

BEYOND 150

LEAD, SUCCEED, ENGAGE

BE A LEADER
BE SUCCESSFUL
BE ENGAGED

FIRST YEAR PROGRESS



WORCESTER
STATE
UNIVERSITY

BEYOND 150

LEAD, SUCCEED, ENGAGE

BE A LEADER
BE SUCCESSFUL
BE ENGAGED

The Worcester State University Strategic Plan, Beyond 150: Lead, Succeed, Engage, was approved at the end of academic year 2019-2020, despite the challenges of continuing operations during a world-wide pandemic. In fact, finalizing the plan during the pandemic caused us to reflect on what was most important: Making sure all our students receive an excellent education, are supported in all aspects of their lives, and feel welcome and protected while at Worcester State.

The pandemic also exacerbated an already existing financial deficit due to enrollment declines and stagnant State funding, leading us to reevaluate our operations. As we approach Worcester State's 150th anniversary, it is more important than ever that we continue to innovate and develop creative ways to achieve these goals in a fiscally sustainable manner.

While the pandemic continued throughout the 2020-2021 academic year, Worcester State began implementation and has made significant progress in the first year. To assess the first year of Beyond 150, all departments on campus submitted data for the Plan's metrics and reported on the progress of initiatives. This report documents the progress made on each goal, highlights significant achievements, and makes recommendations for the next year.

Worcester State University

Strategic Plan Goals

EQUITY



**ACADEMIC
EXCELLENCE &
DISTINCTION**



**STUDENT SUPPORT
& SUCCESS**



**MARKETING &
ENROLLMENT**



**COMMUNITY
ENGAGEMENT &
PUBLIC GOOD**



**PEOPLE &
CULTURE**



**RESOURCES &
INFRASTRUCTURE**

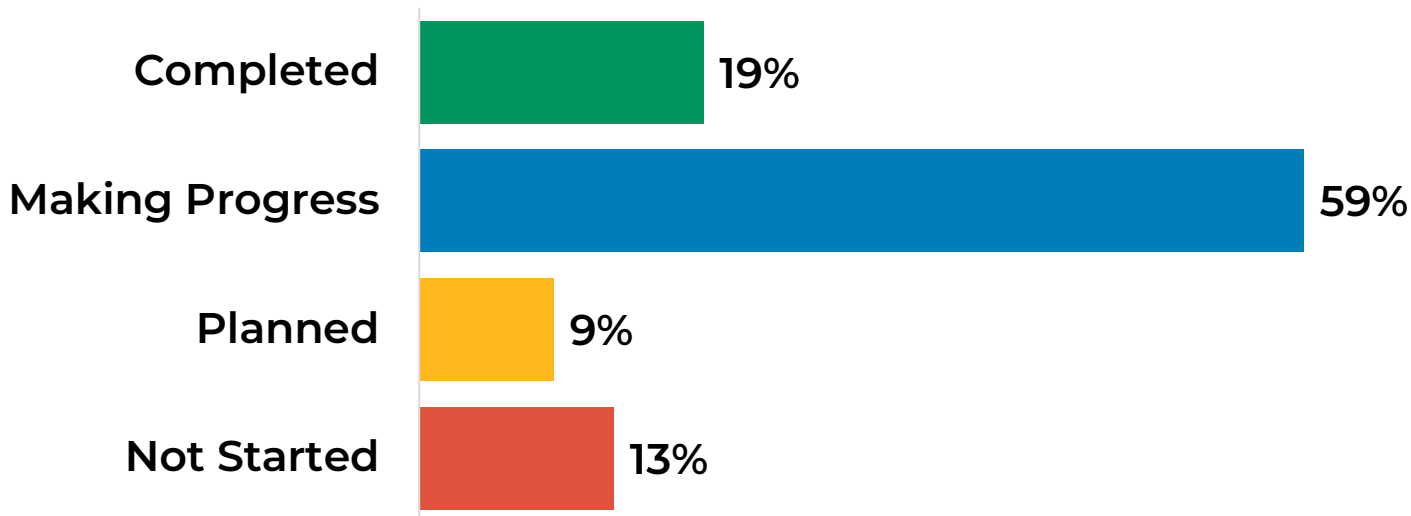




ACADEMIC EXCELLENCE AND DISTINCTION



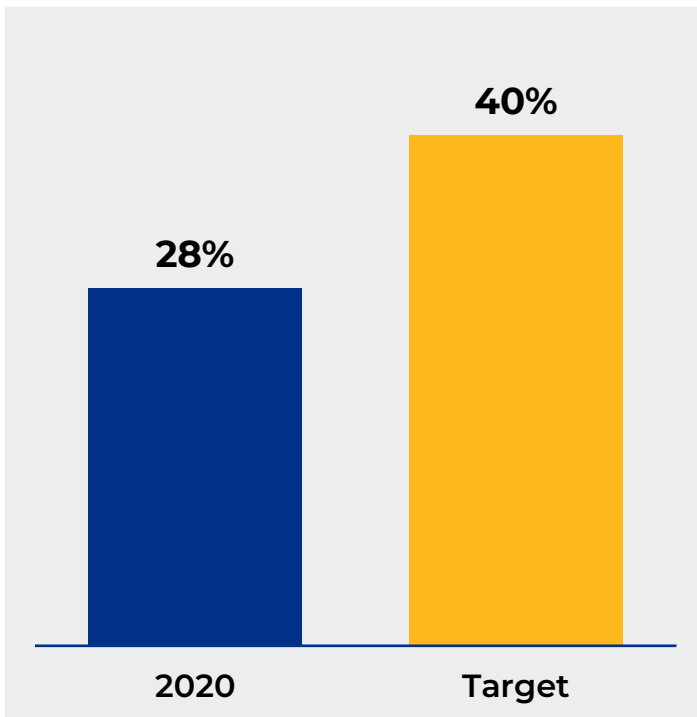
Offer high-quality undergraduate and graduate programs that develop the intellectual and personal potential of every student, and prepare the next generation of leaders, innovators, and scholars.



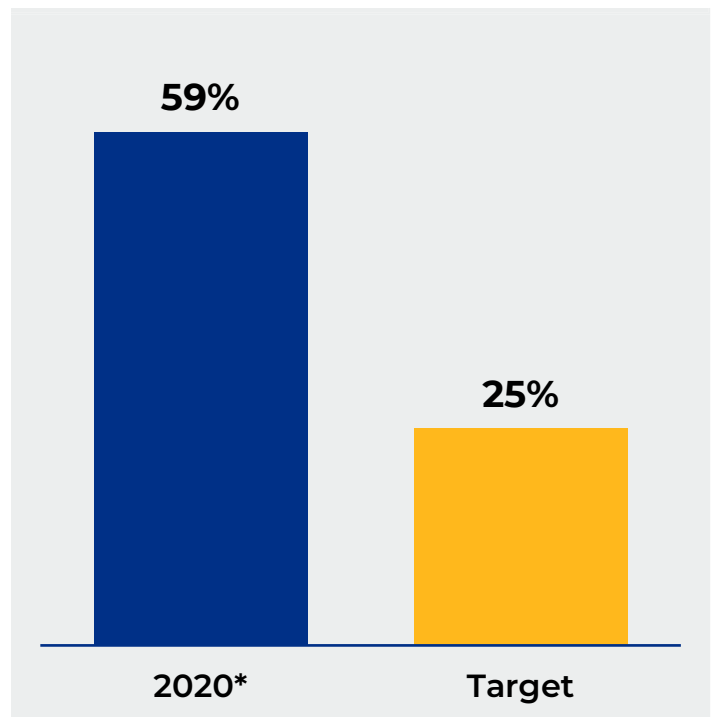


KEY PERFORMANCE INDICATORS

Experiential Learning Courses

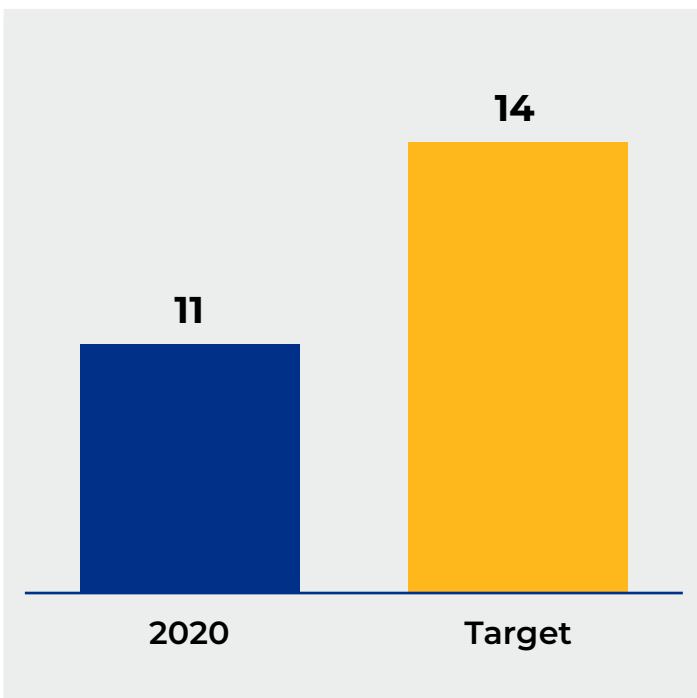


Online Undergrad Courses

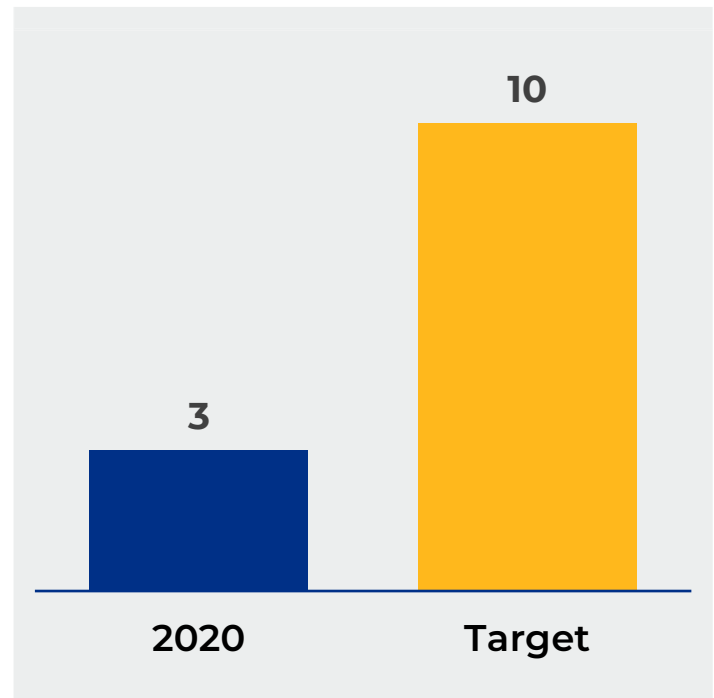


**Increase in online courses due to pandemic*

Evening Programs



100% Online Programs





Promote University-wide innovation in curricular program offerings, and expand options and accessible modalities for course offerings and course completion

Metric	Target	2020
Number of new programs	14	12
Total number of programs that can be completed in evening	20	11
Total number of 100% online programs	10	3
Total number of master's pathway programs	20	18
Percent of undergraduate blended courses	25%	22%
Percent of undergraduate online courses	25%	59%

Support and celebrate excellent teaching, and expand opportunities for broadening pedagogical expertise

Metric	Target	2020
Number of teaching professional development opportunities	100	63
Funding for the Center for Teaching and Learning	\$10,000	\$1,463
Total number of full-time faculty with Quality Matters certification	10	3
Total number of faculty/staff taken at least one Quality Matters	200	183
Number of online courses evaluated by rubric	All AOP	16
Number of professional development relating to distance education	50	24
Number of professional development related to accessibility	50	15

Leverage the University's location to create distinctive academic/leadership opportunities

Metric	Target	2020
Percent of students with internships, practica, fieldwork, service learning	25%	8%
Number of students in IELI program	100	95
Number of career development/advanced studies workshops for students	200	175
Number of networking opportunities for students	200	251

Offer a vibrant and rigorous general education curriculum that supports the liberal arts in a 21st-century context

Metric	Target	2020
Percent of LASC courses offered online	75%	70%
Number of trainings for students related to technology	5	2
Percent of course sections relating to diversity, equity, and inclusion	15%	12%

Enhance support for scholarly and creative work that is applied, innovative, interdisciplinary and inclusive of marginalized traditions

Metric	Target	2020
Number of grant applications	50	33
Amount of public and private grant funds awarded	\$2 million	\$1.46 million
Amount of public grant funds awarded	\$1 million	\$731,713
Number faculty members involved in grant applications	10	4

Create a more vibrant intellectual life on campus and fortify a culture of high academic standards

Metric	Target	2020
Number of academic events	200	202
Percent of courses with experiential learning	40%	28%
Total students involved in any study away	100	N/A
Number of faculty-led study away programs	5	N/A
Number of students involved in a semester long study away program	75	N/A
Number of students involved in faculty-led study away programs	25	N/A
Percent of ALANA students involved in any study away	30%	N/A
Number of information literacy workshops/classes for students	100	103
Number of programs utilizing portfolios	30	20
Number of Honors Program students	100	90
Percent of Honors Program ALANA students	30%	19%





INITIATIVES PROGRESS

Promote University-wide innovation in curricular program offerings, and expand options and accessible modalities for course offerings and course completion

- Develop and offer more online and blended courses
- Make Interession 100% online and expand the term
- Secure approvals for majors in Art, Political Science, and Theater
- Pursue approvals to offer an Occupational Therapy doctorate
- Implement the Major-Plus requirement as reflected in the RASE plan
- Develop interdisciplinary concentrations into minors
- Create a department of interdisciplinary studies
- Create additional 3+ and 4+ programs
- Develop an accelerated degree program for non-traditional students
- Increase the degrees that can be completed completely online or evening

Support and celebrate excellent teaching, and expand opportunities for broadening pedagogical expertise

- Ensure resources allocated to the Center for Teaching and Learning are adequate
- Create an instructional design position in the Center for Teaching and Learning
- Establish and promote common expectations practices for online courses
- Encourage everyone teaching online to be “certified” by some process
- Increase access and support for universal design/accessibility in courses
- Create a webpage/forum for faculty to share ideas/resources

Leverage the University’s location to create distinctive academic and leadership opportunities

- Create greater opportunities for summer IELI programs
- Provide educational opportunities of strategic value to the region
- Enhance student career exploration, internships, and networking opportunities

Offer a vibrant and rigorous general education curriculum that supports the liberal arts in a 21st-century context

- Provide a comprehensive review and needs assessment of LASC
- Annually review LASC goals and outcomes
- Establish a set of targeted areas related to digital literacy
- Create and offer an online track for all LASC classes
- Create a diversity content area in LASC

Enhance support for scholarly and creative work that is applied, innovative, interdisciplinary and inclusive of marginalized traditions

- Establish a fully functioning Office of Grants and Sponsored Research
- Expand funding for research and scholarship
- Strengthen and publicize opportunities for faculty research

Create a more vibrant intellectual life on campus and fortify a culture of high academic standards

- Create a university portfolio initiative
- Invest resources to support the Library as the center of academic pursuits
- Ensure experiential learning is available to all students
- Continue to increase study abroad participation
- Create a more vibrant intellectual life on campus

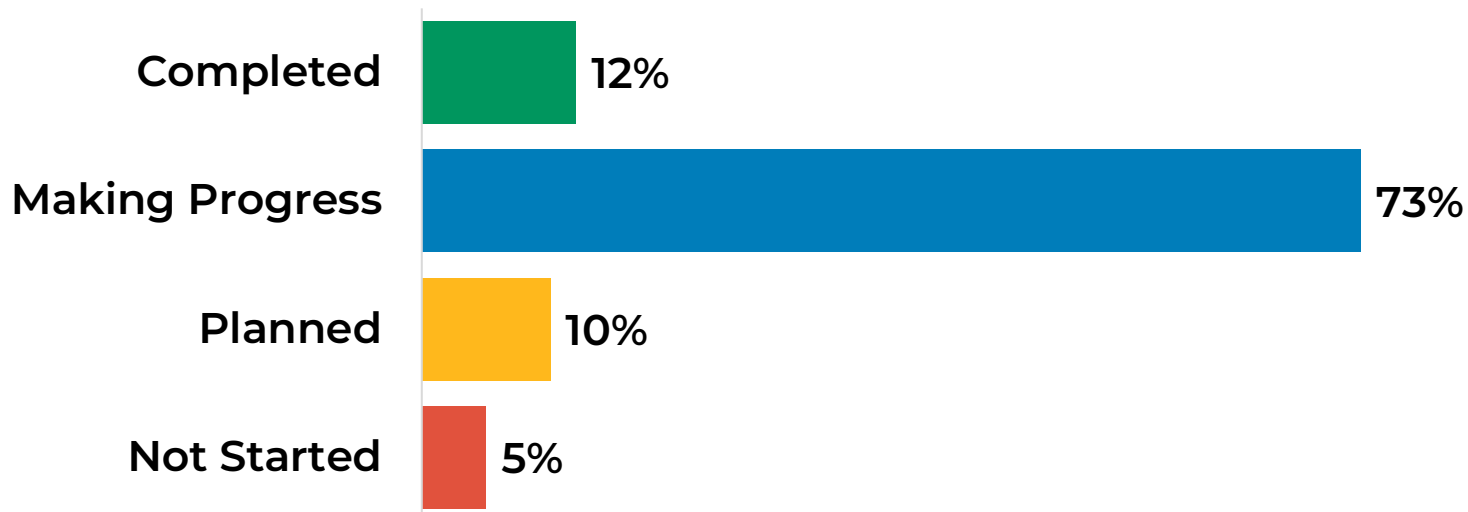




STUDENT SUPPORT AND SUCCESS



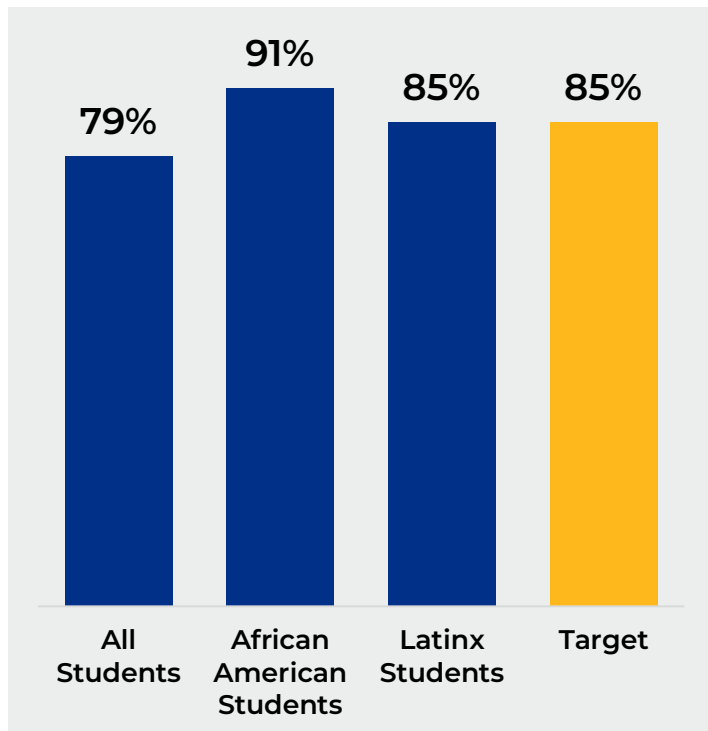
Provide all students a transformative, holistic educational experience with a path to timely degree completion and solid preparation for advanced academic studies or career success.



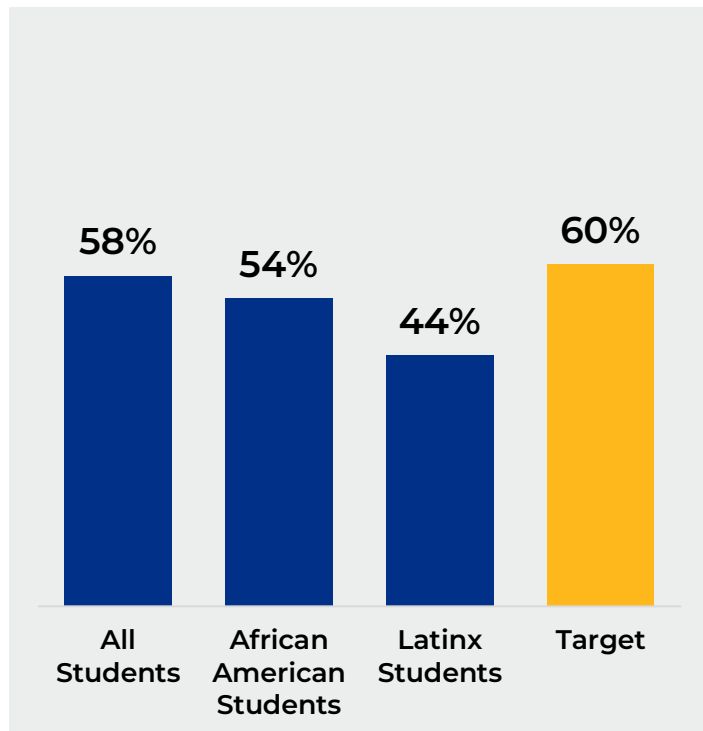


KEY PERFORMANCE INDICATORS

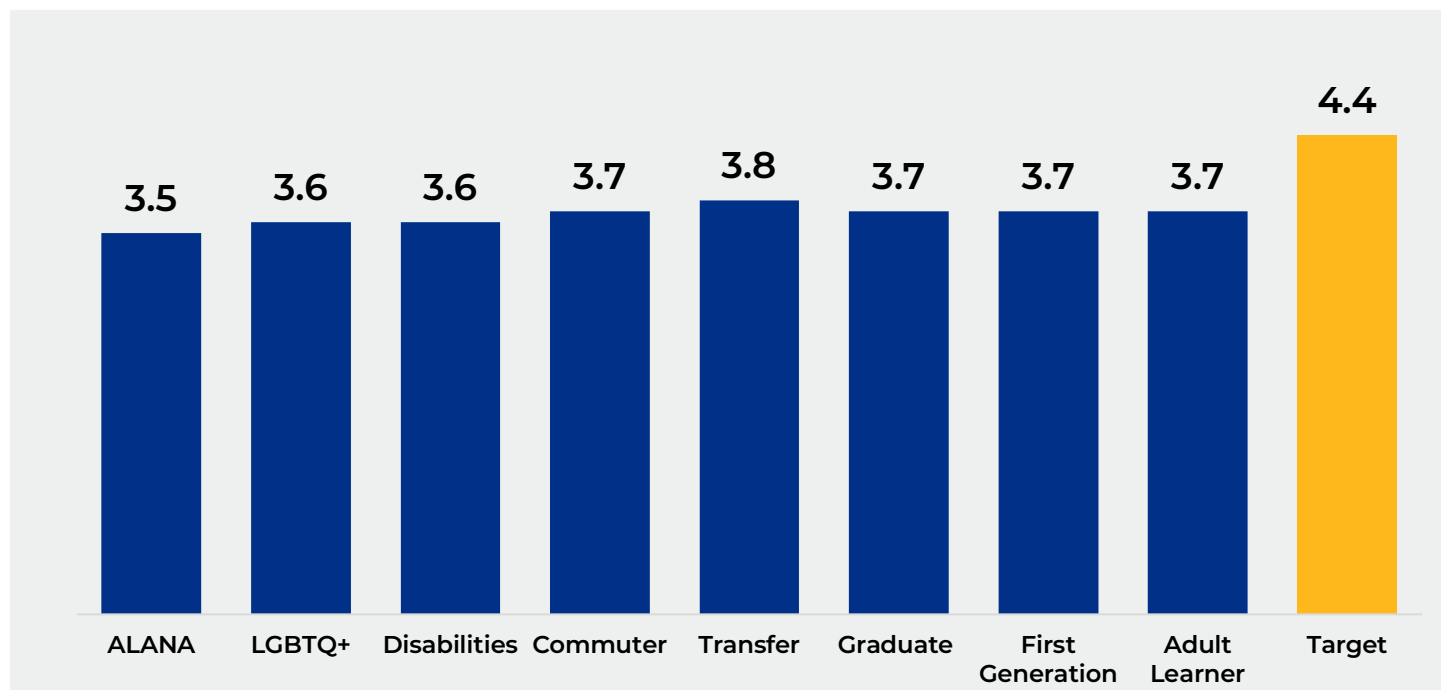
First Year Retention



Six Year Graduation



Sense of Belonging





METRICS

Increase overall retention and graduation rates and close achievement gaps

Metric	Target	2020
Undergraduate first-time, full-time retention	85%	79%
Undergraduate first-time, full-time retention: African American	85%	91%
Undergraduate first-time, full-time retention: Latinx	85%	85%
6 year undergraduate first-time, full-time graduation rate	60%	58%
6 year undergradfirst-time, full-time graduation rate: African	60%	54%
6 year undergraduate first- time, full-time graduation rate: Latinx	60%	44%
4 year undergraduate transfer graduation rate	60%	61%
4 year undergraduate transfer graduation rate: African American	60%	49%
4 year undergraduate transfer graduation rate: Latinx	60%	50%
Percent of undergrads completing gateway courses in 1st year	50%	36%
Percent of African American undergrads completing gateway courses in 1st year	50%	40%
Percent of Latinx undergrads completing gateway courses in 1st year	50%	38%
Percent of students with on-time credit accumulation	75%	75%
Number of CLEP tests accepted	50	53
Average percent of transfer credits accepted	90%	90%
Percent of unmet financial aid: direct costs	10%	13%
Percent of students with unmet financial aid: direct costs	40%	47%
Percent of students who applied for financial aid receiving financial	80%	59%
Percent of eligible students awarded financial aid	100%	99%

Promote student leadership opportunities proactively, inclusively, and equitably

Metric	Target	2020
Number of leadership opportunities for students	250	225
Percent of ALANA students involved in leadership roles	30%	41%

Embrace student-centeredness as a guiding principle for faculty and staff, and adopt holistic student support

Metric	Target	2020
Number of mental health counselors	7	4.5
Average hours available for mental health counseling per week	200	146.25
Number of students utilizing counseling services	500	484
Number of events related to mental health and well-being	200	207

Ensure all students have equitable access to the resources, services, technology they need

Metric	Target	2020
Total number of students enrolled in OER courses	10,000	5,180
Total money saved by students through OER courses	\$500,000	\$259,000
Percent of students with access to reliable internet and devices	100%	Not assessed
Number of laptops available for loan	200	150
Number of Wi-fi hot spots available for loan	10	2
Number of students utilizing disability services	700	677
Number of student complaints about accommodations not being met	0	12
Percent of parking spaces that are ADA- compliant	Compliant	Compliant
Percent of spaces that are ADA- compliant	100%	75%
Percent of student support departments offering services outside of business hours	90%	63%
Percent of student support departments offering virtual services	100%	93%
Number of students receiving merit scholarships	1000	861
Percent of ALANA students awarded merit scholarships	30%	48%
Average amount of merit scholarships	\$1,500	\$1,500

Adopt a mentoring model of advising and ensure faculty staff can deliver effective support

Metric	Target	2020
Percent of faculty using Starfish	75%	44%
Number of Starfish actions (kudos, referrals, flags)	20,000	14,245
Number of advising professional development opportunities	25	25
Number of informal events for students to socialize with faculty/staff	200	113
Undergraduate student satisfaction of advising	Establish	N/A

Create a more robust campus life for all students, and promote a sense of connection and community

Metric	Target	2020
Sense of belonging among ALANA students	4.4	3.5
Sense of belonging among LGBTQ+ students	4.4	3.6
Sense of belonging among students with disabilities	4.4	3.6
Sense of belonging among commuter students	4.4	3.7
Sense of belonging among transfer students	4.4	3.8
Sense of belonging among graduate students	4.4	3.7
Sense of belonging among first generation students	4.4	3.7
Sense of belonging among non-traditional age students	4.4	3.7
Number of social events on campus	500	303
Number of events specifically for commuter students	100	52
Number of events specifically for graduate students	18	14
Number of events specifically for non-traditional aged students	10	5



INITIATIVES PROGRESS

Increase overall retention and graduation rates and close achievement gaps

- Reimagine and adapt the course scheduling model
- Continue to support current practices such as CLEP testing
- Invest in financial aid to encourage student retention
- Offer optional online placement testing in Spanish
- Develop a streamlined process for evaluating transfer credits
- Designate a transfer specialist in each academic department

Promote student leadership development opportunities proactively, inclusively, and equitably

- Enhance leadership programs for students
- Adopt a wide-ranging, inclusive definition of student leadership
- Promote student leadership development opportunities
- Encourage the approval of a co-curricular transcript
- Develop programs for unmet needs in student leadership

Embrace student-centeredness as a guiding principle for faculty and staff, and adopt holistic student support

- Increase awareness and resources aligned with the 8 domains of student wellness
- Address student emotional and mental well-being
- Expand FYE services to meet needs of a changing student body
- Increase the number of full-time faculty involved in FYS
- Create a centralized location for information regarding student resources

Adopt a mentoring model of advising and ensure faculty/staff can deliver effective support

- Promote a culture in which advising is a year-round process
- Provide opportunities for informal student-faculty interactions
- Provide support for advising in high-enrolled majors
- Ensure support offices provide graduate student-specific services

Ensure all students have full and equitable access to resources, services, and technology they need

- Increase student support services beyond the traditional workday
- Work toward making all spaces ADA-compliant and provide assistive technology
- Expand Library and Student Affairs graduate student support
- Ensure all students have the technology and tools necessary for academic success
- Recommit to the undergraduate student laptop requirement
- Develop creative ways to address non-tuition-related financial challenges
- Ensure adequate/appropriate resources are available to adult learners
- Promote compliance with student educational accommodations
- Implement and assess the success of virtual information sessions
- Create and deploy an online campus tour with video
- Measure the success of “Meet a Faculty Member” programs
- Implement virtual financial aid sessions with Q&A for accepted/current students
- Identify and remove barriers impeding equitable student access to services
- Find ways to make course materials available at little or no cost

Create a more robust campus life for all students, and promote a sense of connection and community

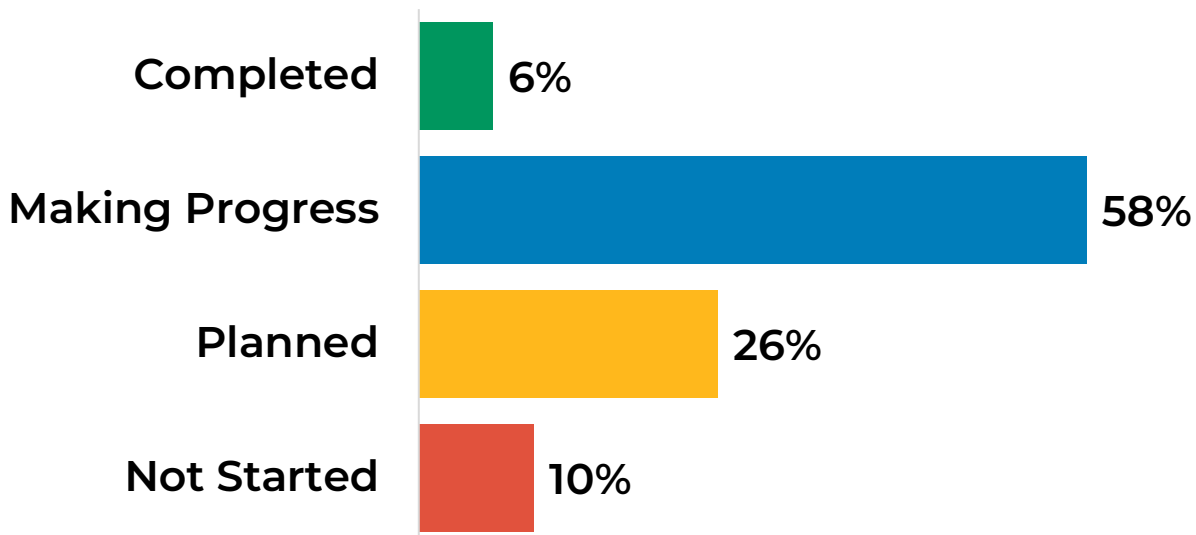
- Expand extracurricular and recreational programs for all students
- Create a group to address international student needs
- Establish more opportunities for graduate students to socialize
- Improve the belonging of transfer, commuter, and first-generation students
- Offer additional Transfer Orientation dates
- Strengthen and expand the Transfer Success Coach program
- Develop and implement a mandatory 1-credit New Transfer Seminar



MARKETING AND ENROLLMENT



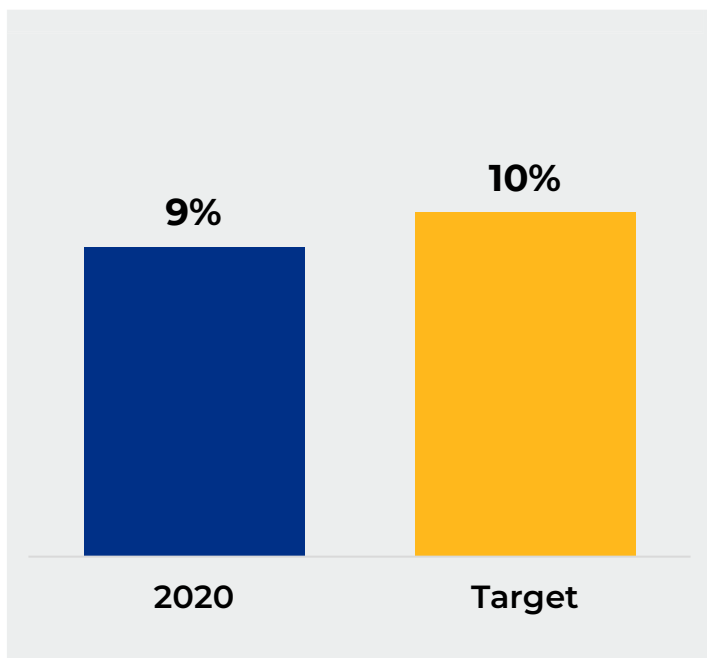
Be attractive and accessible to an increasingly diverse population of students within an increasingly competitive recruitment environment.



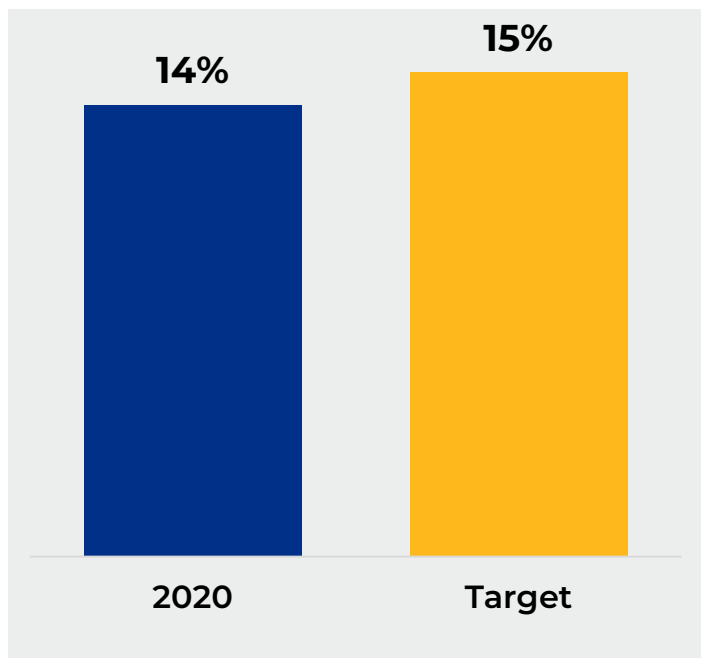


KEY PERFORMANCE INDICATORS

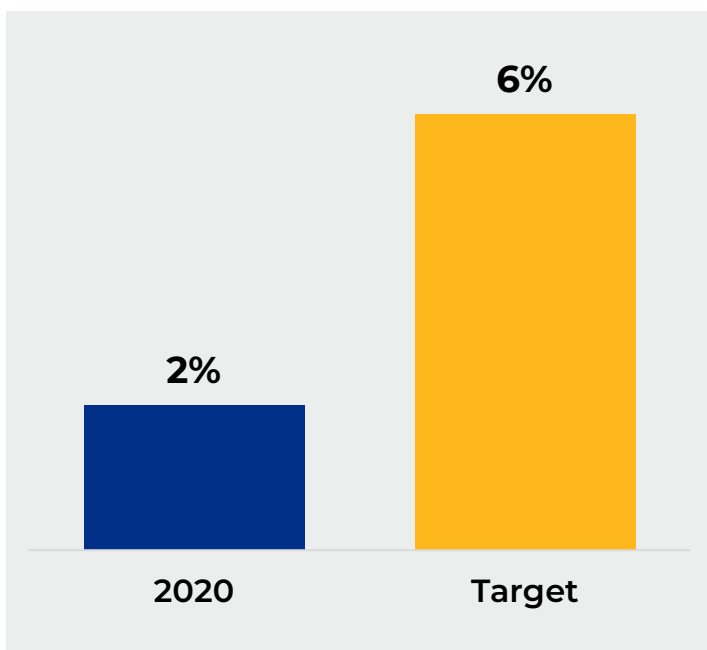
Undergraduate African American Enrollment



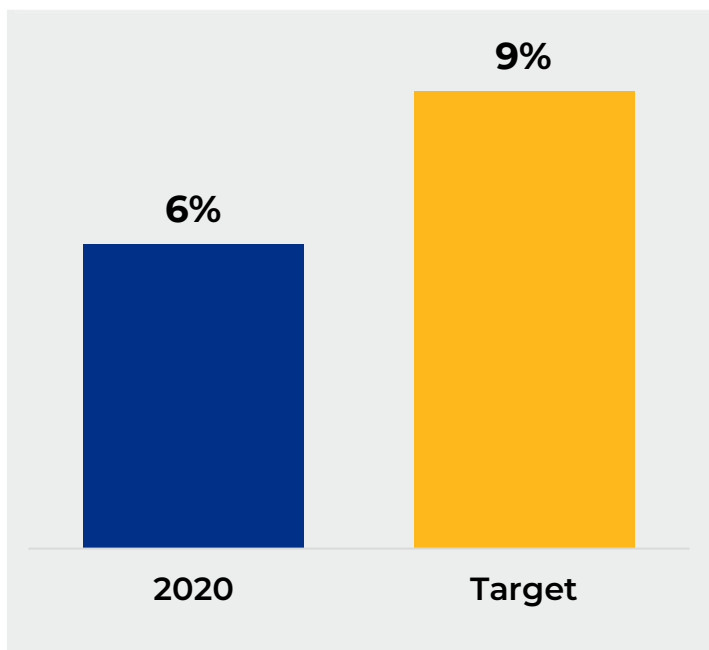
Undergraduate Latinx Enrollment



Graduate African American Enrollment



Graduate Latinx Enrollment





METRICS

Raise regional and national visibility and garner recognition for academic excellence, value, and impact

Metric	Target	2020
Total undergraduate enrollment	5,200	4,958
Percent undergraduate enrollment: African American	10%	9%
Percent undergraduate enrollment: Latinx	15%	14%

More effectively differentiate WSU from its peers, drawing particular attention to advantages associated with its location

Metric	Target	2020
Percent of students graduating with a major+	100%	43%
Percent of ALANA students graduating with a major+	100%	25%
Percent of materials, presentations, forms, and other communications using branding guidelines	100%	87%

Increase the diversity of the faculty and staff to better reflect WSU students

Metric	Target	2020
Percent of ALANA faculty	31%	18%
Percent of ALANA staff	31%	25%

Expand presence in local secondary education and community college sectors

Metric	Target	2020
Number of dual enrollment and early college courses	100	67
Number of events that bring potential students to campus	500	500
Number of articulation agreements	15	12

Position WSU as a first-choice university for students from traditionally under-represented and under-served groups

Metric	Target	2020
Total number of accelerated degree programs	5	3

Invest resources necessary to grow enrollment in graduate and online programs

Metric	Target	2020
Total graduate enrollment	840	766
Percent graduate enrollment: African American	6%	2%
Percent graduate enrollment: Latinx	9%	6%
Number of students granted prior learning experience	Establish	N/A
Number of graduate assistantships	50	47



INITIATIVES PROGRESS

Raise regional and national visibility and garner recognition for academic excellence, value, and impact

- Align traditional advertising with online program advertising
- Implement a strategy for enrolling non-traditional age students
- Re-platform and enhance content on the website
- Ensure the website effectively engages diverse audiences
- Increase regional and national visibility by supporting research and travel
- Highlight Worcester State's role within higher education
- Create culture of being on-brand at off-campus events

More effectively differentiate WSU from its peers, drawing attention to advantages of its location

- Boldly promote the RASE Plan
- Expand and support interdisciplinary teaching
- Identify "signature programs" setting us apart from other competitors
- Position Worcester State as "Worcester's University"
- Continue to ensure branding consistency in marketing materials

Increase the diversity of the faculty/staff to better reflect the WSU student and applicant pool

- Increase diversity in departments that provide direct student support
- Recruit and retain under-represented and marginalized faculty and staff

Expand presence in local high schools and community college sectors

- Continue to offer Early College and dual enrollment programs
- Implement programs that bring greater numbers prospective students to campus
- Offer support to high school students on the college application process
- Create a faculty speaking program at high schools
- Develop partnerships between departments and high schools
- Develop a young alumni program as liaisons for their alma maters

Position WSU as a first-choice university for students from traditionally under-represented and under-served groups

- Provide comprehensive support for first-generation and ALANA students
- Create accelerated programs for non-traditional students
- Create a marketing campaign for diverse undergraduates
- Ensure materials are translated into foreign languages

Invest resources to grow enrollment in graduate and online programs

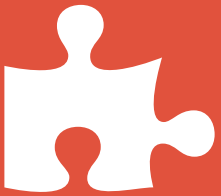
- Seek additional funding to support increased graduate assistantships
- Offer a 'Life Work Portfolio' program for non-traditional age learners
- Improve the registration process and advising for graduate students
- Evaluate staffing for the attainment of graduate enrollment goals
- Develop a marketing campaign for graduate and continuing education
- Invest in online course development by providing incentives
- Support Graduate Student Research



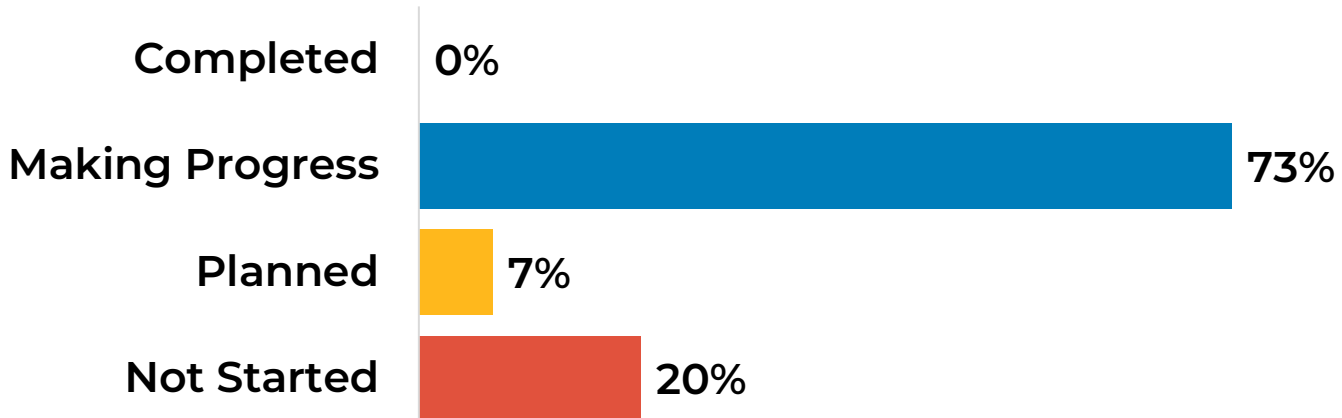




COMMUNITY ENGAGEMENT & PUBLIC GOOD



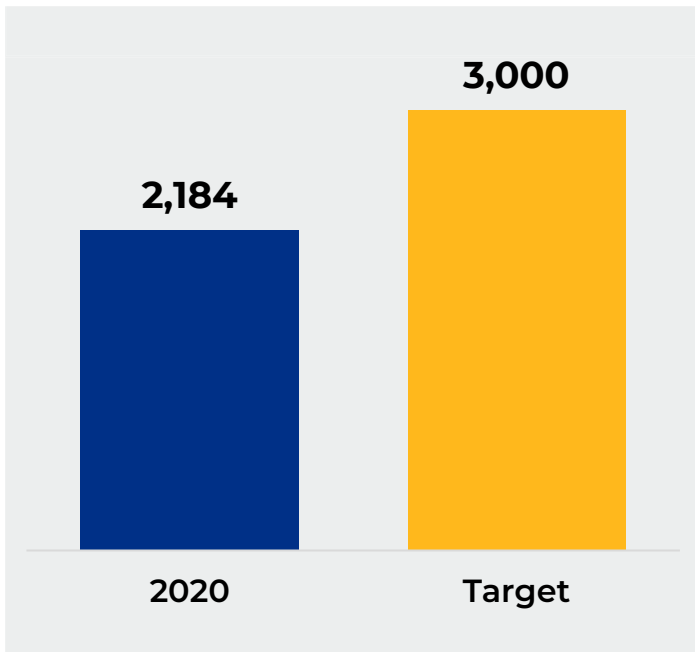
Have an impact beyond campus through leading-edge scholarship and creative activities, civic engagement, and mutually beneficial partnerships with local, regional, and global communities.



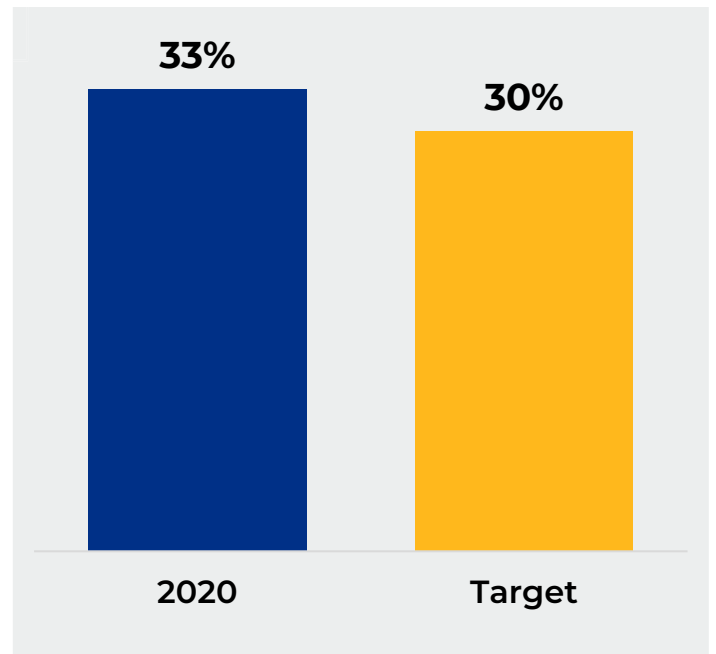


KEY PERFORMANCE INDICATORS

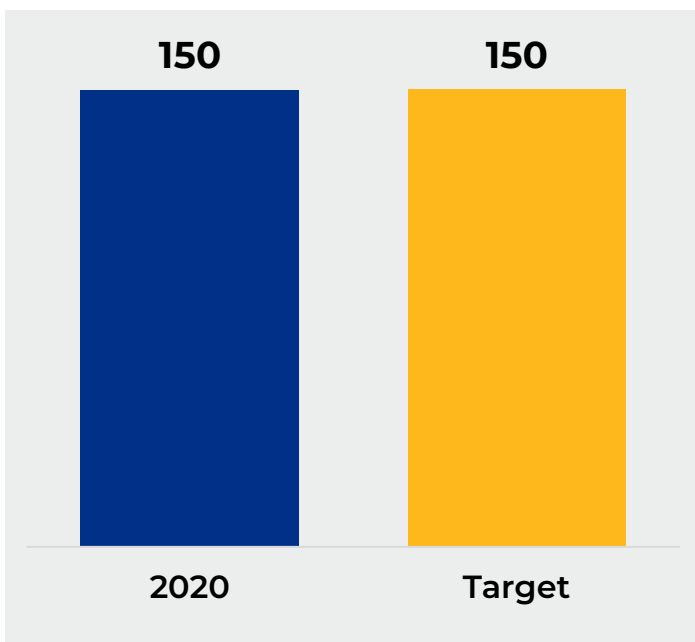
Students in Civic Engagement Courses



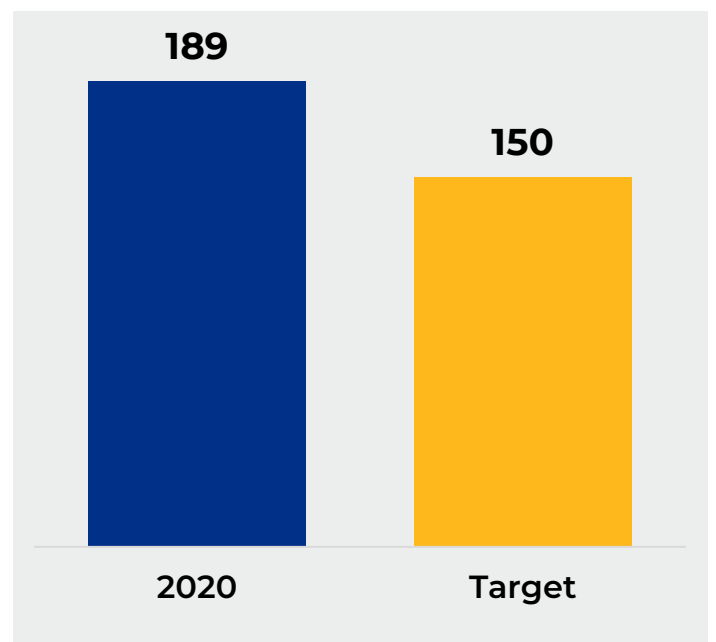
% ALANA in Civic Engagement Courses



Student Publications & Presentations



Faculty Publications & Presentations





METRICS

Expand and deepen connections between the community and WSU's academic departments, centers, and institutes

Metric	Target	2020
Number of advisory boards that include community members	30	25
Number of partnerships with local schools, hospitals, businesses, and non-profit organizations	500	605

Foster ongoing interaction between the University and the Worcester community

Metric	Target	2020
Number of events open to the public	1000	1000
Number of faculty/staff engaged with community partnerships	150	123

Expand relationships with businesses in Worcester and beyond

Metric	Target	2020
Number of events for alumni	50	48

Establish WSU as a research/policy hub, developing solutions to meet regional challenges

Metric	Target	2020
Number of students enrolled in civic engagement courses	3,000	2,184
Percent of ALANA students enrolled in civic engagement courses	30%	33%
Number of faculty publications, presentations, and posters	150	189
Number of students working with faculty on scholarly and creative pursuits	150	186
Number of student publications, presentations, and posters	150	150
Percent of Honors students completing the Commonwealth Honors project	30%	23%
Number of students participating in the Celebration of Scholarship and Creativity	300	116



INITIATIVES PROGRESS

Expand and deepen connections between the community and WSU's academic departments, centers, and institutes

- Expand the utilization of external advisory bodies
- Partner with the community to promote dialogues and experiences
- Provide opportunities and partnerships that support the DHE equity agenda

Foster ongoing interaction between the University and Worcester

- Implement a Volunteer Day for employees to contribute to local areas
- Maintain an open, neighborly campus environment
- Offer annual bus tours of Worcester for all new staff and faculty
- Better promote existing community partnerships and outreach activities
- Connect the Worcester State community to local affinity groups

Expand relationships with businesses in Worcester and beyond

- Expand connection, engagement, networking for alumni
- Support efforts to establish Worcester as a vibrant location to live
- Intentionally have faculty and staff be present at Five Chambers events
- Provide students opportunities to attend Chamber events

Establish WSU as a research and policy hub, developing solutions to meet regional challenges

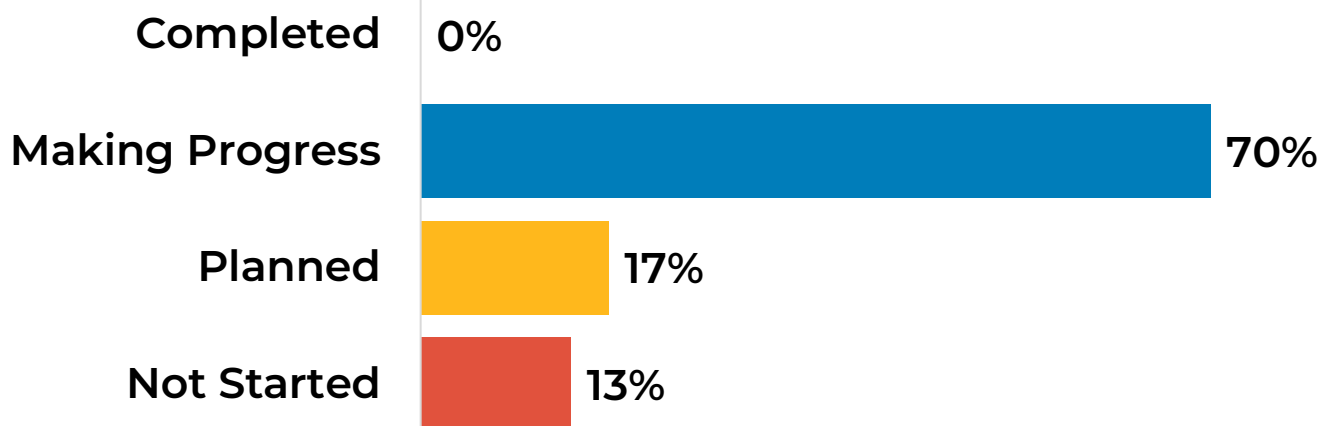
- Establish support community focused endeavors that address local challenges
- Promote faculty and staff publications and accomplishments
- Develop a catalog of faculty and staff expertise



PEOPLE AND CULTURE



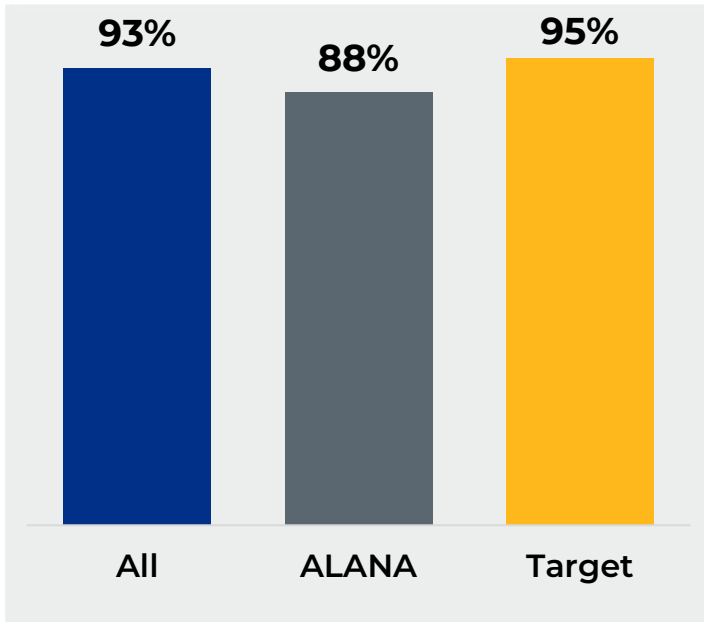
Nurture an inclusive campus culture that promotes a shared commitment to excellence, innovation, collaboration, and accountability.



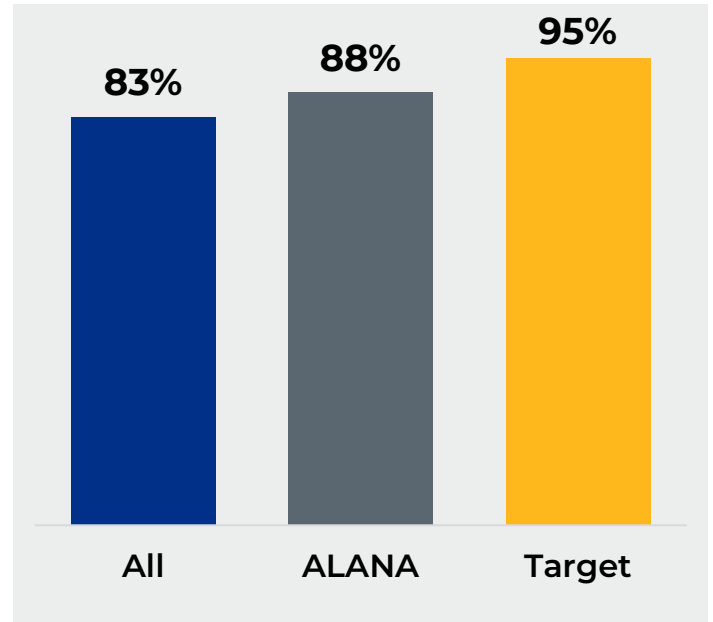


KEY PERFORMANCE INDICATORS

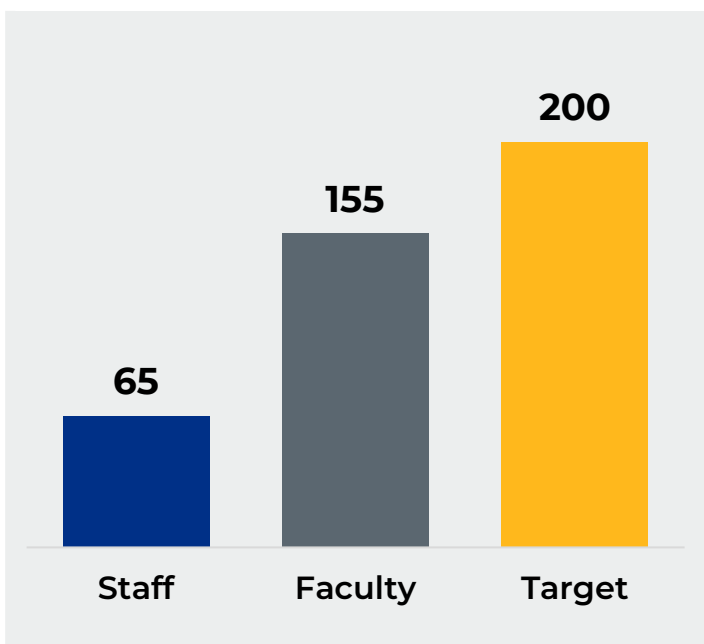
Retention of Full-time Staff



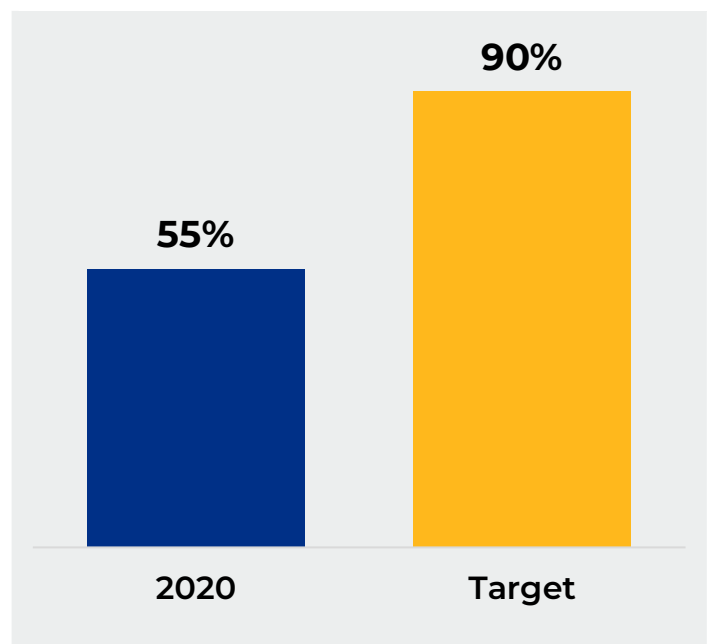
Retention of Full-time Faculty



Professional Development Opportunities



Percent of Data Stored in Colleague





METRICS

Establish WSU as an even more welcoming environment for all

Metric	Target	2020
Number of single-use bathrooms	Maintain	51
Number of gender neutral bathrooms	Maintain	11
Number of events related to diversity, equity, and inclusion (e.g. ALANA, LGBTQ+, neurodiversity)	200	131

Recruit, retain and reward high-quality and diverse faculty and staff

Metric	Target	2020
Retention rate of full-time staff	95%	93%
Retention rate of ALANA full-time staff	95%	88%
Retention rate of full-time faculty	95%	83%
Retention rate of ALANA full-time faculty	95%	88%
Total professional development opportunities for staff	200	65
Total professional development opportunities for faculty	200	155
Amount of money spent on professional development for faculty	\$5,000	\$1,463

Continue to equip and encourage faculty and staff to address the evolving needs of a changing student body

Metric	Target	2020
Number of professional development relating to diversity, equity, and inclusion	50	59
Number of professional development related mental health and well-being	50	32

Promote greater unity, communication and sense of institutional pride across campus

Metric	Target	2020
Number of awards/recognition for faculty or staff	20	8
Number of awards/recognition for faculty	10	8
Number of awards/recognition for staff	10	6
Number of social events specifically for faculty/staff	50	41

Foster a culture of assessment and data-based decision making

Metric	Target	2020
Percent of data stored in Colleague	90%	55%
Percent of academic programs assessing learning regularly	100%	94%
Percent of departments submitting data for Strategic Plan	100%	92%



INITIATIVES PROGRESS

Establish WSU as an even more welcoming environment for all

- Provide dedicated support and services for LGTBTQ+ students
- Expand affinity-based connections across the campus community
- Promote campus-wide cultural fluency

Recruit, retain and reward high-quality and diverse faculty and staff

- Implement a systematic and intentional method of hosting international scholars
- Offer competitive compensation and contemporary employment options
- Increase professional development and career growth opportunities for staff
- Improve onboarding for new employees
- Create a formal mentoring program for faculty and staff
- Make a financial commitment to hiring more full-time faculty members
- Explore the idea of establishing a “teaching post-doc” program
- Develop a policy to reimburse costs for professional credentials

Continue to equip and encourage faculty and staff to address the evolving needs of a changing student body

- Offer multiple levels of training relating to diversity, equity, and inclusion
- Create a diversity certificate program for faculty, staff, and students
- Ensure that accessibility is addressed in all instructional modalities
- Provide professional development on inclusive teaching strategies

Promote greater unity, communication and sense of institutional pride

- Acquire and deploy technology to improve communication
- Significantly enhance internal communication
- Introduce optional social activities that bring faculty and staff together
- Expand internal, cross-divisional awareness of office roles and accomplishments
- Strategically communicate student, faculty, and staff accomplishments
- Create new awards to recognize faculty and staff accomplishments

Foster a culture of assessment and data-based decision making

- Implement a data warehouse
- Develop divisional and departmental strategic plans
- Collect data centrally through Assessment and Planning
- Utilize Colleague for all data entry and storage
- Develop data entry procedures for each office to reduce errors in data
- Ensure transparency/accountability by providing data to the community

Institutionalize policies, practices and procedures to respond effectively to unanticipated crises

- Ensure that all units have plans and training to maintain operations
- Engage in succession planning for key positions across the organization
- Develop and regularly assess emergency preparedness plans



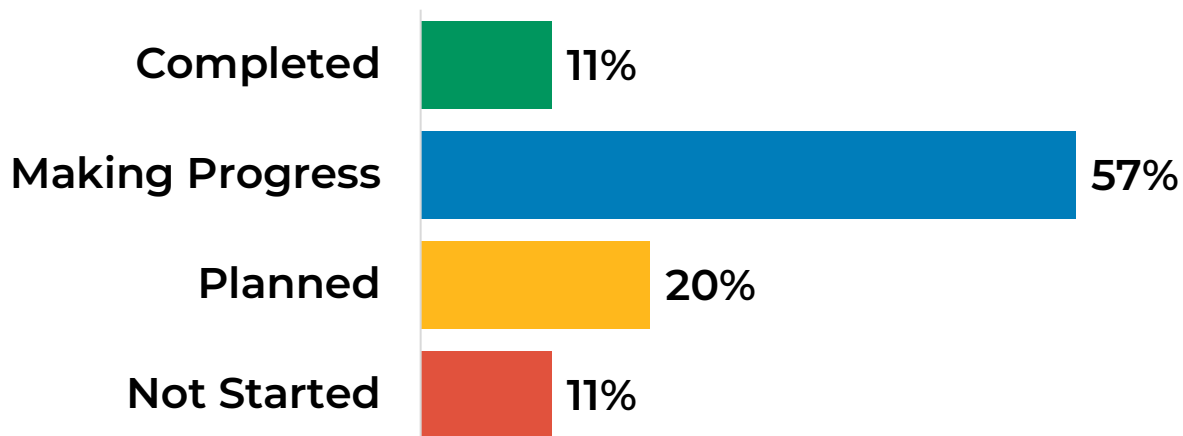




RESOURCES AND INFRASTRUCTURE



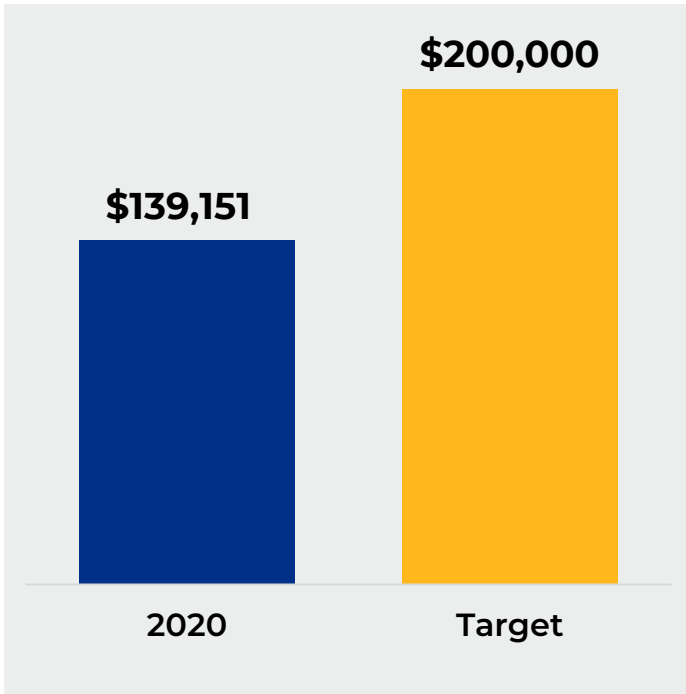
Develop sustainable revenue streams adequate to support the University's academic mission and institutional priorities and invest in physical infrastructure and technology with a commitment to financial and environmental sustainability.



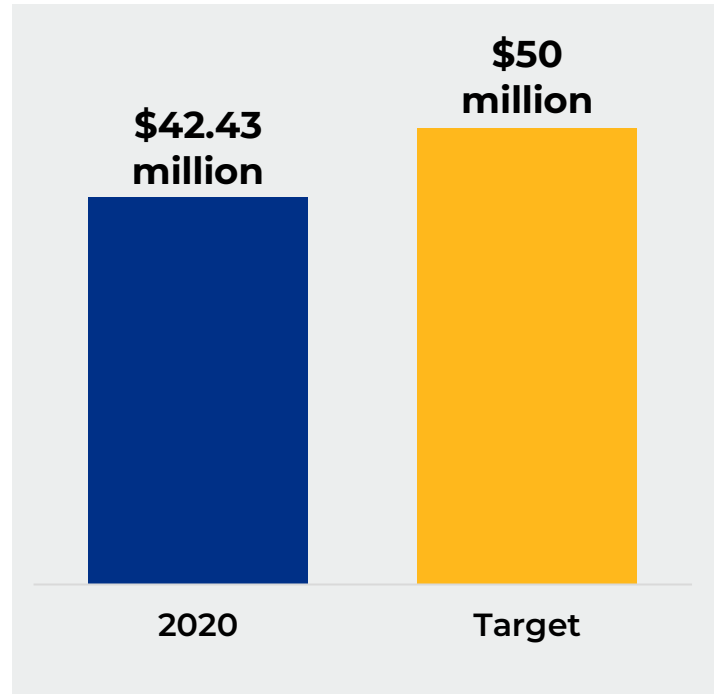


KEY PERFORMANCE INDICATORS

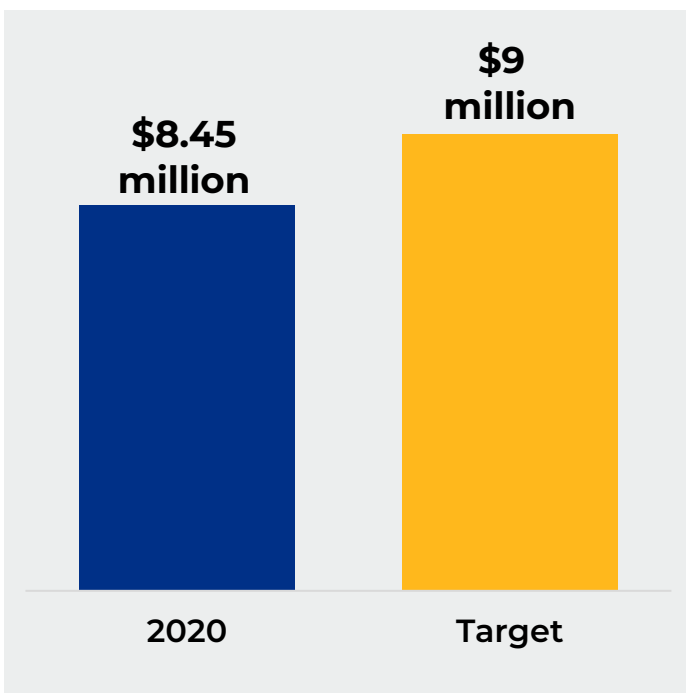
Student Emergency Funds



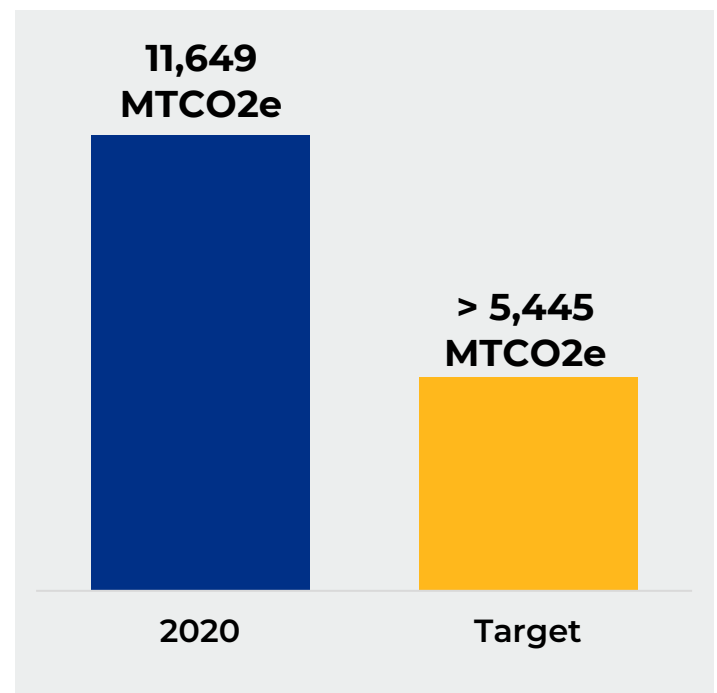
Total Endowment



DGCE Revenue



Carbon Footprint





METRICS

Develop new and sustain existing sources of revenue

Metric	Target	2020
Percent of marketing budget for DGCE programs	15%	5%
Revenue generated by outside events	\$500,000	\$403,698
Revenue generated by DGCE	\$9 million	\$8.45
DGCE net revenue	\$4 million	\$3.39 million
Number of non-credit CBI courses taught in-house	12	9
Number of external events held outside regular hours	500	500

Expand philanthropic support and grow the endowment

Metric	Target	2020
Overall endowment	\$50 million	\$42.43 million
Percent of funds transferred to the University	\$7.5 million	\$5.5 million
Percent of endowment that is unrestricted foundation dollars	15%	13%
Percent of alumni donors retained	10%	4%
Percent of employee donors retained	50%	28%
Number of students receiving foundation scholarships	500	406
Percent of ALANA students awarded foundation scholarships	30%	34%
Average amount of foundation scholarships	\$1,000	\$1,000
Funding raised for Student Emergency Fund	\$200,000	\$139,151
Number of awards granted through Student Emergency Fund	200	103

Ensure technology, facilities, and systems are adequate to support operational needs and strategic goals

Metric	Target	2020
IT Staff FTE	36	30
Number of trainings for faculty/staff related to technology	15	14

Ensure administrative policies and practices promote greater efficiency, entrepreneurial thinking, and equity

Metric	Target	2020
Percent of forms and processes available online	95%	83%
Percent of staff partially working remotely	50%	58%
Percent of staff working completely remotely	25%	21%

Develop redundant systems and staffing capacities to protect essential business operations from disruption

Metric	Target	2020
Percent of staff cross- trained for different functions within	80%	59%

Commit to addressing the growing challenges of climate change

Metric	Target	2020
Carbon footprint	5,445- 3,631 MTCO2e	11,649 MTCO2e
Number of electric vehicles in fleet	3	0
Number of LEED certified buildings	100% new	4
Number of buildings with electricity off-setting equipment	6	5
Number of sustainability organization memberships	5	3
Number of net zero/near net zero buildings	100% new	N/A





INITIATIVES PROGRESS

Develop new and sustain existing sources of revenue

- Develop more non-credit CBI courses taught internally
- Invest in DGCE marketing and staffing
- Provide incentives for departments to develop new streams of revenue
- Lobby for increased funding for public higher education
- Encourage an entrepreneurial culture
- Utilize campus during off-times for external programs
- Evaluate CESO staffing levels so the Director can focus on revenue generation

Expand philanthropic support and grow the endowment

- Broaden and increase the base and retention of alumni donors
- Increase the amount of financial support provided to the University
- Raise funds to increase scholarships available to students
- Establish a dedicated emergency response fund
- Survey and connect donors with areas they are interested in
- Develop donations beyond scholarships/emergency fund for ancillary expenses to support retention and completion.

Ensure technology, facilities, and systems are adequate to support operational needs and strategic goals

- Develop classroom technology plans
- Develop a process to decrease redundant technology purchases
- Evaluate the organization/staffing of Information Technology Services
- Develop a comprehensive plan to address the May Street building
- Work with DCAMM to improvements to the LRC and Student Center
- Work with the MSCBA to address Chandler Village
- Address accelerated end-of-useful-life and higher deferred maintenance costs
- Include technology upgrades and maintenance in budget planning

Ensure administrative practices promote efficiency, entrepreneurial thinking, and equity

- Create a transparent budgeting process that evaluates budget levels regularly
- Move more administrative forms and functions online
- Establish a remote and flexible work plan
- Conduct an equity audit
- Assess current space utilization and re-allocate space
- Address the structure distinguishing the day and DGCE programs

Develop redundant systems and staffing capacities to protect essential business operations from disruption

- Ensure redundant systems and staffing capacities
- Invest resources and training to automate business functions



Commit to addressing the growing challenges of climate change



- Revise the Climate Action Plan
- Join organizations related to climate change efforts in higher education
- Evaluate net-zero or near-net-zero building for any new building
- Plan for replacement fleet vehicles to be fully electric or hybrid vehicles
- Increase the number of buildings that have options to off-set electricity
- Work with the city and state to increase the frequency of buses








SIGNIFICANT ACCOMPLISHMENTS








-  **New majors in Art, Political Science, and Theater approved**
-  **New graduate online programs in Education and Nursing began**
-  **New diversity content area in LASC approved**
-  **Ethnic Studies and Women's, Gender, and Sexuality Studies minors approved**
-  **Early College program continues to expand**
-  **Assessment of LASC proficiencies initiated**
-  **Proposal to make Intercession 100% online and expand the term approved**

-  **Leadership Symposium continued for any student interested in leadership**
-  **All WSU students contacted during the pandemic to check in and offer assistance and referrals**
-  **Loaner laptops and remote hotspots are available through ITS**
-  **Student Emergency Fund increased to assist during pandemic**
-  **Academic Success Center created a First-Year Advising Program**
-  **Virtual orientation, campus tours, and parent orientations created**
-  **First-Gen Committee established**

-  **All aspects of the RASE Plan added to marketing materials**
-  **DGCE partnered with Admissions to create marketing materials for non-traditional age students**
-  **A Worcester State Branding Guide created**
-  **Health Sciences hosted HOSA International Leadership Conference**
-  **The World Languages Department Translation Center offers free Eng/Span, Span/Eng translations**

-  **Advisory Boards created for Biotechnology, DEEP, and Education**
-  **The Binienda Center Civic Corps provides scholarships to ALANA students for civic engagement and travel**
-  **Career Services partners with 5 other MA State Universities**
-  **Campus remained open to the public during the pandemic with the provision of mask wearing**
-  **Education Department received a commendation from DESE for partnership with the Worcester Public Schools.**

-  **LGBTQ+ Advisory Committee and LGBTQ+ Resource Center established**
-  **OSILD has six affinity student organizations: Haitian Student Union, Black Student Union, Asian Cultural "Boba" Club, Chabbad on Campus, Salvation International Prayer, Muslim Student Association**
-  **Student Accessibility Services hosts AccessAbility Awareness Week to increase cultural fluency and improve sense of belonging**
-  **The President held weekly updates via zoom during the duration of the pandemic**
-  **Student Affairs created and maintained a COVID testing center, reporting and isolation protocol, and created a COVID dashboard**
-  **Data Warehouse architecture created for Student Success Module**

-  **Administrative Technology Committee created to assess new technology purchases**
-  **Significant number of forms moved online**
-  **LGBTQ+ equity audit completed**
-  **Audit of the Campus Police completed**
-  **University-wide equity audit completed**
-  **Planning for next phase of work on May St. building underway**
-  **Initial study phase for LRC and Student Center complete**

ANALYSIS AND RECOMMENDATIONS

Considering the difficulties faced in 2020-2021 we made considerable progress on our goals. The percentage of initiatives that have not been started is low:

Academic Excellence and Distinction	13%
Student Support and Success	5%
Marketing and Enrollment	10%
Community Engagement and Public Good	20%
People and Culture	13%
Resources and Infrastructure	11%

Regarding the metrics, the majority have increased from the 2019 benchmark and are on course for meeting the target by the end of the five years, and in some cases are already at the target level. However, a few of the metrics are low and should be examined:

- Latinx first-year undergraduate graduation rate
- African American and Latinx undergraduate transfer graduation rate
- Number of mental health counselors
- Percent of faculty using Starfish
- Percent of ALANA faculty and staff
- Retention of ALANA faculty and staff
- Graduate enrollment
- Percent of data stored in Colleague
- Number of professional development opportunities for staff
- Number of awards and recognition for faculty and staff
- Percent of marketing budget used for DGCE
- ITS staff FTE
- Carbon footprint

A few metrics were not assessed in 2020-2021 and will need to be assessed in the future, including student access to internet and technology and undergraduate student satisfaction with advising.

One concern that arose during the assessment of the first year of the plan was that initiatives were not assigned to specific departments or committees. This led to some initiatives not being planned or in progress. While the entire University community is responsible for achieving the goals and strategies of the plan, it would be beneficial for the Executive Cabinet to assign responsibility for the planning and assessment of individual initiatives to departments, offices, and committees moving forward.

The data and information used in this report relies on the reporting of individual departments. It is possible that more progress has been made, but that the information was not communicated during the Strategic Plan assessment process. It is recommended that next year the Vice Presidents assign one person from their area to oversee the collection and reporting of the data and initiatives for all departments.

It is also important to note that not all initiatives can be ‘completed’ as they are a continuous effort of improvement, so significant progress will be considered ‘complete’ at the end of the plan. In addition, the utilization of metrics allows us to objectively examine the progress of those initiatives, rather than relying on the reporting of initiatives.

Overall, the entire Worcester State University community should be commended on the significant progress made on the Strategic Plan during a time of unprecedented challenges.





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