

**Worcester State University**  
**Strategic Plan 2020-2027**

# **BEYOND 150:**

## **LEAD, SUCCEED, ENGAGE**



**WORCESTER**  
STATE  
**UNIVERSITY**

## TABLE OF CONTENTS

|                                             |                              |
|---------------------------------------------|------------------------------|
| Table of Contents.....                      | 2                            |
| Message from the President .....            | 3                            |
| Mission .....                               | 4                            |
| Core Values .....                           | 4                            |
| Strategic Planning Process .....            | 5                            |
| Inclusive Process.....                      | 6                            |
| Strategic Plan Vision .....                 | 7                            |
| Strategic Plan Framework.....               | 8                            |
| Goals, Strategies, and Initiatives .....    | Error! Bookmark not defined. |
| Assessing Progress and Success .....        | 20                           |
| Strategic Planning Steering Committee ..... | 26                           |
| Strategic Planning Working Groups .....     | 27                           |

### Accessibility Statement

This document provides an accessible version of the Worcester State University Strategic Plan 2020–2027. Visual elements from the original publication have been simplified or reformatted to ensure accessibility and usability.

## MESSAGE FROM THE PRESIDENT

As we close out this challenging semester, we find ourselves initiating a new strategic plan 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 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

## **MISSION**

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

## **CORE VALUES**

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

### **Academic Excellence**

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

### **Engaged Citizenship**

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

### **Open Exchange of Ideas**

We are committed to inviting and considering the most expansive range of perspectives in teaching and learning, in scholarly and creative work, and in the governance of a complex, diverse institution.

### **Diversity and Inclusiveness**

We are committed to being an inclusive community in which our diversity enhances learning for all and in which people from all cultures and backgrounds have the opportunity to participate fully and succeed.

### **Civility and Integrity**

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

# **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, included faculty and staff representatives from 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**

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**

SPSC developed a vision and framework for the plan, infusing equity 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.

## **6. Board of Higher Education Touch Point II**

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

## **7. Development of Metrics**

Metrics, benchmarks and targets were created for the plan.

## **8. Addressing Inclusive Excellence and Belonging**

The plan was examined to ensure that inclusive excellence was infused in all goals and strategies.

## **9. Responding to COVID-19**

Strategies and initiatives to respond to the pandemic were compiled.

## **10. Board of Higher Education Touch Point III**

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.

# INCLUSIVE PROCESS

Throughout the strategic planning process, more than 1,000 voices were captured through the surveys, forums, and meetings. Updates and drafts were shared with the campus 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

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

## Presentations and Forums

- Faculty presentations and forums
- Staff presentations and forums
- Campus Update 1 and 2
- Working Group Kick-off Event

# STRATEGIC PLAN VISION

## Worcester State University will be...

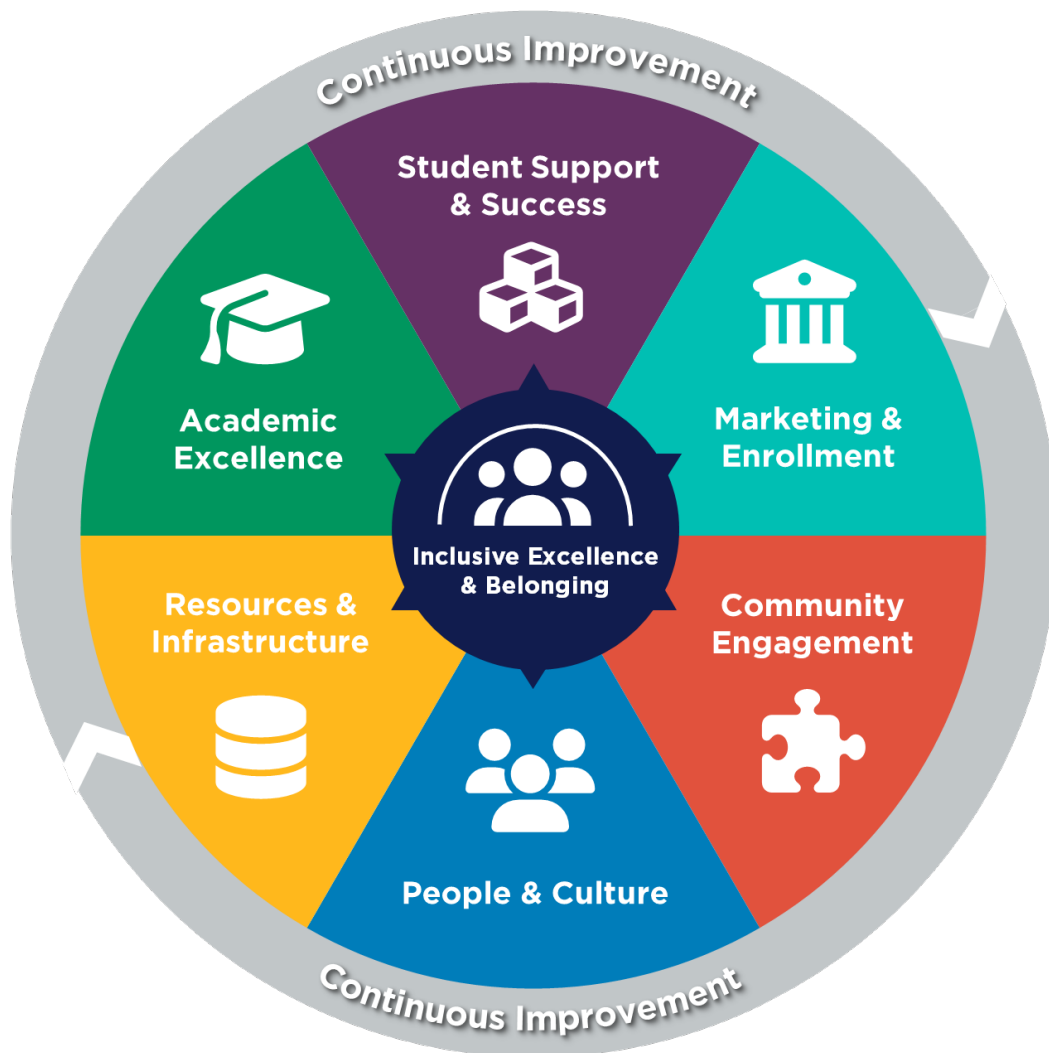
- A **vibrant, student-centered community** of learning dedicated to preparing students of all backgrounds to succeed and lead in their professions, in their communities, and wherever they seek to leave their mark on the world.
- Recognized as a **community of learning** whose doors are open to all and whose impact on those who venture through its doors is transformational.
- Known as the university where **students finish** what they start.
- Known as a place where students emerge from their experience **ready to lead**— as individuals whose leadership potential has been identified, nourished, and demonstrated.
- An institution that delivers 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.
- A **research hub** where scholarly creativity is being channeled in new, exciting, and potentially important directions.
- 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.
- 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.
- **Financially stable** and well positioned for long-term organizational sustainability as it marks its 150th anniversary in 2024.
- A responsible **steward of the environment** with a smaller carbon footprint.

## STRATEGIC PLAN FRAMEWORK

The framework, developed by the Strategic Planning Steering Committee, incorporates inclusive excellence and belonging (IE) throughout the six main goals of the strategic plan.

In 2023-2024, as part of our effort to cultivate a culture of continuous improvement (CI), strategies, initiatives, and metrics were aligned with continuous improvement.

For each goal, Strategic Planning Working Groups, comprised of more than 100 faculty, staff, and students, developed strategies and recommended initiatives.





## GOAL 1

### ACADEMIC EXCELLENCE & 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.

#### 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 & 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.

#### 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 & ENROLLMENT

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

#### 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 a marketing campaign for graduate and continuing education
- Invest in online course development by providing incentives



## GOAL 4

### COMMUNITY ENGAGEMENT & PUBLIC GOOD

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

#### Strategy 4.1

##### **Expand and deepen connections between academic departments and the community.**

- Expand the utilization of 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 & CULTURE

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

#### Strategy 5.1

**Establish Worcester State as an even more welcoming environment for all.**

- Provide dedicated support and services for LGTBQ+ 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 continuous 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 efficiency and effectiveness.

## Strategy 5.6

**Institutionalize policies and practices 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 reassess emergency preparedness plans



## GOAL 6

### RESOURCES & INFRASTRUCTURE

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

#### 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
- Evaluate conference and events staffing levels so that the Director can focus on revenue 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 ancillary 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 ITS
- Develop a comprehensive plan to address the May Street building
- Work with the State on improvements to facilities
- 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 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

## **ASSESSING PROGRESS AND SUCCESS**

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 developed metrics to assess the progress and success of the strategic plan.

Data will be collected annually, and adjustments made to the plan accordingly.

The following tables list the metrics for each goal and indicate if the metric relates to Inclusive Excellence & Belonging (IE) and/or Continuous Improvement (CI).



## Academic Excellence & Distinction

| METRIC                                        | IE | CI |
|-----------------------------------------------|----|----|
| Total new programs                            |    | CI |
| Total undergraduate evening programs          | IE | CI |
| Total 100% online programs                    | IE | CI |
| Total master's pathway programs               |    | CI |
| Undergraduate blended courses                 | IE | CI |
| Undergraduate online courses                  | IE | CI |
| Center Teaching & Learning funding            |    |    |
| Professional development - Teaching           |    |    |
| Professional development - Distance education | IE |    |
| Professional development - Accessibility      | IE |    |
| Internships, practica, or fieldwork           | IE |    |
| Student networking opportunities              | IE |    |
| Career and/or advanced studies workshops      | IE |    |
| Online general education sections             | IE |    |
| Diversity sections                            | IE |    |
| Technology workshops                          | IE |    |
| Grant applications                            |    | CI |
| Grants awarded                                |    | CI |
| Grant funding applied                         |    | CI |
| Grant funding awarded                         |    | CI |
| Faculty grant applications                    |    | CI |
| Study away students                           |    |    |
| ALANA/BIPOC study away students               | IE |    |
| Honors students                               |    |    |
| ALANA/BIPOC honors students                   | IE |    |
| Information literacy workshops                | IE |    |
| Experiential learning sections                | IE |    |
| Programs utilizing portfolios                 |    |    |
| Academic events                               |    |    |

## Student Support & Success

| METRIC                                                  | IE | CI |
|---------------------------------------------------------|----|----|
| Retention                                               |    |    |
| African American retention                              | IE |    |
| Latine retention                                        | IE |    |
| 6Y graduation rate                                      |    |    |
| African American 6Y graduation rate                     | IE |    |
| Latine 6Y graduation rate                               | IE |    |
| Students with unmet financial aid                       | IE |    |
| Students receiving financial aid                        | IE |    |
| Students in leadership                                  |    |    |
| ALANA/BIPOC students in leadership                      | IE |    |
| Mental health counselors                                | IE |    |
| Students using counseling                               | IE |    |
| Events: Mental health/well-being                        | IE |    |
| Merit scholarships                                      | IE |    |
| Merit scholarships to ALANA/BIPOC students              | IE |    |
| Laptops for loan                                        | IE |    |
| Students using accessibility services                   | IE |    |
| Student accommodation complaints                        | IE | CI |
| Support offices with extended hours or virtual services | IE |    |
| Full-time faculty using early alert                     |    | CI |
| Early alert actions                                     |    | CI |
| Professional development - Advising                     |    |    |
| Informal events for students & faculty                  |    |    |
| ALANA/BIPOC belonging                                   | IE |    |
| LGBTQIA belonging                                       | IE |    |
| Students with disabilities belonging                    | IE |    |
| Commuter belonging                                      | IE |    |
| Transfer belonging                                      | IE |    |
| Graduate belonging                                      | IE |    |
| First-generation belonging                              | IE |    |
| Adult learner belonging                                 | IE |    |
| Events for commuter students                            | IE |    |
| Events for graduate students                            | IE |    |
| Events for adult learners                               | IE |    |

## Marketing & Enrollment

| METRIC                                    | IE | CI |
|-------------------------------------------|----|----|
| Undergraduate enrollment                  |    |    |
| African American undergraduate enrollment | IE |    |
| Latine undergraduate enrollment           | IE |    |
| MajorPlus graduation                      |    |    |
| ALANA/BIPOC MajorPlus graduation          | IE |    |
| ALANA/BIPOC faculty                       | IE |    |
| ALANA/BIPOC Staff                         | IE |    |
| Dual enrollment & early college courses   | IE |    |
| Events for potential students             |    |    |
| Accelerated degree programs               | IE | CI |
| Graduate enrollment                       |    |    |
| African American graduate enrollment      | IE |    |
| Latine graduate enrollment                | IE |    |
| Graduate assistantships                   | IE |    |

## Community Engagement & Public Good

| METRIC                                           | IE | CI |
|--------------------------------------------------|----|----|
| Advisory boards with community members           | IE |    |
| Local partnerships                               | IE |    |
| Faculty & staff engaged with community           | IE |    |
| Alumni events                                    |    |    |
| Students in civic engagement courses             |    |    |
| ALANA/BIPOC Students in civic engagement courses | IE |    |
| Faculty publications, presentations, & posters   |    |    |
| Student-faculty scholarly/creative pursuits      |    |    |
| Student publications, presentations, & posters   |    |    |
| Commonwealth Honors Project completions          |    |    |
| Celebration of Scholarship & Creativity students |    |    |

## People & Culture

| METRIC                                                      | IE | CI |
|-------------------------------------------------------------|----|----|
| Single-use bathrooms                                        | IE |    |
| Gender neutral bathrooms                                    | IE |    |
| Inclusive excellence & belonging events                     | IE |    |
| Full-time staff retention                                   |    |    |
| ALANA/BIPOC full-time staff retention                       | IE |    |
| Full-time faculty retention                                 |    |    |
| ALANA/BIPOC full-time faculty retention                     | IE |    |
| Staff professional development                              |    |    |
| Faculty professional development                            |    |    |
| Professional development funds for faculty                  |    |    |
| Professional development - Inclusive excellence & belonging | IE |    |
| Professional development - Mental health                    | IE |    |
| Awards and recognition for faculty                          |    |    |
| Awards and recognition for staff                            |    |    |
| Faculty and staff social events                             |    |    |
| General education diversity courses                         | IE |    |
| Operational excellence projects                             |    | CI |
| Financial sustainability recommendations reviewed           |    | CI |
| Processes and/or practices improved                         |    | CI |
| Data stored in Colleague                                    |    | CI |
| Academic programs with regular assessment                   |    | CI |
| Departments submitting strategic plan data                  |    | CI |

## Resources & Infrastructure

| METRIC                                               | IE | CI |
|------------------------------------------------------|----|----|
| Marketing budget for graduate & continuing education |    |    |
| Conference & event services revenue                  |    | CI |
| Conference & event services net revenue              |    | CI |
| Graduate & continuing education revenue              |    | CI |
| Graduate & continuing education net revenue          |    | CI |
| Overall endowment                                    |    |    |
| Funds transferred to the University                  |    | CI |
| Unrestricted foundation dollars                      |    |    |
| Alumni donor retention                               |    | CI |
| Employee donor retention                             |    | CI |
| Foundation scholarship students                      |    |    |
| ALANA/BIPOC foundation scholarship students          | IE |    |
| Total student emergency funds raised                 | IE |    |
| Total student emergency fund grants                  | IE |    |
| Information Technology staff FTE                     |    | CI |
| Professional development - Technology                |    |    |
| Digital forms and processes                          | IE | CI |
| Partially remote staff                               |    | CI |
| Remote staff                                         |    | CI |
| Staff cross-trained within the department            |    | CI |
| Estimated savings/cost reduction from OpEx projects  | IE |    |
| Carbon footprint (MTCO <sub>2</sub> e)               |    |    |
| Electric vehicle charging stations                   |    |    |
| Sustainability memberships                           |    |    |
| Avoided costs due to energy off-sets                 | IE | CI |
| Total energy savings                                 |    | CI |
| Annual savings from electricity offset               | IE | CI |
| Net metering credits                                 | IE | CI |

# **STRATEGIC PLANNING STEERING COMMITTEE**

## **Executive Committee**

Linda Campanella, Planning Consultant (SOS Consulting Group LLC)

Dr. Sarah Strout, Assistant Vice President for Assessment and Planning

Dr. Julie Frechette, Professor, Communication, Co-Chair

Dr. Edgar Moros, Director, Intensive English Language Institute, Co-Chair

## **Committee Members**

Dr. Susan Mitroka Batsford, Associate Professor, Chemistry Department

Dr. Thomas Conroy, Associate Professor, Urban Studies Department

Mary Dillon, Clerk IV, Occupational Therapy Department

Thomas Kelley, Director, Retention

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

Stacey Luster, General Counselor/Assistant to the President for EEEEO

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 Department

# **STRATEGIC PLANNING WORKING GROUPS**

## **Academic Distinction**

Julie Frechette, Communication, Chair

Susan Mitroka, Chemistry, SPSC Member

Russ Pottle, Humanities & Social Sciences, SPSC Member

Zahra Aryan, Student

Mariana Calle, Health Sciences, Faculty

Carol Chester, Student

Christopher Chronopoulos, Student

Ali Elsayyad, Student

Megan Elizabeth Foley, Student

Charles Fox, Psychology, Faculty

Adrian Gage, Residence Life, Staff

Sara Grady, Graduate & Continuing Education, Staff

Leah Guzman, Intensive English Language Institute, Staff

Suze Jean-Charles, Human Resources, Staff

Susanna Meyer, Communication Sciences & Disorders, Faculty

Joseph Quattrucci, Chemistry, Faculty

Maia Shalev, Student

Leah Swain, Student

## **Student Success**

Adam Zahler, Visual & Performing Arts, Chair

Thomas Kelley, Retention, SPSC Member

Linda Larrivee, Education, Health & Natural Sciences, SPSC Member

Elena Arranz Alonso, Graduate & Continuing Education, Staff

Kwaku Asare, Student

Laura Caswell, Information Technology, Staff

Julie Chaffee, Registrar, Staff

Meghna Dilip, Chemistry, Faculty

Demitrius Evans, Residence Life, Staff

Maria Fung, Mathematics, Faculty

Theresa Khoury, Nursing, Faculty

Beatrice Korman, Student

William Paul Nadeau, Student

Eileen Perez, Mathematics, Faculty

Sarah Potrikus, Student Involvement & Leadership, Staff

Adrian Robledo, Student

Elizabeth Ruiz, Student

Adam Shaughnessy, Academic Success Center, Staff

## Enrollment

Sarah Strout, Assessment and Planning, Chair

Katey Palumbo, International Programs, SPSC Member

Tanya Trudell, Occupational Therapy, SPSC Member

Jillian Anderson, Career Services, Staff

Amanda Corine, Nursing, Faculty

Joe Dicarlo, Admissions, Staff

Talese Forbes, Graduate & Continuing Education, Staff

Kwame Gayle, Student

Jennifer Hood-DeGrenier, Biology, Faculty

Kevin Kane, Urban Studies, Adjunct Faculty

Robert Kolesnik, Earth, Environment & Physics, Adjunct Faculty

Ben McElroy, Transfer Admissions, Staff

Laura Murphy, Health & Wellness, Staff

Johanie Rodriguez, Human Resources, Staff

Enrique Sanchez, Student

## Public Good

Tom Conroy, Urban Studies, Chair

Mary Dillon, Occupational Therapy, SPSC Member

David Tuttle, Board of Trustees, SPSC Member

Lyndsey Broxton, Student

Paula Bylaska-Davies, Nursing, Faculty

Lori Dawson, Psychology, Faculty

Elyzabeth Frontaan, Student

Colby Harvish, Residence Life, Staff

Joanne Jaber Gauvin, Urban Action Institute, Staff

Madison Leviton, Student

Andrea Martin, Ph.D., English, Adjunct Faculty

Susan Monaghan, Education, Faculty

Amanda Pollicelli, Student

Nicole Rosa, Psychology, Faculty

Karen Shalev, Student

Michael Shamgochian, Business Administration & Economics, Faculty

Cali Vaccarello, Student

Mark Wagner, Civic Engagement, Staff

## People

Stacey Luster, Human Resources & Diversity, Chair

Steve Morreale, Criminal Justice, SPSC Member

Whitney Bailey, Student

Tavin Bromell, Student

Robert Brooks, Criminal Justice, Faculty

Marilyn Cleary, Graduate & Continuing Education, Staff

Andrea Dever, Donor Relations, Staff

Noah Dion, Academic Affairs, Staff

Kirsh Donis, Admissions, Staff

Sue Moore, Human Resources, Staff

Claudia Oliveira De Paiva, Latino Education Institute, Staff

Michelle Page, Nursing, Faculty

Talita Rodovalho, Counseling, Staff

Marcela Uribe-Jennings, Multicultural Affairs, Staff

Alexxis Vautour-Link, Student

## Culture

Edgar Moros, Intensive English Language Institute, Chair

Emily Soltano, Psychology, SPSC Member

Ezequiel Ayala, Payroll, Staff

Aimee Delaney, Criminal Justice, Faculty

Maria Gariepy, Diversity, Inclusion and EO, Staff

Catherine Goodwin, Intensive English Language Institute, Faculty

Josh Katz, Community Standards, Staff

Fran Manocchio, Accessibility Services, Staff

Mary Jo Marion, Urban Affairs, Staff

Kristie McNamara, Student Involvement & Leadership, Staff

Julia McNeil, Nursing, Faculty

Harry Mishkin, Student

Hilda Ramirez, Latino Education Institute, Staff

Paige Szczypien, Student

Karen Tessmer, Athletics, Staff

## Reputation

John Meany, Athletics, Chair

Margaret Kerr, Chemistry, SPSC Member

Mark Beaudry, Criminal Justice, Faculty

Dean Bowen, Wellness Center, Staff

Susan Burtchell, Student

Tania Delehanty, Communications & Marketing, Staff

Peter Fenuccio, Facilities, Staff

Ashley King, University Advancement, Staff

Michael Mudd, Athletics, Staff

Kristen Nelson, Residence Life, Staff

Jeremiah Riordan, Center for Business & Industry, Staff

Henry Theriault, Academic Affairs, Staff

Michaela White, Student

## Resources

Michael Mills, Alumni Association, Chair

Rodney Oudan, Business Administration & Economics, SPSC Member

Jason Anderson, Athletics, Staff

Steve Banderra, Facilities, Staff

Karina Barseguian, Chemistry, Adjunct Faculty

Matt Bejune, Library, Staff

Jodi Briggs-Pickett, University Advancement, Staff

Madeline Campbell, Distance and Global Education, Staff

Charles Fox, Psychology, Faculty

Douglas Kowalewski, Earth, Environment, & Physics, Faculty

Jeff LeBrun, Information Technology, Staff

Mike McKenna, Conference and Events, Staff

Sandy Olson, Facilities, Staff

Kris O'Reilly, Communications & Marketing, Staff

Brandi Silver, Psychology, Faculty

Jonathan Walker, Internal Controls & Risk Assessment, Staff



**WORCESTER**  
STATE  
**UNIVERSITY**

486 Chandler Street  
Worcester, MA 01602  
508-929-8000  
[worcester.edu](http://worcester.edu)