WORCESTER STATE UNIVERSITY

BEYOND 150

LEAD, SUCCEED, ENGAGE
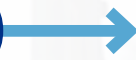
BE A LEADER
BE SUCCESSFUL
BE ENGAGED

WORCESTER STATE UNIVERSITY STRATEGIC PLAN 2020-2027

CONTENTS

Message from the President

As we close out this challenging semester, we find ourselves initiating a new strategic plan—encompassing the next five years—in the midst of a global pandemic. It is heartening to look past the disruption of this unsettling time and know that Worcester State is well prepared to thrive in the post-pandemic future.

What gives me this confidence? The plan itself and how it was developed. It builds upon the previous five-year plan, was inclusively and thoughtfully conceived, and establishes quantitative measures for success. In reviewing the 2015-2020 plan, our core values were re-affirmed. Adhering to that plan enabled significant progress in retention and graduation rates, stronger academic programming and faculty investment, and engagement of students both inside and outside the classroom – all of which assured our fiscal health.

While building upon that foundation, this plan incorporates lessons learned during the rapid pivot to all-remote learning last spring and infuses—through every goal and strategy—our commitment to equity, so that all areas of our community can embrace it as their own responsibility.

More than 1,000 different voices were heard from in the plan's development, through surveys, forums, and meetings, and 125 faculty, staff, and students participated regularly in working groups. I am extremely grateful to the Strategic Planning Steering Committee for its persistence and for finalizing this plan on time, even while "going remote" last spring. Steering Committee co-chairs, Dr. Julie Frechette of the Communication Department and Dr. Edgar Moros of the Intensive English Language Institute, provided leadership, with guidance from Dr. Sarah Strout, assistant vice president for assessment and planning, and consultant Linda Campanella. Their considerable effort and expertise were essential ingredients in constructing a blueprint that was adopted by our campus and supported by both the Worcester State University Board of Trustees and the Massachusetts Department of Higher Education.

Our goals are appropriately ambitious, and I believe we will meet them. We will periodically assess our progress via a review committee to ensure that we do. This roadmap takes us past our 150th anniversary, and we will honor our history by continuing to provide a relevant, empowering higher education opportunity for the students who need it most, regardless of the challenges the future may hold.

Barry M. Maloney
President

WORCESTER STATE UNIVERSITY

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

CORE VALUES

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

• **Academic Excellence**
We are committed to providing opportunities to excel in a close-knit learning environment characterized by distinguished faculty, excellent teaching, and creative linkages between classroom learning and real-world experiences.

• **Engaged Citizenship**
We are committed to promoting community service, social justice, the democratic process, environmental sustainability, and global awareness to prepare students to be active and informed citizens.

• **Open Exchange of Ideas**
We are committed to inviting and considering the most expansive range of perspectives in teaching and learning, in scholarly and creative work, and in the governance of a complex, diverse institution.
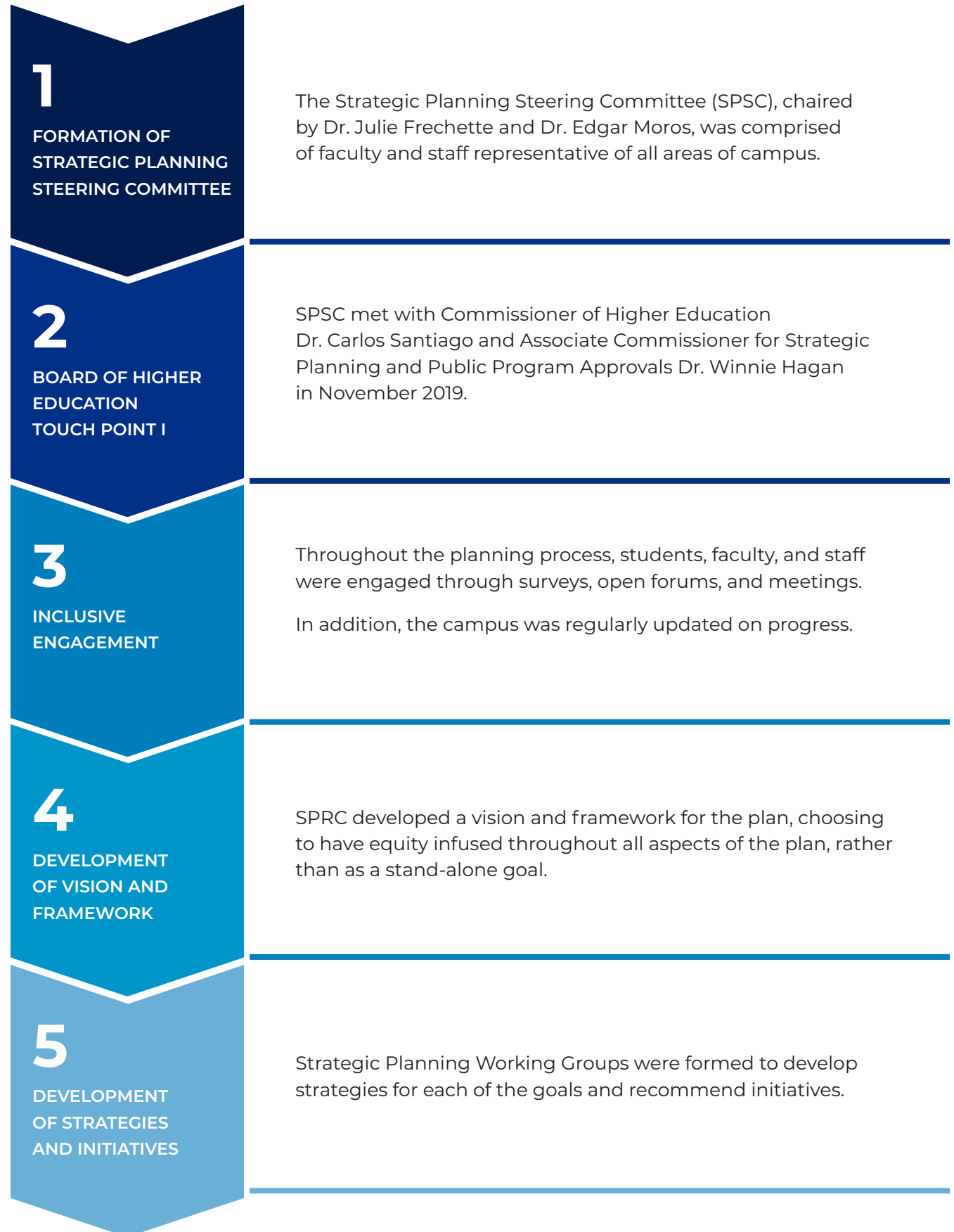
• **Diversity and Inclusiveness**
We are committed to being an inclusive community in which our diversity enhances learning for all and in which people from all cultures and backgrounds have the opportunity to participate fully and succeed.

• **Civility and Integrity**
We are committed to respecting the dignity of all members of our community and to demonstrating this commitment in our interactions, decisions, and structures.

STRATEGIC PLANNING PROCESS

1

FORMATION OF STRATEGIC PLANNING STEERING COMMITTEE

The Strategic Planning Steering Committee (SPSC), chaired by Dr. Julie Frechette and Dr. Edgar Moros, was comprised of faculty and staff representative of all areas of campus.

2

BOARD OF HIGHER EDUCATION TOUCH POINT I

SPSC met with Commissioner of Higher Education Dr. Carlos Santiago and Associate Commissioner for Strategic Planning and Public Program Approvals Dr. Winnie Hagan in November 2019.

3

INCLUSIVE ENGAGEMENT

Throughout the planning process, students, faculty, and staff were engaged through surveys, open forums, and meetings.

In addition, the campus was regularly updated on progress.

4

DEVELOPMENT OF VISION AND FRAMEWORK

SPRC developed a vision and framework for the plan, choosing to have equity infused throughout all aspects of the plan, rather than as a stand-alone goal.

5

DEVELOPMENT OF STRATEGIES AND INITIATIVES

Strategic Planning Working Groups were formed to develop strategies for each of the goals and recommend initiatives.

A draft of the strategic plan was submitted to the Board of Higher Education in June 2020.

6

BOARD OF HIGHER EDUCATION TOUCH POINT II

Metrics for the plan were developed, and later, benchmarks and targets were added.

7

DEVELOPMENT OF METRICS

The plan was examined to ensure that equity was infused in all goals. Highlighted strategies and initiatives relating to equity were compiled.

8

ADDRESSING EQUITY

During the final stages of planning, the COVID-19 pandemic started. The plan was edited to address concerns relating to COVID-19. Highlighted strategies and initiatives were compiled.

9

RESPONDING TO COVID-19

The final draft of the strategic plan was submitted to the Board of Higher Education in September 2020. The plan was approved in October 2020.

10

BOARD OF HIGHER EDUCATION TOUCH POINT III

STRATEGIC PLANNING STEERING COMMITTEE

Linda Campanella
Planning Consultant
(SOS Consulting Group LLC)

Dr. Sarah Strout
(ex-officio)
Assistant Vice President for
Assessment and Planning

CO-CHAIRS
Dr. Julie Frechette
Professor
Communication

Dr. Edgar Moros
Director, Intensive
English Language Institute

COMMITTEE MEMBERS
Dr. Susan Mitroka Batsford
Associate Professor
Chemistry Department

Dr. Thomas Conroy
Associate Professor
Urban Studies Department

Mary Dillon
Clerk IV
Occupational Therapy

Thomas Kelley
Director, Retention

Dr. Linda Larrivee
Dean, School of Education,
Health, and Natural Sciences

Stacey Luster
General Counselor/Assistant
to the President for EEEO

John Meany
Associate Director, Athletics

Michael Mills
Alumni Association
representative

Dr. Stephen Morreale
Professor
Criminal Justice Department

Katey Palumbo
Director
International Programs

Dr. Russ Pottle
Dean, School of Humanities
and Social Sciences

Dr. Emily Soltano
Professor
Psychology Department

Dr. Tanya Trudell
Instructor
Occupational Therapy

David Tuttle
Board of Trustees
representative

Professor Adam Zahler
Professor
Visual & Performing Arts

INCLUSIVE PROCESS

Throughout the strategic planning process, the Strategic Planning Steering Committee ensured that all members of the Worcester State University community were included. In addition to more than 1,000 voices captured through surveys, forums, and meetings, more than 100 faculty, staff, and students participated in working groups to develop strategies and initiatives for each goal (working group membership can be found on pages 34-36). During the process, updates and drafts were shared with the campus community on a regular basis, and feedback was incorporated into the plan.

SURVEYS AND QUALITATIVE DATA

- Academic Kick Off Prompt Cards for Faculty and Staff
- Visioning Questionnaire for Executive Cabinet and Board of Trustees
- Verb Prompt Survey for Faculty and Staff
- Administrative Functional Department Assessment for Executive Cabinet
- Academic Program Evaluations
- Faculty Survey
- Staff Survey
- Undergraduate Student Survey
- Graduate Student Survey
- Alumni Survey

MEETINGS

- Advisory Committee for Equal Opportunity, Diversity and Affirmative Action
- All University Committee
- Alumni Association Advisory Board
- Bias Incidence Response Team
- Board of Trustees
- Cabinet
- Campus Climate Committee
- Chairs Council
- Executive Cabinet
- Foundation Board
- Graduate Program Coordinators
- Leadership Council
- Presidential Student Ambassadors
- Student Government Association

PRESENTATIONS AND FORUMS

- Faculty Presentations
- Staff Presentations
- Faculty Forums
- Staff Forums
- Campus Update I
- Campus Update II
- Working Group Kick-off Event

STRATEGIC PLAN VISION

VISION FOR THE FUTURE

WORCESTER STATE UNIVERSITY will be a vibrant, student-centered community of learning dedicated to preparing students of all backgrounds to succeed and lead in their professions, in their communities, and wherever they seek to leave their mark on the world.

Worcester State will be recognized as a community of learning whose doors are open to all and whose impact on those who venture through its doors is transformational.

Worcester State will be known as the university where students finish what they start.

Worcester State will be known as a place where students emerge from their experience ready to lead— as individuals whose leadership potential has been identified, nourished, and demonstrated.

Worcester State will deliver on its promise to provide students a full and rich educational experience in any learning environment— whether on-campus and in-person or virtual and remote through distance learning.

Worcester State will be a research hub where scholarly creativity is being channeled in new, exciting, and potentially important directions.

Worcester State will be one of the best-run state universities in New England—efficient and lean, but investing adequately in the people, programs, physical spaces, and technological infrastructure to ensure Worcester State will be able to fulfill its mission and achieve its goals as a leading state university in the region.

Worcester State will be a place where all members of the diverse Worcester State community—faculty, staff, and students— will feel included and valued, and will hold themselves and each other accountable for upholding the University's core values.

Worcester State will be financially stable and well positioned for long-term organizational sustainability as it marks its 150th anniversary in 2024.

Worcester State will have a smaller carbon footprint and be setting an example of responsible environmental stewardship.

STRATEGIC PLAN FRAMEWORK

The framework, developed by the Strategic Planning Steering Committee, incorporates diversity, equity, inclusion, and justice (DEIJ) throughout the six main goals of the strategic plan. As part of our effort to cultivate a culture of continuous improvement (CI), starting in 2023-2024 strategies, initiatives, and metrics will also be aligned with continuous improvement.

WORCESTER STATE STRATEGIC PLAN

The Strategic Planning Working Groups, chaired by Strategic Planning Steering Committee members and comprised of more than 100 faculty, staff, and students, were tasked with developing strategies and recommending initiatives for each goal, infusing equity into each goal.

GOAL 1 Academic Excellence and Distinction

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

STRATEGIES AND INITIATIVES

STRATEGY 1.1

Promote university-wide innovation in curricular program offerings and course modalities.

- Develop and offer more online and blended courses
- Make Wintersession 100 percent online and expand the term
- Secure approvals for majors in Art, Political Science, and Theater
- 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 completion program for non-traditional students
- Increase the degrees that can be completed online or during the evening

STRATEGY 1.2

Support and celebrate excellent teaching, and expand teaching development opportunities.

- Ensure resources allocated to the Center for Teaching and Learning (CTL) are adequate
- Create an instructional design position in the Center for Teaching and Learning (CTL)
- Establish common practices for online courses
- Increase support for universal design and accessibility in all courses
- Create a web page for faculty to share ideas with each other.

STRATEGY 1.3

Leverage our location to create distinctive academic and leadership opportunities.

- Provide educational opportunities of strategic value to the region
- Enhance student career exploration and internship opportunities

STRATEGY 1.4

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

· Provide a comprehensive review and needs assessment of LASC

• Annually review LASC goals and outcomes

• Create and offer an online track for all LASC classes

• Create a 3-credit diversity course requirement

STRATEGY 1.5

Enhance support for applied, interdisciplinary, and inclusive scholarly and creative work.

• Establish a fully functioning Office of Grants and Sponsored Research

• Expand funding for research and scholarship

• Strengthen and publicize faculty research

STRATEGY 1.6

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

• Create a university portfolio initiative

• Invest resources to support the Library as the academic center of campus

• Ensure experiential learning is available to all students

• Increase study abroad participation

• Create a more vibrant intellectual life on campus

GOAL 2 Student Support and Success

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

STRATEGIES AND INITIATIVES

STRATEGY 2.1

Increase overall retention and graduation rates and close achievement gaps.

- Reimagine 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 transfer course equivalencies
- Designate a transfer specialist in each academic department

STRATEGY 2.2

Promote student leadership development opportunities proactively and equitably.

- Enhance leadership programs for students
- Adopt a wide-ranging, inclusive definition of leadership
- Promote student leadership development opportunities
- Develop programs for unmet needs in student leadership

STRATEGY 2.3

Embrace student-centeredness as a guiding principle and adopt holistic student support.

- Increase awareness and resources aligned with the 8 domains of student wellness
- Address student emotional and mental well-being particularly relating to traumatized and disenfranchised populations
- Expand FYE services to meet the needs of a changing student body
- Increase the number of full-time faculty involved with First-Year Seminar
- Create a centralized location for students to get information regarding student resources

STRATEGY 2.4

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

- Increase student support services beyond the traditional workday
- Work toward making all University spaces ADA-compliant, and provide assistive technology
- Ensure all students have access to the technology and learning tools necessary for academic success
- Recommit to the undergraduate laptop requirement
- Develop ways to address non-tuition-related financial challenges
- Ensure supports offices provide graduate student specific resources
- Ensure adequate and appropriate resources are available to non-traditional-age learners
- Promote compliance with student educational accommodations
- Create and deploy an online campus tour with video
- Implement virtual financial aid sessions with Q&A for accepted and current students
- Identify and remove barriers impeding full and equitable access to services and resources
- Find ways to make course materials low or no cost

STRATEGY 2.5

Adopt a mentoring advising model and ensure effective student 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

STRATEGY 2.6

Create a robust campus life for all students and promote connection and community.

- Expand extracurricular and recreational programming for all students
- Address international student needs
- Establish more opportunities for graduate students to socialize
- Improve the sense of belonging of transfer, commuter, and first generation students
- Enhance supports to improve the sense of belonging of 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

GOAL 3 Marketing and Enrollment

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

STRATEGIES AND INITIATIVES

STRATEGY 3.1

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

• Align traditional advertising with online program advertising

• Implement a comprehensive 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

STRATEGY 3.2

More effectively differentiate Worcester State from its peers.

• 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"

• Ensure branding consistency in marketing materials

• Promote Worcester State's rich history.

STRATEGY 3.3

Increase the diversity of the faculty and staff to better reflect the student body.

• Increase diversity in departments that provide direct student support

• Recruit and retain under-represented and marginalized faculty and staff

STRATEGY 3.4

Expand our presence in local secondary education and community college sectors.

• Continue to offer Early College and dual enrollment courses

• Implement programs that bring greater numbers of 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 Worcester State departments and high school programs

• Develop a young alumni program as liaisons for their alma maters

STRATEGY 3.5

Position the University as a first-choice university for under-represented and under-served students.

• Provide comprehensive support for first-generation and ALANA/ BIPOC students

• Create a marketing campaign for diverse undergraduates

• Ensure materials are translated into foreign languages

STRATEGY 3.6

Invest resources necessary 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 adult learners

• Improve the registration process and advising for graduate students

• Evaluate staffing for the attainment of graduate enrollment goals

• Develop amarketing campaign for graduate and continuing education

• Invest in online course development by providing incentives

GOAL 4 Community Engagement and Public Good

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

STRATEGIES AND INITIATIVES

STRATEGY 4.1

Expand and deepen connections between academic departments and the community.

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

STRATEGY 4.2

Foster ongoing interactions between the University and the community.

- Maintain an open, neighborly campus environment
- Better promote existing community partnerships and outreach activities
- Connect the Worcester State community to affinity groups
- Expand connection, engagement, and networking for alumni
- Support efforts to establish Worcester as a vibrant location to live

STRATEGY 4.4

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

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

GOAL 5 People and Culture

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

STRATEGIES AND INITIATIVES

STRATEGY 5.1

Establish Worcester State 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

STRATEGY 5.2

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

- Implement a systematic 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
- Reimburse for costs professional credentials that are beneficial but not required

STRATEGY 5.3

Continue to equip and encourage faculty and staff to address the changing needs of students.

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

STRATEGY 5.4

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

- 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 roles and accomplishments
- Strategically communicate student, faculty, and staff accomplishments
- Create new awards to recognize faculty and staff accomplishments

STRATEGY 5.5

Establish a culture of continous improvement and data-informed 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 and accountability by providing access to data and reports.
- Review, prioritize, and implement the recommendations of the Fiscal Sustainability Plan
- Optimize processes to improve efficency and effectiveness.

STRATEGY 5.6

Institutionalize policies and practices to respond effectively to unanticipated crises.

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

GOAL 6 Resources and Infrastructure

Develop revenue adequate to support the mission and priorities and invest in infrastructure and technology with a commitment to financial and environmental sustainability.

STRATEGIES AND INITIATIVES

STRATEGY 6.1

Develop new and sustain existing sources of revenue.

- Invest in graduate and continuing education marketing and staffing
- Provide incentives for departments to investigate and 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 conference and events staffing levels so that the Director can focus on evenue generation
- Explore opportunities to reduce cost and or increase revenue

STRATEGY 6.2

Expand philanthropic support and grow the endowment.

- Broaden and increase the base and retention of alumni donors
- Increase the amount of support transferred 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
- Develop additional funds to assist students with ancilliary expenses to support retention

STRATEGY 6.3

Ensure technology, facilities, and systems can support operational needs and strategic goals.

- Develop classroom technology plans
- Develop a process to decrease redundant technology purchases
- Evaluate the organizational structure and staffing of Information Technology Services
- Develop a comprehensive plan to address the May Street building
- Work with DCAMM on improvements to the Learning Resource Center and the 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

STRATEGY 6.4

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

- Create a 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 bifurcated structure separating day and DGCE programs

STRATEGY 6.5

Develop redundant systems and staffing capacities to protect operations from disruption.

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

STRATEGY 6.6

Commit to addressing the growing challenges of climate change.

- Revise the Climate Action Plan
- Join organizations related to climate change efforts in higher education
- Increase cost savings through off-setting equipment and net metering credits

STRATEGIC PLAN METRICS

Worcester State University is committed to a culture of assessment and data-based decision making, as highlighted in **Strategy 5.5**. To this end, the Strategic Planning Steering committee has developed metrics to assess the progress and success of the strategic plan. Many of the metrics will assess multiple goals and strategies. The following tables indicate which goals each of the metrics will be used to assess. Data will be collected annually, and adjustments made to the plan accordingly.

METRICS

ACADEMIC EXCELLENCE & DISTINCTION		DEIJ	CI
🎓1	New programs, majors, and minors		🔄
	Undergraduate evening programs	👥	🔄
	100% online programs	👥	🔄
	Master's pathway programs		🔄
	Undergraduate blended courses	👥	🔄
	Undergraduate online courses	👥	🔄
🎓2	Funding for the Center for Teaching & Learning		
	Professional development related to teaching		
	Professional development related to distance education	👥	
	Professional development related to accessibility	👥	
🎓3	Internships, practica, or fieldwork	👥	
	Student networking opportunities	👥	
	Career or advanced studies workshops	👥	
🎓4	Online LASC sections	👥	
	Diversity sections	👥	
	Technology workshops	👥	
🎓5	Grants applied for		🔄
	Grants awarded		🔄
	Grant funds applied for		🔄
	Grant funds awarded		🔄
	Faculty involved with grants		🔄
🎓6	Study away students		
	Study away students: ALANA/BIPOC	👥	
	Honors students		
	Honors students: ALANA/BIPOC	👥	
	Information literacy workshops	👥	
	Experiential learning sections	👥	
	Programs utilizing portfolios		
	Academic events		

METRICS

STUDENT SUPPORT & SUCCESS	DEIJ	CI
1 Retention		
Retention: African American	👥	
Retention: Latine	👥	
6 year graduation		
6 year graduation: African American	👥	
6 year graduation: Latine	👥	
Transfer 4 year graduation		
Transfer 4 year graduation: African American	👥	
Transfer 4 year graduation: Latine	👥	
Unmet financial aid: Direct costs	👥	
Students with unmet financial aid	👥	
Students receiving financial aid	👥	
2 Students in leadership positions		
Students in leadership positions: ALANA/BIPOC	👥	
3 Mental health counselors	👥	
Students using Counseling Services	👥	
Events related to mental health and well-being	👥	
4 Merit scholarships	👥	
Merit scholarships: ALANA/BIPOC	👥	
Laptops for loan	👥	
Students using Student Accessibility Services	👥	
Student accomodation complaints	👥	🔄
Support offices with extended hours	👥	
Support offices with virtual services	👥	
5 Faculty using Starfish		🔄
Starfish actions		🔄
Professional development related to advising		
Informal events for students-faculty		
6 Sense of belonging for ALANA/BIPOC students	👥	
Sense of belonging for LGBTQ+ students	👥	
Sense of belonging for students with disabilities	👥	
Sense of belonging for commuter students	👥	
Sense of belonging for transfer students	👥	
Sense of belonging for graduate students	👥	
Sense of belonging for first generation students	👥	
Sense of belonging for non-traditional aged students	👥	
Social events		
Events specifically for commuter students	👥	
Events specifically for graduate students	👥	
Events specifically for non-traditional aged students	👥	

METRICS

MARKETING & ENROLLMENT		DEIJ	CI
🏛 1	Undergraduate enrollment		
	Undergraduate enrollment: African American	👥	
	Undergraduate enrollment: Latine	👥	
🏛 2	MajorPlus graduation		
	MajorPlus graduation: ALANA/BIPOC	👥	
🏛 3	ALANA/BIPOC faculty	👥	
	ALANA/BIPOC staff	👥	
🏛 4	Dual enrollment & early college courses	👥	
	Events for potential students		
🏛 5	Accelerated degree programs	👥	🔄
🏛 6	Graduate enrollment		
	Graduate enrollment: African American	👥	
	Graduate enrollment: Latinx	👥	
	Graduate assistantships	👥	

COMMUNITY ENGAGEMENT & PUBLIC GOOD		DEIJ	CI
🧩 1	Advisory boards with external members	👥	
	Local partnerships	👥	
🧩 2	Faculty and staff engaged with the community	👥	
	Events for alumni		
🧩 3	Civic engagement course students		
	Civic engagement students: ALANA/BIPOC	👥	
	Faculty publications, presentations, & posters		
	Students working with faculty on scholarship/creative work		
	Student publications, presentations, & posters		
	Commonwealth Honors Project students		
	Celebration of Scholarship & Creativity students		

METRICS

PEOPLE & CULTURE		DEIJ	CI
👥 1	Single-use bathrooms	🔷	
	Gender neutral bathrooms	🔷	
	Events related to DEIJ	🔷	
👥 2	Retention of full-time staff		
	Retention of full-time ALANA/BIPOC staff	🔷	
	Retention of full-time faculty		
	Retention of ALANA/BIPOC full-time faculty	🔷	
	Professional development for staff		
	Professional development for faculty		
	Professional development funds for faculty		
👥 3	Professional development relating to DEIJ	🔷	
	Professional development relating to mental health	🔷	
👥 4	Awards and recognition for faculty		
	Awards and recognition for staff		
	Social events for faculty and staff		
👥 5	Data stored in Colleague		🔄
	Academic programs with regular assessment		🔄
	Departments submitting Strategic Plan data		🔄
	OpEx projects reviewed		🔄
	OpEx projects initiated		🔄
	OpEx projects completed		🔄
	Estimated savings/cost reductions from OpEx projects		🔄
	Processes and practices improved through OpEx projects		🔄
	Departments/offices involved in OpEx projects		🔄

METRICS

RESOURCES & INFRASTRUCTURE	DEIJ	CI
1 Marketing budget for DGCE		
Revenue from Conference & Events		♻
Net Revenue from Conference & Events		♻
Revenue from DGCE		♻
Net revenue from DGCE		♻
2 Overall endowment		
Funds transferred to the University		
Unrestricted foundation dollars		
Alumni donor retention		
Employee donor retention		
Foundation scholarship students		
Foundation scholarship students: ALANA/BIPOC	👥	
Total Student Emergency Funds raised	👥	
Total Student Emergency Fund grants	👥	
3 ITS staff FTE		♻
Professional development relating to technology		
4 Digital forms and processes	👥	♻
Processes automated or digitized through OpEx projects		♻
Partially remote staff		♻
Fully remote staff		♻
5 Cross-trained staff within the department		♻
6 Carbon footprint (MTCO2e)		
Electric vehicle charging stations		
Sustainability memberships		
Avoided costs due to energy off-sets		♻
Total energy savings		♻
Annual savings from electricity offset		♻
Net metering credits		♻

STRATEGIC PLANNING WORK GROUPS

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Student

Christopher Chronopoulos
Student

Ali Elsayyad
Student

Megan Elizabeth Foley
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