Presidential Goals for Barry M. Maloney – 2017 - 2019

I write to present my goals for approval for the period beginning September 1, 2017 and ending June 30, 2019. The goals are in alignment with both the recently approved Worcester State University Strategic Plan and the Department of Higher Education's Vision Report.

In addition to providing metrics to support each of the five strategic goals, there are overarching objectives that must also be addressed and kept in sync with the newly created plan. These objectives include increasing **revenues**, improving **customer service**, continuing to improve **retention** and graduation rates towards established goals, enhancing and expanding current programs and piloting new ones to advance the model of **transformative change** in students and continuing to improve campus lines of **communication and overall climate**.

Academic Program and Excellence

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

   METRICS:
   - Key Staffing needs
     - Successfully hire a new Director of Academic Administrative Support and continue to review the structure of academic affairs division

   - Student Learning
     - Increase 6-year graduation rate, moving toward Vision benchmark of 62% by 2020
     - Improve acceptance rate to graduate programs
     - Create a structure to encourage/facilitate team-taught courses, cross-listed courses, and interdisciplinary work.
     - Change class scheduling to better accommodate working and commuting students; embrace expanded-hour/more flexible teaching schedule
     - Continue to improve two-year developmental math success rate
     - Establish criteria to evaluate new academic program proposals

   - Workforce alignment
     - Number of degrees conferred overall
     - Review and begin implementation of the recommendations provided by upcoming academic positioning study
     - Expand the scope and number of internships offered at WSU
     - Strengthen articulation agreements – Early College and 100 Males to College - with area community colleges

   - Civic engagement
     - Increase participation in community service and/or civic engagement activities and integrate such activates into the campus academic culture
     - Expand student research
     - Launch two online graduate programs by September 2018
     - Improve internal communication; convene cross-divisional committee to address communications issues

Differentiation and Impact in the Wider World

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

   METRICS:
   - Pilot ways to promote student leadership, preparing them to make a difference in the world
   - Strengthen existing advisory boards and develop new ones
   - Encourage and facilitate a greater alumni presence on campus; introduce/strengthen/expand alumni mentorship programs
   - Working off our successful alumni giving rate, focus our energies solely on the expansion of scholarship
   - Grow the endowment to $30 million by 2019
   - Increase study away and study abroad participation and develop a staffing plan
   - Increase internship opportunities

Enrollment, Retention, and Student Success

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

   METRICS:
   - College participation
     - Outperform demographic trends in order to maintain stable enrollment
     - Increase annual graduate enrollment

   - College completion (Show improvement in key statistical categories)
     - Two-year developmental math success rate
     - Degrees conferred
     - Fall-fall retention of first-time freshmen
     - Persistence rates
     - 6-year graduation rate first-time freshmen
     - 6-year graduation rate transfers in and out

   - Achievement gap
     - Improve 6-year graduation rates of African-American and Latino vs White students, Male vs Female, Pell-eligible vs non-Pell eligible
     - Pilot (perhaps in the CJ department) a program to augment advising in our largest/most popular (in terms of enrollment) majors
     - Develop 2nd-year programming to help with retention goals

   - Student learning
     - Pass rates on licensure exams (Nursing, OT, Speech, MTEL & CPA)
     - Acceptance to graduate programs

   - Innovative curriculum
     - Develop campus-wide definition of (and standards for) academic internships
     - Start to explore integrating civic engagement/civic learning into LASC
     - Institutionalize opportunities for dialogue about high impact teaching and learning practices

- o Review and begin implementation of the recommendations provided by upcoming academic positioning study

Community and Campus Life

4. **Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued**

    METRICS:
    - College participation
        - o Analyze Wellness Center usage, group fitness participation, and recreational programming to meet the needs of the campus community
        - o Foster an environment of new and innovative student leadership that offers engagement and programming opportunities throughout the semester including late night and weekends.

    - Achievement gap
        - o Improve college participation rates among growing sub-populations
        - o 6-year graduation rates of African-American and Latino vs White students, Male vs Female, Pell-eligible vs non-Pell eligible

    - Communication
        - o Promote our success stories (e.g., website, PR pitches to media, etc.) in order to reach and inspire external audiences
        - o Develop mechanisms to coordinate community outreach and create an integrated, University-wide community outreach plan (for expanded visibility, connections, student opportunities, etc.)

    - Cultural awareness and respect
        - o Implement a solution-oriented customer service mindset and commitment; include a statement in every job description
        - o Implement the findings and recommendations from the recent New England Resource Center for Higher Education (NERCHE) study
        - o Implement new state-wide Title IX policy and help facilitate mandatory reporter trainings

Resources, Revenues, and Organizational Sustainability

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

    METRICS:
    - Revenue retention/cost containment
        - o Continue to plan for, and realize, surplus contributions to the University's unrestricted reserve balance providing financial stability and flexibility as we plan for large-scale infrastructure improvements
        - o Review of past practices and procedures across all departments in an effort to create increased efficiencies and achieve cost avoidance allowing for the distribution of budget capacity to areas of high priority

- Revenue enhancement
  - Prepare and support a financing strategy designed to raise revenue for Temple Emanuel project
  - Develop and implement a multi-year transparent budget process
  - Develop a plan for implementation of the space utilization findings and recommendations
  - Engage with DCAMM to develop a plan to meet our deferred maintenance needs within the new strategic framework for Higher Education Capital Funding
  - Expand interaction with community constituents, including: City of Worcester, Chamber of Commerce, Worcester Consortium, alumni and prospective new students and faculty
  - Evaluate and implement strategies to re-align tuition rates among day courses and continuing education, inclusive of waiver policies not regulated by the state/DHE/collective bargaining agreements
  - Increase out-of-state enrollment and put support systems in place to enable this growth
  - Put systems in place to record and benchmark enterprise-based programs in DGCE and grow net revenue by 3% annually
  - Review existing administrative policies and set in place the process by which new policies are created, approved and archived
  - Assess adequacy of the classroom technology infrastructure and furnishings, creating a plan for replacement
  - Implement an Enterprise Risk Management approach to address risk exposures across the institution