonwealth, concentrations in Addictions Counseling, Digital Media Production, Environmental Sustainability, and Public History have been advanced this year.

Grant based community engagement continued to be a hallmark of the LEI and Urban Studies Department which expanded to service to students in Springfield and Southbridge.

The instructional technology infrastructure, governance, and classroom technology plan was furthered this year by a major engagement with Vantage Technologies and every aspect of the University constituency. Three 'sandbox' classrooms were outfitted for use by faculty this academic year and feedback evaluated to inform each standard and enhanced classroom plan for the next years. Simultaneously, the technology governance structure, inventory of software

and hardware and their support, and information security were analyzed to inform budget, plan, and decision making going forward.

Financial support for students expanded through the Colonel Sheehan Scholarship for Study Abroad, the availability of financial aid for students in graduate programs, and competitive summer research grant activities. Overall financial support for academic programming was analyzed this year with a budget alignment effort, an analysis of adjunct faculty and part time employee impact. Cross divisional collaboration in the budget study is expected to yield new insights about the investment in resources to maintain excellence and value in challenging demographic times.

Academic Affairs shared the lead with Enrollment Management around a series of activities with Art and Science consultants to study prospective students and admitted students in our traditional aged recent high school student cohort on various aspects of the WSU experience and their importance to student decisions to attend. The recommendations were shared with campus constituencies and will be the foundation for strategic planning efforts going forward.

**Focus Area: Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success.**

A highlight of our academic excellence focus would be the 100% pass rate results for our Nursing, Occupational Therapy, and Speech Language Pathology Graduate Program in national examinations. Our Chemistry Department received full initial accreditation by the American Chemical Society. New Master's Degrees were approved by the Department of Higher Education for Administration and Public Policy and Public Management. Our efforts in the use of Open Educational Resources culminated in a successful grant collaboration with the University of Massachusetts and a series of workshops to introduce faculty across the Commonwealth to these enhancements of course materials. Feedback from students and faculty from the OER engagements indicates not just an appreciation for the cost savings of significance to our students, but an appreciation for the depth of engagement with the course material evidenced by faculty and student use of contemporary materials in multiple media.

A focus on the assessment and improvement of Academic Advising continued throughout this academic year; with a well-received Center for Teaching and Learning effort to showcase creative advising activities and use of technology for programs with large numbers of advisees. The Dean of EHNS and the Associate Vice President for Academic Affairs created, tested, and revised a helpful website for faculty engaged in advising. Ethnic Studies, Liberal Arts, Honors, and Women's Studies participated in enhanced advising approaches with their students this year. The Aisiku STEM Center continued to support peer assisted learning in eighteen different courses impacting over 1,000 students, and providing students with research opportunities alongside faculty. Students participate throughout the year in Commonwealth Honors programming and with the opportunity to produce their own scholarly and creative activity

which culminates in a Celebration: this year adding a panel of recent alumni to a pre-event on campus celebrating their achievements.

Early college and 100 Males to College activities expanded this year and efforts to enhance the experience of students from the Worcester Public Schools attending WSU continued with the Office of Multicultural Affairs and the Latino Education Institute. Over 2,000 students and families in the area were served through Latino Education Institute programming and more than 200 students will graduate from high school with college level credits from our programs.



Administration and Finance  
Strategic Plan  
Report 2018-2019

The following is a report on Strategic Plan accomplishments by the Division of Administration and Finance for FY 2019.

Under Goal number 3 “Enrollment, Retention, and Student Success: Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success” we have worked this past year to make enrollment and the overall WSU experience more affordable by implementing a plan for FY2020 budget that includes the use of new state resources in a strategic fashion to avoid increases in student fees. In addition, during the fall of 2018 a budget work group (cross campus) was convened to look at the budget to evaluate opportunities for efficiencies, cost savings, improvements to operating processes and reporting. The work group is currently focusing on two high cost categories within the operating budget, part-time non benefitted salaries and adjunct salaries. The work of the group in FY 2019 is to discuss and document the factors that influence hiring in these areas in an effort to gain a greater understanding of specific cost drivers. In addition, with the forthcoming increases in minimum wage regulations, the group is evaluating the pay rate structure of part-time employees to ensure we are applying a reasonable and affordable methodology. Budget alignment matters are also being reviewed to ensure we are efficiently and effectively addressing programmatic needs and revenue and expenditure categories are appropriate for internal and external reporting purposes.

In the area of customer service, we continue to seek annual feedback from the campus community. Each department issues an annual survey and evaluates the results. Survey results are used to inform priorities for the coming year. If ratings decline in a particular area the department comes together to brain storm as to what caused the decline and consider a plan of action for the coming year to address identified issues and continue to provide optimal service in the most consumer friendly method possible. In most departments we have collected 5 years of survey results. We are finding that it is difficult to move the needle to a higher satisfaction rating in some areas, such as student accounts. There appears to be a significant disparity between students’ perception/expectation of quality customer service in comparison with operational deadlines, policy and regulation necessary to operate a viable university. We are considering skipping customer survey’s in the coming year and instead discuss the 5 year results internally, and perhaps with focus groups, to determine if there are any practical suggestions that can be rolled out in the future.

In an effort to address the needs of students the Office of Student Accounts led the effort to install a self-serve kiosk on the first floor of the Administration Building. Student no longer need to wait in line at the Bursar Office to waive their student health insurance, enroll in health insurance, enroll in payment plans, make payments or complete Leave of Absence/Withdrawal requests.

Under Goal number 5 “Resources, Revenues, and Organizational Sustainability: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required maintaining WSU’s reputation for excellence and value” the Division of Administration and Finance has accomplished many tasks towards achieving this goal in FY 2019.

In the area of aligning programs and allocating [academic] resources in response to student interest and strategic priorities that support the academic vision of the University we have continued to prepare the annual operating budget with a focus on prioritizing funding requests by ranking the alignment of the request with the plans strategic priorities. In addition, the University has received additional one-time resources from the Commonwealth in FY 19 that will be used to restore funding to the Strategic Plan Trust fund (SPTF). \$562,582 will be placed in the SPTF prior to June 30, 2019, subject to Board of Trustee approval. The administration will review the previous guidelines for managing the SPTF, update the guidelines to reflect the current needs of the University, and seek approval of the board in June with regard to the method of administering the funds.

Another priority under goal number 5 is to mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue. As part of the overall strategy of the university to generate new revenue A&F has been working with Athletics and Conferencing and Events on processes to record and report on the net return of new revenue streams. A new Wellness Center Trust Fund was created this year to serve as an opportunity for the wellness center to generate net income to grow and re-invest in programming without being dependent on the operating budget. Conferencing and Events also continues to expand offerings to the community with a system in place that provides for clear reporting and matching of revenues and expenditures in order that growth and profitability can be measured. Other areas of the University continue to work on this strategic priority and A&F assists with reporting whenever possible.

Implementing the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability continues to be a primary focus of A&F. During the past year the University was successful in securing the largest allocation of five year critical repair funds within the State University segment from the Commonwealth. We participated in the competitive proposal process established by the Commonwealth to secure resources for large scale building renovations. We were successful in securing funds in a newly identified project category. The category provides funds for preliminary investigation and scope development to determine the scope of a more specific building planning study. The DCAMM has begun the “imagining” study that will develop the priorities of a project intended to address the significant infrastructure needs of the LRC and Student Center by visioning the future needs of existing programming in each building and assembling the re-imagined functions and services in to one structure.

Planning has begun for development on the May Street Property owned by Worcester State Foundation. A Board advisory group has been formed with representation from the Worcester State Foundation Board and the Worcester State University Board. The University has secured the services of the MSCBA to serve as project manager for the initial feasibility study. An Architect has been selected and study activities have begun with the completed study due to the university in September.

Additional work accomplished towards this priority includes the following:

- Parking garage study to alleviate parking and green inner campus
- Continued investment in Capital Improvement Trust Fund and updates to long term Capital Financing Plan
- Evaluation of Chandler Village renovation/replacement in light of critical deferred maintenance demands

As mentioned previously we have received one of the largest 5 year critical repair allotments from the Commonwealth to address extensive deferred maintenance needs across campus.

Specific projects accomplished over the past 12 months are as follows:

- S&T Roof Top Unit Replacement – Phase I; Remove and install two of the seven RTU's which provide conditioned air for both heating and cooling in the Ghosh Science and Technology Center (\$1,330,000)
- Renovate S&T 102: Replace seating, lighting and carpeting. Repaint venue. \$130,200
- IT Classroom Assessment- Prototype Classrooms: Create 3 prototype classrooms which utilize new FF&E, lighting and IT/AV equipment. \$248,100
- RF call box installation: Install radio frequency call boxes for all buildings on campus per order of conditions from WFD: \$56,000
- Refurbished S&T public bathrooms: Replaced fixtures, counters, partitions, lighting – addressed accessibility issues: \$170,000
- Refurbished S&T terrazzo flooring: refurbished flooring and repaired damage to floor and cove base: \$49,600
- Completed bid documents/bid Coughlin Field turf replacement project: Replacing turf, refurbishing track: TPC: \$2,600,000
- Ghosh Lighting: Replace all lighting in the Ghosh Science and Technology Center. Project funding through DCAMM's Energy Initiative Programs. TPC \$1,000,000
- Updated controls in Sullivan Academic Center: \$100,000

Another strategic priority receiving much needed attention during the year focuses on bolstering WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies.

A&F has spent the past year collaborating with IT on the Classroom Technology Visioning, Assessment and Master Plan process. The University contracted with Vantage Technology Consulting Group to direct this process in February 2018. Three prototype classrooms were built in the summer of 2018 and offer upgraded technology and furnishings. The three prototype classroom we constructed after soliciting the faculty through open forums and survey tools. Project team meetings include the CIO and his staff, the Director of the Center for Teaching and Learning, along with the Deans of the undergraduate schools, the Director of Facilities, the CFO, the Provost and Vantage staff. Feedback was received from faculty and students at the completion of the fall semester. A decision was made to extend the feedback period through the spring semester allowing for additional class time in the prototype rooms. Currently a "classroom standard" is being developed which will then be used to develop the master plan.

In addition to the Classroom Technology Project, A&F is also collaborating with AA and IT with regard to an Information Technology Assessment. Vantage Technology Consulting Group is conducting this assessment project with executive sponsorship from the Provost and CFO. The scope of the project includes a set of phased projects to deliver a strategic portfolio of planning documents to be used as a roadmap for IT. The following areas will be reviewed and further developed as a part of this process: Technology Service Catalog; IT Governance; Financial/Organizational IT Assessment; and Information Security Assessment. The engagement is expected to conclude in late spring 2019.



Enrollment Management  
Strategic Plan Report  
2018-2019

## Introduction

The Enrollment Management Division (EM) is pleased to provide this report on the division's progress on the 2015-2020 Strategic Plan. This report is presented to the Strategic Plan Review Committee (SPRC) on April 1, 2019, along with a verbal discussion on April 12, 2019 of institutional goals and documentation of divisional Strategic Plan priorities and metric outcomes, during the 2018-2019 academic year. After the April 12, 2019 discussion with the SPRC, this report was slightly revised.

As directed by the SPRC, this report includes a report on two of the five major goals of the 2015-2020 WSU Strategic Plan: Goals #3 and #5. A great deal more information is likely to be shared with the SPRC in verbal discussions.

The Division of Enrollment Management is glad to provide this report and proud of the efforts made during this period to support and meet the goals of the Worcester State University 2015-2020 Strategic Plan. Questions can be directed to Vice President Ryan Forsythe at 508-929-8498 or [rforsythe@worchester.edu](mailto:rforsythe@worchester.edu).

### Goal 3: Enrollment, Retention, and Student Success

As the recruitment, enrollment, and success of students is the mission of the Enrollment Management Division at Worcester State University, this Strategic Plan Goal is where much of the division's energy and efforts are focused. Some of the initiatives in EM during this review period have included:

- The Enrollment Management Division was proud to have helped lead the university's first positioning study, during this review period. This study, intended to identify and develop a position in the marketplace to encourage continued robust enrollment, began in Fall 2017 and concluded in Spring 2019. With this study complete, the university now must move from study and recommendation phases to implementation in 2019-2020.
- Completion of the acquisition, installation, and use of the university's first Course Scheduling system, called CLSS. CLSS is built on a software from the same vendor as our governance and catalog software, Leapfrog Technologies. This system is designed to improve the experience of and outcomes of the production of the university's course schedule. With greater data available to inform the production of the schedule, the schedule can better utilize campus resources, better inform academic leaders, and better serve WSU students.
- Completion of the university's first use of SAT optional admission for applied students, which opened access to additional and more diverse student populations, allowed for the enrollment of a robust Fall 2018 class, resulted in a very similar academic profile of the incoming class, and began the likelihood of a continued pilot for optional-test admissions.
- After a study of internal and external communications concluded that opportunities existed within the university to improve communication efforts and effectiveness, a small reorganization of communications-related areas of the university was conducted. The result is the new Communications and Marketing area within the Division of Enrollment Management, including the new Assistant Vice President for Communications, the Marketing Office, Publications and Printing Services, and Advancement Communications.
- In the absence of a data warehouse, the Division of Enrollment Management has enhanced our data usage within the confines of existing systems and abilities. During this review period, the offices of Admissions and Retention have greatly enhanced their real-time data storage for weekly enrollment persistence comparisons. It is the hope of this division (and other divisions) that a data warehouse can be realized in the near future, as these efforts are only scratching the surface when it comes to use of data.

- Strived to have the top-degree completion rate among the state universities in Massachusetts and beyond. In 2018, the university achieved its highest four and six year graduation rates ever for the respective first-time, full-time student cohorts. The rates were 41.1% and 56.8% respectively.

#### Worcester State University Retention and Graduation Data – 2010 to 2017

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
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	58.9 <sup>4</sup>
2011	790	78.1	67.0	61.9	35.7	50.9	55.4	57.0 <sup>5</sup>	
2012	781	80.3 <sup>6</sup>	68.6	61.3	38.8	52.1	56.8 <sup>7</sup>		
2013	775	81.9 <sup>8</sup>	70.0	64.9	41.1 <sup>9</sup>	54.0 <sup>10</sup>			
2014	785	77.4 <sup>11</sup>	67.6 <sup>12</sup>	64.9 <sup>13</sup>	41.1 <sup>14</sup>				
2015	808	77.9 <sup>15</sup>	69.0	66.2 <sup>16</sup>					
2016	782	80.0 <sup>17</sup>	67.0 <sup>18</sup>						
2017	906	78.9 <sup>19</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>800, <sup>5</sup>789, <sup>6</sup>780, <sup>7</sup>777, <sup>8</sup>773, <sup>9</sup>772, <sup>10</sup>769, <sup>11</sup>783, <sup>12</sup>781, <sup>13</sup>780, <sup>14</sup>778, <sup>15</sup>804, <sup>16</sup>801, <sup>17</sup>781, <sup>18</sup>778, <sup>19</sup>900

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

Institutional  
Research

Though retention and graduation successes can rarely be attributed to any one effort, a few notable retention and graduation efforts that occurred during this year included:

- Use of the university's most sophisticated, timely, and useful retention and persistence reports ever, with greater information about real-time student registration and persistence than the university has ever experienced. This data has allowed faculty, staff, and the Director of Retention to act more immediately to improve persistence and retention rates.
- The enhanced Success Coach program, which in Fall 2018 paired all new, undergraduate students with faculty or staff mentors at the time of first enrollment. With greater interactions between mentors and mentees, and more guidance and data from the Retention Office, the retention rate of Fall 2018 to Fall 2019 is expected to be one of the highest in the university's history.
- With a belief that early alert and the benefits of a student's ecosystem are both positive contributing factors in affecting student persistence, the Starfish Early Alert system continues to be a staple of the university's retention efforts.

- During this review period, a cross-divisional group of faculty, staff, and students made great progress in making WSU a more inclusive environment for all genders. A gender inclusivity committee, chaired by Associate Director of Admissions Tiana Carrasquillo, has made significant changes to campus policies, practices, forms, etc. to better serve students of all genders. In addition to the overall more inclusive environment these changes will contribute to, it is expected that such changes will increase the university's ability to recruit and retain students.
- Met data-informed Enrollment Management Plan Goals through cross-divisional work in the Enrollment Management Committee.

## Goal 5: Resources, Revenue, and Organizational Sustainability

A great deal of funding that supports the university's financial strength and organizational stability come from students' payments and financial aid. Therefore, it is vitally important that the university's levels of enrollment remain at an appropriate level to support university functions. This is a primary function of the Enrollment Management Division, the Enrollment Management Committee, and the Enrollment Management Plan. During the 2018-2019 academic year, items that were worked on by the Enrollment Management Division, in conjunction with other areas of the university, included:

- Judicious use of institutional financial aid funds, in a model that assures an appropriate level of enrollment without an excessive discount rate. To this end, the university limited the amounts of need-based and merit-based financial aid, due to the strong recruitment and retention rates for Fall 2018. It is expected that during this review period approximately \$50,000,000 in financial aid will be awarded to WSU students.
- The university began offering an out-of-state scholarship incentive that provides no more than a 50% discount off the premium tuition rate for out-of-state students, which was expected to yield greater net revenue. Unfortunately, new out-of-state student enrollment decreased from 104 in Fall 2017 to 88 in Fall 2018. This decrease has not been tied to the use of the scholarship, but rather to the decrease in applied out-of-state students. The use of the scholarship is continuing for Fall 2019 applicants, as the Fall 2019 recruitment cycle is the first full recruitment cycle with the out-of-state scholarship. Assessment of the effectiveness of the scholarship will be conducted at the conclusion of the Fall 2019 enrollment process.
- The Enrollment Management Division has been working to secure funding to continue the dual/concurrent/early enrollment efforts that are considered vital to the university's continued promotion in high schools. Partners on these projects have included the Administration and Finance Division's grant staff, the Academic Affairs Division's Latino Education Institute, Multicultural Affairs staff, and others. Successful efforts have included, but are not limited to:
  - The \$40,000 2018-2019 Commonwealth Dual Enrollment Program (CDEP) grant from the Massachusetts Department of Higher Education (DHE) for the subsidizing of dual enrollment courses for Worcester Public Schools (WPS) students,
  - The \$80,000 2018-2019 100 Males to College (100 MTC) grant from the DHE for the provision of the 100 Males to College Worcester program, and
  - The \$50,000 CDEP additional grant for continuation of the Early College Program and designation from the DHE and the Department of Elementary and Secondary

Education (DESE), in conjunction with Quinsigamond Community College (QCC) and the WPS.

- The university has secured a contract with Academic Partnerships to provide fully online programs in the near future. The majority of this effort is being led by the very capable and ambitious administrators and faculty in the Academic Affairs Division. A small contribution to this effort, the provision of online financial aid service, coincides well with a need for the whole campus. In an effort to judiciously utilize the university's resources, the EM division has repurposed funds in the FY20 budget to go without an important service from Eduventures for one year, to allow for the acquisition of a product from the Ellucian organization called Financial Aid Self-Service, with the help of ITS. It is our hope that this product will be operational in time to be used with the first cohort of fully online students.



Student Affairs  
Strategic Plan Report  
2018-2019

# Annual Report to the Strategic Plan Review Committee (SPRC)

2018-2019

Division of Student Affairs

## Overview

Comprised of 15 departments, 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.

For the past academic year, the work in Student Affairs focused on the newly established divisional clusters of student engagement and health and wellness, enhanced programming efforts on campus climates, and strategic goals three and five.

In January, the division added a new dean of student engagement, Dawn Eades. This was the final piece in the 2017-2018 division reorganization. Dawn will oversee residence life, student involvement, bookstore, and spiritual life. One goal of this new position is to increase the engagement and satisfaction of students through new programs and initiatives.

Also, this semester brought changes for the Title IX department. For the first time, WSU was able to fund a full time position on Title IX compliance and education. Jennifer Quinn became the director of Title IX and Alcohol and Other Drug Education.

In a recent publication, authors Tradwell and O'Grady point to three distinct challenges facing student affairs professionals: the expanding role of student affairs around the health, safety and well-being of students; the compelling need to focus on student success for low-income students, and students of color; and higher education's short- and long-term fiscal constraints.

Keeping these three challenges in mind, the division set out to investigate what role we play in working and supporting the changing demographics on campus, foster the

development of the next group of leaders, and ultimately how to define the WSU student experience.

Below are a few of the examples of division work as it relates to goals three and five.

**Focus Area: Goal #3 Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success**

Strategy A: Strategically align programmatic offerings with student interest and employment trends

Career Services

- LancerLink – Our Career Services recruitment technology connects intern and job seeking students and alumni with potential employers. It is in the final stages of campus wide integration and now holds 2,919 employers and 11,334 undergraduate and graduate students.
- Supplemental formal career development programing was designed and facilitated for students in the areas of Biology, Business, Computer Science and Criminal Justice. We purposely targeted collaborations with the following partners for these student-facing events: UMASS (IT & Business Division), ArcBest, U.S. Secret Service, Bristol Myers Squibb, Hanscom Air Force Base and The National Organization on Disability.
- The FYS classes have been designed to address the gaps that employers are noting nationwide and that career development is a life-long process. These two sections were held and completed fall 2018.
- What Can I Do With This Major (WCIDWTM) will continue to be hosted online and hard copies will be distributed throughout campus via the cart. The cart continues to travel around campus to various events and venues.
- All programming is designed to support students' obtaining and retaining of internships and jobs such as: Career Counseling, Mock Interviews, Part-Time Job and Internship Fair.

Strategy D. Implement recruitment strategies designed to increase diversity within the student body

Career Services

- With our newly established community partners “Work Without Limits” and the “National Organization on Disability” we hosted an Employer Meet and Greet

networking event for students from WSU and fellow New England colleges and universities in late January. This program focused on supporting students and recent graduates with disabilities to connect and explore professional opportunities offered by 18 distinguished employers with inclusive hiring strategic plans.

#### Student Involvement and Leadership Development (OSILD)

- This year, the office developed a three-phase expansion of new leadership programs. Through the development of new student-centered leadership programs, the OSILD will be able to create more opportunities for students at Worcester State to engage with their peers and with their campus. A goal of this program is to increase the diversity of student leaders across campus.
- Redesigned plan for the Leadership Summit. This is an annual weekend getaway for about 35 students that focuses on personal development. Participants have traditionally been members of student organizations, and spend three days learning about their personal leadership style and leadership skills that they can bring back to their campus groups.

#### Strategy K. Expand services in the evening for all students

- Several offices such as Career Services, Residence Life, and OSILD expanded office hours for students this year. The main goals were to make sure services are available during the week for evening students and to meet the different schedules of our students.

#### Strategy J. Provide excellent customer services to students in all divisions and offices.

##### Counseling Center

- Walk-in screening form
- Implementation of daily counselor triage hours

This process was implemented as a means to continue to meet the demand for services while simultaneously identifying and treating significantly at-risk students in a timely

manner. The walk -in screening form (for students who do not have a scheduled appointment on that day) includes questions around what is going on in the moment, was there a triggering event etc. It also addresses both suicidal and homicidal thoughts. This form is reviewed by a counselor in order to determine if the student needs an immediate appointment (suicidal, homicidal, title IX) or can be scheduled for a same day triage appointment.

The walk-in triage appointments are same day brief support sessions to enhance short term coping skills and develop a plan for future sessions.

This will give us an opportunity to provide potentially 15 additional students per week with same day appointments.

**Focus Area: Goal #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**

Strategy B. Mitigate uncertainty and offset reduction in state funding by identifying and growing new streams of revenue.

**Athletics**

- In November, the WSU Board of Trustees approved the establishment of the Wellness Center Trust Fund for FY 2019. After two years of stable earnings from Wellness Center program revenue (rentals, memberships, etc.) the net earnings in the trust may be used to supplement student programming, equipment, and operations per established guidelines. Equipment expenses from the initial Wellness Center budget will be removed from the university's general operating budget and funded by the trust.

Strategy F. Bolster WSU's technology capacity and infrastructure through investment in administrative and technology and through collaborations that maximize savings and efficiencies

- Multiple offices across campus now use Maxient software system. This software was originally purchased by residence life to process conduct reports. Now for the same costs, student conduct has developed modules for Title IX, student

intervention team, and this summer academic honesty violations. Maxient allows for confidential tracking, reports, case management, and records storage.

### Strategy G. Strengthen and sustain efforts to inspire financial support from WSU alumni

#### Athletics, Career Services, and Advancement

- The creation of a “Alumni Job Shadow Day” will allow our student-athletes to gain important life experiences to help prepare them for the real world after college.

#### Athletics

- The creation of the inaugural WSU Athletic Department Golf Tournament which will be available to all 20 WSU sports teams.

#### Career Services

- Blend alumni in career services programming such as mock interviews, dining etiquette, etc. throughout the year.

### Strategy H. Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through operational efficiencies and fundraising

#### Office of Residence Life and Housing

- In an effort to reduce monies spent on travel, residence life created in-house professional development series for the staff. Topics include: supervision, strengths, vision setting, and problem identification and solving.

### Cross-Divisional Collaborations

Richard Keeling, editor of Learning Reconsidered “reflected that while higher education created silos and division of academic and student affairs, students just call it college.” The division of student affairs continues to focus on collaborations that enhance the student experience in an often-seamless way. In addition to serving on many cross-divisional

committees, departments worked on new initiatives, programs, and support services both within and outside the division. Below are a few examples from several departments.

#### Athletics

- Collaborated with Advancement Office to host the inaugural March Madness Fundraising Campaign which generated almost \$20,000 for our athletic teams. This exercise was a Crowd Funding Campaign that involved our athletic teams competing against each other in a bracket style format to engage family, friends, and alumni in order to raise money for their respective programs.
- Midnight Madness II-collaborated with several departments on campus to host a midnight basketball game and fan fest to kick off the 2019 season.

#### Career Services

##### *Creation of New Progressive Devereux Internship*

- Created an in-depth progressive paid internship opportunity where students will be on-boarded during the summer with training and supervision. Then in the fall those participants will be transferred to a paid position within the organization with the possibility of employment after graduation.
  - Held preliminary discussions with **Devereux** on how to strengthen their on-campus branding
  - Coordinated on-campus planning meeting between **Psychology Department** and Devereux staff
  - Determined collective interest and confirmed plan for event and follow up interviews
    - On 8 April, 2019 ten administrators from various Devereux's departments will be presenting a PowerPoint presentation regarding the new internship opportunity. Ten representatives will be available to speak 1-1 to students.
    - On-campus interviews are scheduled for both the 9<sup>th</sup> and 19<sup>th</sup> of April.

- Designed marketing materials and gave to **OSILD, Res Life, Psychology, Urban Studies, Education, and Sociology departments** for distribution.
- Directions for employer to authorize interviews within the LancerLink system were created and forwarded onto them.

**Created 2 First Year Seminars (FYS) career development classes:**

- Designed/Submitted academic proposal to **FYS Advisory Board** regarding intentional personal exploration and career readiness competencies linking academics with careers

Civic Engagement

- Jumpstart program with the Education Department
- Edward M. Kennedy Institute for the United State Senate partnership with History Department

Counseling Center

Fresh Check Day Program

Increased student “booth “participation by collaborating with the Psychology department faculty and OT department faculty. Each of these departments worked with students to create original booths for Fresh Check day.

Overall: 4- Academic Departments

11-Student Affairs Departments

11- Student Organizations

Fresh Check Day aims to create an approachable and hopeful atmosphere where students are encouraged to engage in dialogue about mental health and helps to build a bridge between students and the mental health resources available on campus, in the community, and nationally.

Fresh Check Day Program Goals:

- Increase awareness of mental health resources available to students
- Reduce stigma and misconceptions around mental health and suicide that often deter individuals from seeking help

- Empower peers to be gatekeepers by understanding warning signs and knowing what to do if a friend is exhibiting signs of suicide or mental health concern
- Increase willingness to ask for help if experiencing emotional distress

#### Student Support Network-

Counseling center staff are facilitating 2 concurrent 6 weeks SSN trainings aimed at targeted populations. Staff worked with faculty from Nursing, OT, and CSD to recruit students from these majors to participate. Additionally, staff worked with the Athletic department staff to recruit student athletes to participate in the second group. 10 student athletes are participating.

These student groups meet once a week for a total of six sessions. Here, they learn to recognize warning signs of distress in their friends, gain insight into common mental health challenges, practice bringing up their concerns—in a sympathetic, nonjudgmental way—and build expertise at connecting friends to other support resources, such as the campus counseling center.

#### Health Services (UMASS Medical)

- Intensive English Language Program: Health Services provides health care for the full-time students in this program (usually 30-40 students enrolled in this program/semester).
- Met with interim Director of IELI program in June 2018 to review our services and to educate regarding the Health Form/Immunization requirements.
- Presented at the IELI New Student Orientation on 1/23/19.
- Meeting with graduate Nursing students, regarding a Sexually Transmitted Infection brochure that is being created by a group of Nursing students. Will be reviewing the brochure with the student, and also discussing plans to display the brochure in the Health Services Office. Potentially, our office will use the brochure as an educational resource to distribute to students that are seen in our office for Sexually Transmitted Infection screening

#### Office of Alcohol and Other Drugs Education

- Worked closely with Cheryl Hersperger, Nursing Faculty to develop a presentation titled "Opioid Education, Response & Rescue" which we have

currently presented to about 130 students, faculty and staff. We will continue to market our program.

#### Residence Life and Housing

- The Academic Success workshops offered every Tuesday in the halls. It included 7 other offices across 4 different divisions (Student Affairs, Enrollment Management, Academic Affairs, and Administration and Finance).

#### Office of Student Involvement and Leadership Development

- Orientation - We collaborate with Academic Success as well as Academic Affairs for our Transfer, Winter and First Year Orientation programs in coordination of faculty sessions as well as academic sessions.
- Family Day/Homecoming - Our office collaborated with the Alumni Office for the first time in a decade to combine Homecoming and Family in September.
- March Madness - Our office collaborated with Institutional Advancement to promote and coordinate March Madness fundraising and competitions between the student organizations.
- Multicultural Event Series - Our office collaborated with the Office of Multicultural Affairs to co-sponsor a host of multicultural events held throughout the year including Latin Heritage Month lectures and Courageous Conversations.



University Advancement  
Strategic Plan Report  
2018-2019

## **Introduction**

The Office of University Advancement is pleased to present our updates on the division's progress on the 2015-2020 Strategic Plan.

In addition to this written report, we submit the updates to our Strategic Plan grids and related supporting documents. This narrative and data will present an overview of how our work intersects with Goal 3 and 5 of the plan. This submission will be augmented by the divisional interview with Vice President Thomas M. McNamara '94.

We also follow up on past recommendations from SPRC, and the challenges and successes we have had in executing them.

Further inquiry or commentary can be directed to Vice President Thomas M. McNamara '94, at [tmcnamara@worchester.edu](mailto:tmcnamara@worchester.edu) or at extension 8033.

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

Advancement's role in supporting most of the goals and initiatives in the strategic plan is as a supporting agent, providing the resources and connections to enable things to happen. While it may be clear that the resources are most often financial, our staff frequently serves as logistical coordinators, promoters, and event/program managers for activities that serve other divisions of the University.

In particular, for Goal 3, Advancement provides the financial and staff support for important annual activities, as well as providing new and growing support for distinctive programs and scholarship support that serves to assist Enrollment Management with enrollment and retention goals.

#### **Increase financial support to make enrollment and the overall WSU experience more affordable - Adopt a Scholar Scholarships – supporting student enrollment and retention:**

Beginning in 2015 donors were solicited to provide support to a new kind of scholarship. Different from the traditional "endowed scholarship", the Adopt a Scholar Scholarship, would require a significantly lower contribution obligation on the part of the donor, but would offer the opportunity to provide a four-year commitment of \$1000 per year to the student receiving the scholarship and would have the added benefit of connecting the donor to the student for those four years.

The Adopt a Scholar scholarships are awarded by the Admissions team with the goal of providing a financial incentive to students who are not quite at the level academically to receive the very limited number of merit scholarships. However, these students are strong candidates who we would like to convert from admitted to enrolled students.

In 2015, Admissions awarded a total of 12 students with this new type of scholarship. This year, on May 18<sup>th</sup>, 9 of these students will cross the stage receiving their bachelor's degrees. This is an 83.3% graduation rate. Based on the 2016 Fact Book, the 2014 cohort entering class had a 41.1% four-year graduation rate.

Many members of this first cohort of Adopt a Scholar students have also received other donor funded scholarships, have met and been mentored by their donors and developed strong relationships with the Office of University Advancement. There is no question that these factors, in addition to the scholarship award itself, have contributed to their overall success. This program alone is a significant contribution to Goal # 3.

Because of the success of the individual Adopt a Scholar Scholarship program, and driven by the Chair of the Foundation Board, Craig Bovaird, one of the first donors to sign on to the program

in 2015, the three boards of the University (Board of Trustees, Foundation Board and Alumni Association's Advisory Board) joined together in FY2018 to commit their annual contributions to a "Tri-Board" Adopt a Scholar Program. This fundraising effort yielded over \$120,000 in cash and pledges and enabled Advancement to provide 30 Adopt a Scholar scholarships to Admissions to award to incoming first year students in the fall of 2019.

Based on the experience from the previous cohorts, Tara Hancock and Louise Taylor decided to create an initiative for this group of incoming students to more closely link them to the Office of University Advancement for personal connections and support. The goal was to be intentionally "interventional" with these students by creating stronger communication and linkages for them with other divisions on campus. The idea was that while our office may not have the answer to whatever their question might be – we could certainly help them find the answer.

So far this program appears to be yielding results. Not only are many of these students directly connected to our office in official ways (some are work study students working for us, others are paid as our phonathon callers) but many attend events we sponsor on campus (i.e. Backpack to Briefcases). Additionally, through personal outreach our office has developed strong relationships with these students and have been able to help them successfully navigate their first year at WSU.

As of the end of the 1<sup>st</sup> semester, these outcomes have been achieved:

- 95% persistence rate (fall to spring) *We had two students take medical leave ...so they have not withdrawn completely.*
- 92.5% have a GPA >2.0
- 65% have a GPA > 3.0
- 13 of 40 are on the Dean's list – 32.5%
- Average GPA of the entire group 3.06

While the decision on who receives these scholarships rests with Admissions – the overall diversity of the pool is comparable – or slightly more diverse –than the overall WSU Student population.

### **Donor Funded Scholarships – creating opportunities:**

Historically, the foundation of fundraising at WSU is donor funded, endowed scholarships. Since 1993, donor funded scholarships available to students has grown from 15 named funds to over 186 representing more than 300 individual awards in 2019. These awards, offered annually to students who take the initiative to apply for them, provide over \$300,000 in individual awards – most of \$1000 per year. More than 75% of the Worcester State Foundation's endowment is restricted to scholarship support. In FY18:

- 921 students created general applications

- 742 followed through with the process and submitted a final application.
- 326 Awards were made

Current statistics (*Six-year graduation rate for the fall 2010 and fall 2011 first time, full time, degree seeking freshman cohorts*) from the Office of University Assessment show that if a student receives just one scholarship over the course of their time at WSU their chances of graduating are more than 31.1% better than the control group. For most students, the receipt of a scholarship is as much about the accolade and recognition of their achievement as it is about the money. Through the work of the Office of University Advancement these students also frequently create important connections with their donors through the annual donor event where recipients meet the generous donors who fund their awards.

To enhance recruitment and retention efforts the Division of University Advancement began in the Fall of 2018 providing Enrollment Management with \$15,000 for 15 \$1000.00 transfer scholarships. Per information provided to us by Enrollment Management; as of the start of fall 2018 15 of these awards had been offered and 8 had been accepted. This is a 53% yield rate (one of the highest scholarship yield rates for the Fall 2018 semester). For Fall 2019 Admissions plans to award an additional \$15,000. The longitudinal yield history is not mature enough yet to predict what the yield will be for Fall 2019, however Admissions is optimistic.

In addition to these newer collaborations with Enrollment Management to make the WSU experience more accessible for students the Division of University Advancement continues to provide significant financial support each year for the Presidential Scholarships. These are the merit based awards offered by Admissions to the most highly qualified applicants in their ongoing efforts to yield the most academically prepared students.

**Goal 5: Resources, Revenues and Organizational Sustainability: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value**

Goal #5 is most closely aligned with our division's overall mission. The Worcester State Foundation, Inc., which is a separate 501c3 non-profit corporation, was established exclusively to support Worcester State University and is managed by the Office of University Advancement. Vice President McNamara serves as the President of the Foundation in his role as VP of University Advancement. The mission statement of the Worcester State Foundation is ... "to promote the growth and progress of Worcester State University beyond what is possible with state funding" and its vision statement is to "Inspire Generosity, Transform Lives". The chart below illustrates the donations secured and support provided to the University since 2001.

<b>Worcester State Foundation</b> <b>Overview by Fiscal Year</b>			
<b>Fiscal Year</b>	<b>Contributions</b>	<b>Dollars Provided (Expenses)</b>	<b>Net Assets</b>
FY01	\$ 2,195,862	\$ 344,356	\$ 6,744,274
FY02	\$ 2,118,517	\$ 773,682	\$ 7,719,111
FY03	\$ 540,354	\$ 649,125	\$ 7,894,319
FY04	\$ 676,214	\$ 621,961	\$ 8,685,678
FY05	\$ 1,229,727	\$ 690,525	\$ 9,586,535
FY06	\$ 1,762,435	\$ 811,034	\$ 11,215,217
FY07	\$ 1,010,159	\$ 772,217	\$ 12,898,501
FY08	\$ 1,300,034	\$ 762,638	\$ 12,998,733
FY09	\$ 946,382	\$ 973,792	\$ 10,975,754
FY10	\$ 1,625,589	\$ 1,607,593	\$ 12,645,987
FY11	\$ 1,592,517	\$ 1,671,809	\$ 15,511,682
FY12	\$ 1,339,942	\$ 2,037,459	\$ 15,326,124
FY13	\$ 2,295,982	\$ 1,946,873	\$ 18,241,889
FY14	\$ 3,537,139	\$ 2,241,703	\$ 22,997,954
FY15	\$ 2,440,945	\$ 3,021,364	\$ 23,077,110
FY16	\$ 2,883,594	\$ 4,113,407	\$ 22,267,296
FY17	\$ 3,908,603	\$ 3,057,630	\$ 26,575,714
FY18	\$ 5,656,841	\$ 3,213,764	\$ 31,835,620
<b>Total</b>	<b>\$ 37,060,836</b>	<b>\$ 29,310,932</b>	

\*all numbers above are from the WSF financial audit and include  
ALL entities

To strengthen and sustain efforts to inspire financial support from WSU alumni, nearly \$30 million in support to the University has been provided by the Foundation to the University out of donations totaling more than \$37 million- all while maintaining healthy balance of just under \$32 million in funds under management. The \$30 million investment supports diverse campus needs ranging from scholarship, faculty and student research grant, recent capital improvements such as the Wellness Center, small equipment and lab consumables needed for faculty and student research, academic training, and community-based programming such as those led by WSU Centers like the Latino Education Institute (LEI).

Our Young Alumni President's Circle continues to grow, with a more than 10% increase in event attendees this year. This dynamic group of young alumni commit to sharing their time, talent and financial resources with Worcester State University and our students. Over 90% of the Young Alumni President's Circle were previously involved with our office as students, showing the importance of engaging our students. The current membership is also a true reflection of our current student body with over 30% being from underrepresented populations. This year we celebrated a milestone with a member of the Young Alumni President's Circle becoming the youngest alumna to contribute to the Adopt-a-Scholar Program, making a \$4,000 commitment to the program.

The Worcester State Foundation continues to support efforts to expand the campus footprint in creative, cost effective ways. Major real estate acquisitions including the purchase of the May

Street Building, the donation of the property at 537 Chandler Street location which currently houses the Latino Education Institute (LEI) and the purchase of 531 May Street which now houses the WSU Teaching Garden, run by the Urban Action Institute.

**Celebrating Student's Academic Achievements – and providing budget relief:**

Each year in April the annual Academic Achievement Awards Ceremony celebrates the best and brightest of WSU's graduating class. At this ceremony seventy-eight individual awards are given to students who have distinguished themselves academically in their academic major, in service to their department or for having the highest overall GPA in their academic class year. For many years the cash prize given for the academic major awards (given to the graduating senior with the highest overall academic achievement in their major) were paid for out of the University budget.

In recent years, University Advancement has been working to solicit donors to provide endowed funds (a \$10,000 gift) to take over payment of some of the academic major awards as well as the creation of some new, individual awards in various disciplines. The principal gift of \$10,000 per award is restricted in perpetuity and the interest (5% per year/\$500) is paid out of the fund for the award.

Each of the academic major awards which are endowed takes a burden off of the University budget. In 2019, working in collaboration with Academic Affairs, University Advancement, with the approval of the Worcester State Foundation, agreed to pay for *all* of the academic major awards that had not yet been endowed out of the Foundation's unrestricted funds. This is in addition to the ones which were already endowed. This change, when fully implemented, will result in an overall cost savings to the University of more than \$18,000.00 per year. Prior to FY19 the Foundation had been providing \$33,000 of the total overall \$51,000 in prize money which is awarded at this event.

Working to mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue, or in the case of our division, new streams of donations is at the heart of what we do. This year we focused more intently on crowdfunding initiatives which tend to work well for micro-appeal (highly specific) approaches. For 2019 the annual "day of giving" campaign was completely re-branded as "March Madness" and focused entirely on crowd funding principals to raise dollars and donations in a two-day bracket style competition. 48 individual teams made up of a variety of student organizations, athletic teams, individual academic departments and centers "competed" to see which team could have the most donations in a 48-hour period. Following the NCAA Basketball Playoff style rules, teams had time frames in which to secure the most donors via online fundraising in order to move to the next round. During the two-day period more than 1200 donors made gifts which raised over \$72,000 in donations.

Crowd funding was also used for a successful micro campaign, Lopons for Lancers, which raised \$5,000.00 to help bring two Buddhist monks and two Buddhist nuns from the Ngagyur Nyingma

Institute in India to Worcester State University this spring to study and share with the WSU community.

Year to date in FY19 the division of University Advancement has raised more than \$953,327 in private grants and major gifts which will support academic programs and centers, scholarships, the Worcester Center for Crafts and community-based programs aligned with the University's strategic goals. Specific examples include:

- \$250,000 for the *Dr. Lillian R. Goodman Department of Nursing* to obtain new clinical lab & simulation equipment including a state-of-the-art Anatomage Virtual Dissection Table.
- \$100,000 for the *Aisiku STEM Center* to support innovative faculty and student research, access to industry leaders and exposure to best-practices through an annual lecture series, and celebration of scholarly achievement through presentations and attendance at regional & national conferences.
- \$180,000 in new graduate scholarships supporting the *M.S. in Nursing – Community and Public Health Nursing Specialization* program.
- \$413,327 in multiple private grants to support the diverse programming, advocacy, and research led by the Latino Education Institute (LEI).
- \$150,000 for the Sheehan Honors Program.
- \$70,000 in corporate sponsorships to expand summer STEM programming, K-12 partnerships with the Speech-Language-Hearing Center, hunger initiatives (Thea's Pantry/Teaching Garden) led by the Urban Action Institute (UAI), assistive technology to increase student accessibility, and access to affordable textbooks/educational resources.
- \$25,000 for Study Abroad opportunities.

External funding continues to play a critical role in increasing the capacity of the University to maintain academic excellence and lead effective community-based initiatives despite reductions in state funding. By the close of FY19 more than \$1.3 million will have been raised to support the University in FY20.

In a specific effort to provide important support to mitigate uncertainty and offset reductions in state funding, the Division of University Advancement began a process in FY18 to identify individual funds that have been created to support various departments, centers, teams and university organizations.

Working cross divisionally with Academic Affairs and Administration & Finance the University Advancement team is developing a process whereby these funds will be transferred to the University at the beginning of the fiscal year and will reside as a line within the individual

department or organization's budget to be used during the fiscal year in the manner designated by the donor. This way the department will have clarity and knowledge of the availability of the funds and can procure goods and services (within the parameters of use set by the donor) to enhance and supplement funding available.

Beginning in July 2019 departments will have a clear sense of how much these funds will provide annually (assuming they are coming from an endowed fund) and will be able to – should they so choose- “save up” to make major purchases by allowing each year's allocation to accumulate.