

STRATEGIC PLAN
VISION
2020

2015-2020

MASTER ACTION LIST



WORCESTER
STATE
UNIVERSITY



STRATEGIC PLAN
VISION
2020

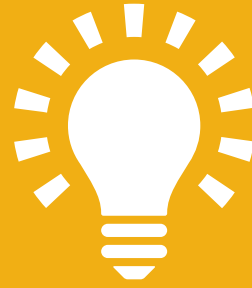
FIVE GOALS
ONE VISION

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Goal One:

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



Status

Strategy



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

- 100% pass rates for Nursing, Occupational Therapy, and Speech Language Pathology program national examinations
- MEd Leadership and Principal Licensure Program new cohorts in Fall 2015
- Intensive English Language Institute curriculum revised
- The Math and Writing Centers increased availability of tutors
- Peer Assisted Learning (PAL)-STEM supplemental program reached over 1,000 students
- Aisiku STEM center launched
- New faculty-led study abroad programs in India, South Korea, Cuba developed
- Multiple new international university partners created
- Increase in number and diversity of students studying abroad
- Life Skills workshops provided for all freshman student-athletes
- Piloted student-athlete section of First Year Seminar
- New majors in Political Science, Art and Theatre in development
- Master of Public Policy/Administration and Master of Public Management approved through governance and BOT, submitted to DHE Spring 2018
- Math Co-requisite program for MA 130 sequence launched: Students whose Accuplacer score was below that needed for placement in MA 130 received remedial concurrent with MA 130 (instead of consecutively)
- Certificate and minor in Substance Abuse Counseling in development
- Science Education 4+1 with MEd proposed



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

- Liberal Studies major created
- Ethnic Studies concentration launched; first 50 students took initial courses
- CHIP Research and Education Grants submitted
- Workshops on interdisciplinary teaching offered by Center for Teaching and Learning
- University Advancement provided funds to mini-grants focusing on interdisciplinary research

- Substance Abuse Counseling Certificate developed
- Multiple events offered for faculty and students at Worcester Area Cultural Centers
- Training for President's direct reports at Worcester Art Museum
- Launched Center for Interdisciplinary Health Research and Practice
- University Advancement providing up to \$40,000 per year the WSF Student & Faculty Research & Scholarship Activity Grants
- Psychobiology minor launched
- CityLab, a research collaboration between Earth, Environment & Physics, Urban Studies and Education publishing studies on Worcester Public Schools and metropolitan voting patterns. LEI and Urban Studies publishing research on WPS.
- CitySpeak, a collaboration between Visual and Performing Arts and Urban Studies, uses theatre to analyze and propose solutions to urban problems
- University Advancement provides \$50,000 over 5 years to support Honors Program



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

- Improved the catalog and website presentation of LASC
- Implemented 5 linked LASC courses by 2015-2016, 10 linked courses by 2016-2017
- LASC Program Review Fall 2016
- Math Pathway developed
- Working with LASC advisory board to fine-tune LASC student learning outcomes and develop assessment plan
- New LASC courses continue to be developed and offered
- Associate VP of Academic Affairs hired; oversees LASC program area chair
- Alternative to Accuplacer exam for math placement in development. Pilot begins in Summer 2018
- Academic Success Center provided intensive academic supports to 314 First-Year student who were identified as developmental level in reading, math or English based on their Accuplacer Placement Test scores. From this group, 208 students from this cohort increased their scores on the Accuplacer Placement Test.
- Academic Success Center provided LASC Workshops to all First-Year students (906) by presenting in each First-Year Seminar (Fall 2017)



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

- Water Theme semester implemented; Winona Duke Keynote lecture
- Democracy Cafes delivered
- Liberal Arts events and dialogues created
- The Math and Writing Centers increased availability of tutors
- PAL-STEM supplemental program reached over 1,000 students
- Alumni Connections Series
- Alumni Art Show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
- Provost's Series on Democracy and Diplomacy launched in Fall 2017
- Numerous outside speakers, film screenings, and events related to liberal arts subjects and concerns offered
- Multicultural Programming- Lecture Speakers, Latin Heritage Month, Black History Month, Courageous Conversations, Asian American Month, Woman's History Month and various co-sponsored lectures across campus.
- The Binienda Center was successful in establishing an MOU with the Kennedy Institute for the Senate. We have both a faculty fellow and a student ambassador and completed two programs at the Kennedy Institute this year. The Provost signed off on the MOU and announced the fellow. The Binienda Center provided \$1500 in funding for the first year. The President has dedicated \$5000 for next year's programming.



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

- Environmental Science minor approved
- Forensic Science concentration approved
- Substance Abuse Certificate
- Ethnic Studies concentration launched
- Increase in number of students pursuing the Global Studies concentration
- MEd Leadership and Principal Licensure Program new cohorts in Fall 2015
- Engaged in programmatic opportunities with greater Worcester Community to provide students with work and volunteer experiences
- Woo Serve offered Alternative Spring Break opportunity with Growing Hope Initiative
- More than 55 courses designated as Service Learning
- University Advancement provided \$100,000 in support of the Binienda Center for Service Learning and Civic Engagement
- Created the Binienda Student Award
- Service Learning courses offered for students
- Multiple community service opportunities available through various departments and clubs
- Theatre productions intentionally integrate musical scores composed and performed by Visual and Performing Arts majors and applied music students

- Celebration of Scholarship and Creativity expanded to include interactive display of student research projects
- Annual Sustainability Fair continues
- Work-based learning opportunities throughout non-profit community and WPS
- Grant Funded, develop, launched and coordinates the Worcester "100 Males to College" A cross-campus effort Multicultural Affairs, LEI, and Enrollment Management and long with city partners Worcester Public Schools and QCC



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

- 30 students employed on diversity initiatives with New England Resource Center for Higher Education (NERCHE) project and the Latino Education Institute
- Intensive English Language Institute students have volunteered through the Binienda Center for Civic Engagement
- Funding increased to support jobs for ALANA students working in after school programs
- Multicultural Affairs and Ethnic Studies funded, coordinated, implemented – multiple WSU student trips to Washington DC to visit the African- American Museum
- Teaching Garden provides students with opportunity to expand and protect collective resources for the benefit of larger communities
- Center for Entrepreneurship in conjunction with University Advancement is continuing the Robert K. O'Brien '58 Next Big Idea contest, which offers aspiring entrepreneurial students the opportunity to present their ideas for a new business to a group of experienced professionals and the chance to earn cash prizes to start or grow that business
- Center for Entrepreneurship hosts DCU Innovation Contest
- ENACTUS Team presents student service projects at ENACTUS (Entrepreneurial Action Benefits All of Us) at multiple meetings in the US and abroad
- Criminal Justice Department formalized student participation in regional Moot Court competition held annually at Fitchburg State University
- American Studies Seminar at the American Antiquarian Society expanded to three slots
- Continued participation in Model U.N.
- Multicultural Affairs offered approximately 24 events
- Jumpstart AmeriCorps Program on campus to create bridges between Academic Affairs (curricular) and Student Affairs (co-curricular). Jumpstart has increased to 46 corps members this year, though struggles with transportation issues.
- Woo Serve – Student Club committed to Civic Engagement. Woo Serve was recognized as a major org. and continues to expand offerings, including a spring break service trip. We have recently launched an informal series called Pizza and Politics, where students can get together and discuss issues of the day.

- Binienda Center helped raise campus voting rate to 63.2% 2016 (+7.0 change from 2012)
- University Advancement hosted Backpacks to Briefcase, a weeklong series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success, Interviewing skills, resume critique, and more



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

- 40% increase in the number of faculty supported to present research at conferences
- Provided financial support through the Center for Teaching and Learning for student-faculty research
- Research landing page on WSU website created
- WSU Foundation Faculty Scholarship, Research and Creative Activity Grant program launched
- Increased number of graduate assistantships offered, some of which support faculty research
- Revamped Faculty Scholarship/Creative Activity Grant program (formerly called the Mini-Grant program) to support more untenured faculty research
- Secured inflationary adjustment funding to prevent continued erosion of library resources, in particular research databases.



H: Build the infrastructure to support growth in graduate offerings and enrollments

- Added full-time position of Assistant Dean for graduate studies and online programs
- Added full-time clerical position for the graduate school
- Increased funding for graduate assistantships by 50%
- Enlisted Eduventures (an external research and advisory service) to increase DGCE enrollment
- Developed new marketing materials for all graduate programs
- Streamlined governance through Courseleaf software
- Graduate School Catalog moved to Courseleaf for automatic production
- Masters in Public Administration & Policy and Masters in Public Management approved through governance and BOT
- Completed graduate course inventory study
- Offered new graduate school scholarship for diverse students
- Offered orientation in FA17 for graduate students
- 49 graduate assistantships offered in 2017-2018 with 16% given to diverse students



I: Expand high-quality online (hybrid) classes and develop new online programs

- 10 online courses re-designed
- 5 faculty members trained in Quality Matters
- NEASC approval for initial programs granted
- Develop course codes to identify hybrid courses offered during the day
- Joined Mass Colleges Online
- Enrollment Management and Academic Affairs are pursuing external vendors for online programs
- Best Practices in Online Teaching workshop offered



J: Strengthen data collection, sharing and usage related to student learning and experience

- Implemented Admitted Student Questionnaire (ASQ)
- Utilized information about WSU graduates to inform recruitment for new students
- Utilized information about WSU graduates to inform recruitment for new students
- Shared data on scholarships with appropriate divisions
- Filled Assistant Vice President for Assessment and Planning position
- Developed student learning outcomes for all programs that will be posted on WSU website
- Data Quality Committee reinstated. Includes staff from all areas of the university
- Data Quality Committee creating best practices for data storage
- Improving process for dissemination and collection of Division of Graduate and Continuing Education course student evaluations
- Centralized survey distribution through Assessment and Planning so that students will not be overwhelmed by survey requests
- Developing data codes for experiential learning courses to better analyze course type offerings
- Newly hired Director of Retention has begun creating reports for year to year comparisons
- Improved tracking and outreach to our Military and Veteran population to insure their success. 2016 - Data shows trending towards better retention rates and steady graduation rates for the cohort. Using several Social Media and List serve to inform meet and counsel students.



K: Grow institutional commitment to information literacy and instructional technologies

- Fake news training events sponsored by Library Faculty
- Mac Lab added for Communications courses
- Upgrades and replacements to laboratories
- Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional textbooks with free Open Educational Resources (OER). The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- Division of Graduate and Continuing Education providing two \$1,000 for Open Educational Resources (OER) grants for graduate courses
- In FY 18, librarians taught 96 instruction sessions (17 academic departments, 6,315 minutes, and 1,651 attendees)
- Since Jan. 2016 hired five librarians who have since been designated as department liaisons offering information literacy and instructional services.



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

- New Library Director hired
- Library strategic planning completed
- Increased funding for information access budget by 10%
- Liaison program for librarians and faculty created
- Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional textbooks with free Open Educational Resources (OER). The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- Division of Graduate and Continuing Education providing two \$1,000 for Open Educational Resources (OER) grants for graduate courses
- Establishing proactive for physical and digital archiving of graduate school culminating projects (theses, etc.)
- Creating two adaptive and collaborative work spaces for presentations, as well as independent and group study
- Since June 2015, hired 8 (of 15) full-time library staff (6 MSCA librarians and 2 AFSCME library assistants)
- Created a dedicated space for WSU Archives and Special Collections in Jan. 2017.
- Implemented off-campus access for all library electronic resources.
- Fully implemented link resolver software enabling full-text discovery from non-full-text listings (citations) in databases
- Developed reporting mechanism and workflow to report electronic resource access problems.
- Increased engagement activities by sponsoring events, and hosting tables.

Goal Two:

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



Status

Strategy



A: Capitalize on WSU's urban location as a programmatic strength and educational asset

- Academic Affairs developed 5 new community partnerships
- Academic Affairs Increased number of advisory boards by 50%
- Academic Affairs Assisted in the founding of Academic Health Collaborative
- Academic Affairs Created Urban Networks: Community Action Research Projects
- Enrollment Management created new recruitment materials promoting urban location
- Enrollment Management capitalized on HECCMA opportunities
- Academic Affairs developed relationships with 133 new employees for internship and job opportunities
- CityLab, a research collaboration between Earth, Environment & Physics, Urban Studies and Education publishing studies on Worcester Public Schools and metropolitan voting patterns
- CitySpeak, a collaboration between Visual and Performing Arts and Urban Studies, uses theatre to analyze and propose solutions to urban problems
- Collaboration with Girls Inc., including Math, Urban Studies, and Visual and Performing Arts departments
- Center for Social Innovation sponsored New Economic Summit-location chosen specifically for centrality
- Academic Affairs collaborates with Worcester Public School system
- Academic Affairs collaborates with local hospitals
- Translation Center launched. Offers affordable document translation services to help campus clients and community members communicate effectively in order to increase cross-cultural understanding and diversity awareness. We currently provide Spanish-to-English and English-to-Spanish translation services.
- Communication Sciences and Disorders offered workshops for local speech language pathologists
- Founding member of the Academic Health Collaborative in conjunction with Worcester Department of Public Health
- VITA program provides free tax preparation for local community members
- New community advisory boards created for Health Sciences and Computer Science



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

- Liberal Studies major created
- Workshops on interdisciplinary teaching offered by the Center for Teaching and Learning
- Funds added to mini-grants focusing on interdisciplinary research
- Developed Watershed Science and Education Co-Laboratory
- Aisiku STEM center launched, 4 lectures held and 2 student externships placed in 2017-2018
- Academic Affairs held the 11th annual Celebration of Scholarship and Creativity, which highlights both research and creativity at the undergraduate and graduate levels



C: Better articulate the relationship between academics and workforce alignment, particularly in the arts and humanities

- Academic program-specific workforce options identified and included in recruitment materials
- Internship Committee identified internships for awarding of Strategic Internship Fund
- Career Services provided Mock Interview sessions and presented career information in academic classrooms
- Career Services developed Filling the Gap in Undergraduate Career and Life-Planning Services and Support
- Career Services Liaison position funded to help develop relationships with faculty
- Increased the number of workforce trainings offered by the Center for Business and Center for Effective Instruction
- Created new codes for experiential learning courses, including internships, to be able to better track student experiences



D: Promote and stress curricular inter-disciplinarily and programmatic connectedness to enrich learning and create multiple potential paths for WSU students to pursue upon graduation

- Liberal Studies major created
- Ethnic Studies concentration launched; first 50 students took initial courses
- Substance Abuse Counseling Certificate developed
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- 3+3 BA/BS to JD program with UMASS Dartmouth School of Law and West New England University Law School
- Psychobiology minor launched



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

- Increased the number and diversity of students in study abroad and the number of locations
- Increase in number of students pursuing the Global Studies concentration
- Faculty-led study abroad opportunities were offered, including a trip to Cuba (for the first time)
- University Advancement visited 349 alumni face-to-face in 2015-2016
- Launched Lancers Across the Nation tour
- HRSA (Health Resources and Services Administration) Grant with Quinsigamond Community College (Nursing department) started a federal grant to support underrepresented individuals to succeed in BSN Nursing program.
- Worcester State University, Worcester Public School and Gear-Up Program - offers the Annual African American Read-In/ALANA Preview Day - Fourth Annual Celebration
- Worcester State University, Worcester Public School and Friendly House – offers the Annual MLK Youth Breakfast 24th year Celebration.
- Worcester State University- Worcester Public Schools – continues educational pipeline efforts to enough educational attainment and post-secondary enrollment via the Upward Bound program for Worcester Public School student's enrollment of 65 students yearly.
- Founding member of the Academic Health Collaborative in conjunction with Worcester Department of Public Health
- New community advisory boards created for Health Sciences and Computer Science
- Strong numbers for Intensive English Language Institute and Community ESL programs
- The Intensive English Language Institute offered limited full-time tuition & fee waivers to people of Puerto Rico displaced by Hurricane Maria (for Spring 18, Summer 18 and Fall 18)
- Collaboration with Girls Inc., including Math, Urban Studies, and Visual and Performing Arts departments
- Expanding alumni and local, regional, global network of philanthropic, in-kind and mentoring supporters by holding regular, annual events during the late winter into to spring



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

- Increased the number of students in study abroad and the number of locations
- Increase in number of students pursuing the Global Studies concentration
- Ethnic Studies concentration launched; first 50 students took initial courses
- Environmental Science minor sent to governance
- 30 students employed on diversity initiatives with New England Resource Center for Higher Education (NERCHE) project and the Latino Education Institute
- Created Urban Networks: Community Action Research Projects
- Provided financial support through the Center for Teaching and Learning for student-faculty research
- Annual Sustainability Fair continues
- Campus Climate Committee created and launched research project examining campus culture
- Provost's Series Diplomacy and Democracy launched
- Guest Adrian Haugabrook was invited to speak at the Student Leader Orientation Dinner after successful workshops with previous leadership program students.
- Herman Boone spoke in September about race and his experience coaching for Annual Lecture Series
- CLEWS (Community Leadership Experience at Worcester State) continues to thrive. This year's graduating cohort is looking to outpace the control by 65% graduating on time, as compared to 25 % for the control group.



G: Expand opportunities that encourage development of leadership potential within the student body

- Partnered with First Year Seminar for Peer Mentoring Program
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
- Gamma Chi WSU Chapter of Delta Alpha Phi, the international honor society for students with disabilities was created
- Host Captain's Leadership Breakfast for team Captains
- Developed Community and Leadership Experience at Worcester State (CLEWS) living-learning community
- Launched the Lifetime Lancer Student-Alumni Council
- Provided \$100,000 in support of the Center for Service Learning and Civic Engagement
- Provided financial support through the Center for Teaching and Learning for student-faculty research
- ENACTUS Group presents student service projects at ENACTUS meeting in the US and abroad
- Center for Entrepreneurship and Business Administration and Economics Department partners in programming with Worcester's IDEA Lab

- Collaboration with Education, Occupational Therapy and Communication Sciences & Disorders on peer mentoring programs
- WSU's chapter of Delta Alpha Pi, the international honor society for students with disabilities continues to induct new members. In 2018, 39 new members were inducted. 8 members received training as Peer Mentors (PAL – Peer Advisory Leadership)



H: Strive to have the top degree-completion rate among the state universities in Massachusetts

- Graduation rates continue to climb. 4 year graduation rate is 40% and 6 year graduation rate is 55%
- The Math, Writing, and Spanish Centers increased availability of tutors
- Identified students at-risk for attrition resulting in numerous students eligible for graduation
- Added new flags to Starfish for FAFSA completion, not yet registered etc.
- Registrar's Office streamlined graduation process by doubling the communications to students and advisors before pre-registration, and by working with IT to create an online Intent to Graduate form.
- Success Coach Pilot included 90 invitations to students based on non-cognitive risk factors. PT success coaches reaching out to additional students at-risk
- Retention worked with AVPAA and Registrar's office to review 2010F & 2011F cohorts to encourage degree completion.
- 36 first-year students were offered one of 19 success coaches. One paid part-time coach has offered non-academic advising assistance to approximately 200 first-year students with two identified risk factors.
- Increased advising participation by requiring advising for pre-registration
- Number of departments using Starfish increased to 38
- With the hiring of a new Retention Director in Fall 2017, a full audit of Starfish is being completed in SP18. An improved usage experience, improved back-end management, and further use of the system's functionality is expected by FA18.
- Increase in number of office hours scheduled using Alert
- Implemented the 4,3,2,1 program in Residence Life (4 years to graduate, 3.0 G.P.A, 2 hours study each class, 1 extra-curricular activity)
- Strengthening advising on campus through workshops and developing an advising manual
- Improved non-matriculated student advising and access for non-traditional student populations
- Spring 2017 and Fall 2017 Tutoring Services include roughly 31 courses offered tutoring services for 450 hours per semester. This affects approximately 428 each semester.
- Hosted Registration Workshops (Fall 2017) for all new students. Among the 11 workshops, 861 students attended (839 First-years and 26 Transfers). Also, note, 270 students attended a Friday session.

- By New Student Orientation, 796 (87.8%) of the First-Year class was registered for Fall 2017. By 7/1/17, 859 (94.8%) of the First-Year class was registered for Fall 2017. This timeline allows students to connect appropriately with faculty at Orientation, receive their fall bill on time and have adequate time be issued a Financial Aid package. All of these elements are closely connected to the success and retention of the incoming class.
- All freshmen student-athletes still participate in Life Skills Workshops almost every month covering all the various areas of concentration such as Alcohol Awareness, Time Management Skills, Study Skills, Nutrition, etc.
- Specific sections of First Year Seminar have been created for student-athletes
- Guidelines that are more detailed were implemented in order for coaches to recruit student-athletes that are “WSU caliber” who have the skill set to succeed academically at WSU.



I: Improve career-related services and expand professional networking opportunities for WSU students and graduates

- Career Services provides Mock Interview sessions. October’s event had 44 registered students. 12 employers (many from the City of Worcester) volunteered their time to assist our students. We collaborated with the Psychology and Urban Studies capstone/internship professors. March’s event is the largest we have ever had with the partnership of Health Education, Psychology, and Biology we are planning for 80+ students.
- Presented Career information in academic classrooms. Fall 2017 and Spring 2018 (as of 1/25) have surpassed our expectations. We have seen an estimated 1150 students in 47 classroom presentations.
- Created a WSU internship/job bulletin board near Career Services offices
- Created a Career Services LinkedIn account
- Created instructional marketing flyer for employers to join CSO
- Partnered with Chamber of Commerce for Spring Career Fair
- Launched the Alumni Connections series
- Center for Business and Industry building networking opportunities for students
- Center for Entrepreneurship and Business Administration and Economics Department partners in programming with Worcester’s IDEA Lab
- Career Services collaborated with Athletics to increase junior and senior student athlete knowledge of professional dining etiquette and job interview skills
- Career Services created and introduced to the campus our “Career Services A la Carte” This is a cart used across campus to advertise our resources and engage students
- Career Services presents to all undeclared students at Orientation

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- Fall 2017 Career Services migrated to GradLeaders a new database for "LancerLink". Over 150 employers have been personally assisted in recruiting our students. 44 employers attended our Part time job fair. 568 jobs/internships were posted.
 - September 2017 Career Services kicked off a google form assessment that goes out to every first time one on one appointment. We offer a monthly drawing as an incentive for completion. As of 1/23/18 we have 38 responses out of 154 surveys sent.
 - Continue to increase student participation in The Washington Center Internship program
 - PAL mentors worked with 6 first year and transfer students during Fall semester 2018.
 - 2017-2018 thus far has brought in 31 employers for recruiting tables. We also introduced Wednesdays at Worcester, which brought in 10 employers.

Goal Three:

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



Status

Strategy



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

- Liberal Studies major created
- Ethnic Studies concentration launched; first 50 students took initial courses
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- Master of Public Policy/Administration and Master of Public Management approved through governance and BOT, submitted to DHE Spring 2018
- Substance Abuse Counseling Certificate developed
- MEd Leadership and Principal Licensure Program new cohorts in Fall 2015
- Substance Abuse Counseling Certificate developed
- Intensive English Language Institute curriculum revised
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- New majors in Political Science, Art and Theatre in development
- Psychobiology minor launched
- Graduate Certificate in Instructional Coaching proposed
- Science Education 4+1 MEd in development



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

- 10 online courses re-designed
- 5 faculty members trained in Quality Matters
- NEASC approval for initial programs granted
- Financial Aid updated the WSU Application for Approval to Participate in Federal Student Aid Programs and was approved by the Department of Education
- Best Practices in Online Teaching workshop offered
- Providing Quality Matters training to improve online course development and instruction for faculty
- Develop course codes to identify hybrid courses offered during the day
- Joined Mass Colleges Online
- In talks with online teaching vendors
- Purchased and initiated Scantron ClassClimate- an online course evaluation software for Division of Graduate and Continuing Education



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

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



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

- SAT optional admission approved
- 100 Males to College funded
- Purchased prospective student names for desired demographic groups and out-of-state names
- Began hosting bilingual admissions information sessions at open houses
- Created new marketing materials for the Latino Education Institute
- ALANA preview day for diverse prospective students
- Create a personalized schedule and implemented online registration form for Transfer Orientation
- Collaborated with International and Intensive English Language Institute regarding the needs of international students
- Established new graduate scholarship for diverse students
- Awarded 49 graduate assistantships for 2017/2018, 16.3% awarded to diverse students
- Grant Funded, developed, launched and coordinate the Worcester "100 Males to College" A cross-campus effort Multicultural Affairs, Latino Education Institute, and Enrollment Management along with city partners Worcester Public Schools and QCC
- WSU, Worcester Public School and Gear-Up Program - offers the Annual African American Read-In/ ALANA Preview Day-Fourth Annual Celebration
- WSU, Worcester Public School and Friendly House – offers the Annual MLK Youth Breakfast 24th year Celebration.
- WSU- Worcester Public Schools – continues educational pipeline efforts to enough educational attainment and post-secondary enrollment via the Upward Bound program for Worcester Public School student's enrollment of 65 students yearly.
- Purchased out-of-state names (upstate NY, northern NJ, NC). Purchased names from new and old sources, such as Carnegie and Princeton.

- Recruited in Albany and all other 5 NE states. Offering Excellence Scholarship, WSU’s first out-of-state merit scholarship.
- Marketing has created a new “Fit and Feel” brochure to target, in part, out-of-state students.
- 90 new out-of-state students enrolled in FA 17



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

- Held 2 alumni career events
- Department chairs invited to participate in phone-a-thon coordinated by Admissions. Lists of new prospects and recruits are sent to all department chairs to aid in recruitment and yield activities.
- Open house and yield programs heavily feature students (in-person and in profiles)
- Included student speaker at Congrats Day
- Implemented Lancer Home for the Holidays
- Marketing collected video stories from multiple faculty to use in recruitment videos
- Invited alumni to open house and college fairs
- Launched Lancers Across the Nation tour
- Developed Lancer’s Admissions Ambassadors program
- New student communications (story telling) to accepted students have been increased.
- Alumni at open house. Invited to participate in travel (attended some college fairs). A new alumni postcard has been developed for yield purposes. Admissions is working with Advancement now to possibly host recruitment efforts at alumni homes in FA18.



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

- Increased financial literacy with Satisfactory Academic Progress (SAP), Pell grant, and loan limit trainings
- Implemented Transfer Scholarship Program
- Implemented Changing Lives Campaign for scholarship support over 6 Million raised by March 2017
- Launched the Adopt a Scholar program
- Developed Thank a Donor Day
- Sin Qua Non Faculty and Staff giving society event for donors created
- Scholarship award amounts were adjusted in FY18 based on a thorough review of the effectiveness of past award amounts.
- As of April 2018 Admissions is currently awarding 30 new Adopt a scholar scholarships. Event is planned for Fall where all new students will be invited to participate in the Tri-Board Dinner to meet their new donors
- Third cohort of the Transfer Scholarship Program (provides 15 \$1,000 scholarships for incoming transfer students that would be available to them for two years).

- Change Lives Campaign Goal Completed on June 30, 2017 – Successfully raised nearly \$17 million
- Encouraging all Military / Veterans to fill out FASFA has led to a higher rate of FAFSA usage, scholarships and emergency funding to meet student needs.



G: Leverage WSU’s current K-12 initiatives to create a pipeline of applicants from urban areas

- New Worcester Public Schools/WSU data sharing agreement created for student recruitment
- Purchased school counselor mailing list
- Guidance counselor piece developed with view books
- Worked with MassEdCo Collegiate Success Institute CSI students in the Worcester Public Schools.
- Guidance Counselor Breakfast at WSU. GC & Athletic Director event coordinated with Athletics.
- WSU Alum poster for teachers to post in class
- Dual Enrollment efforts continue at WSU with existing CDEP grant, 100 Males PIF grant, possibly Early College award, etc.



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

- Transfer Pathways created for 16 programs
- New articulation agreements created with Mount Wachusett Community College, Quinsigamond Community College, and Springfield Technical Community College
- Transfer Center established for the collection, storage, updating, and coordinating of campus articulation agreements.



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

- Implemented an academic due diligence process including 3 year course offering plans for all degree programs
- Deans and chairs continue to assess course offerings and adjust based on student needs
- The Registrar’s Office sends out reports with each course submission request with course and majors info. Year out production is still active. Retention and Admission Office both send chairs reports of new and cont. students.



J: Strengthen academic advising across the University

- Increased advising participation by requiring advising for pre-registration
- Number of departments using Starfish increased to 38
- Increase in number of office hours scheduled using Alert
- Surveyed faculty and students regarding advising
- Created the Academic Toolkit
- Installed a new waitlist functionality
- Clarified Academic Appeal process and documentation needed for student appeals
- Student Accessibility Services (SAS) staff serve as Academic Advisors for undeclared SAS students
- PAL mentors provide guidance during priority registration for SAS students



K: Expand services in the evening for all students

- Many offices open until 6:00 pm, some offices open later than 6:00 pm when need arises (registration, beginning of semester, etc.)
- Student Accessibility Services open until 6:00 pm on Mon, Tues, Wed. Number of intakes increased by 100% over a one-year period.
- Increased hours of Student Center to accommodate late night food
- Increased number of Student Affairs evening events
- Hired new Non-Matriculated/ Adult Student Advisor to assist non-traditional student populations (works 3 evenings a week)



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

- ‘Difficult Conversations’ workshop delivered to all department chairs
- 29% decrease in overdue bill notices mailed for student accounts in arrears
- 53% decrease in deleted registrations due to unresolved account balances
- Number of accounts in arrears that were subject to Blackboard holds was down 9%
- Student Health Services continues to collect data on customer service via survey. Responses indicate a high satisfaction with Health Services.
- Student Accessibility Services collects data from surveys and focus groups.
- Two full-time staff have been assigned to the procurement function
- Two full-time staff have been assigned to the accounts payable function
- Part-time staff person has been assigned to processing all travel
- Professional trainer was contracted for service training with all Enrollment Management staff
- Developed Patient Satisfaction Survey for Health Services
- Edited the Recruitment Exemption Guideline Forms so that Athletic Director can review potential recruits in more detail
- Quality Customer Care and Services lecture and Transgender Students 2015 webinar attended by Nurses
- Provided individually based services for SAS students
- Administration and Finance has developed a survey for each department. 4 years of data show a consistent increase in customer service ratings.
- Administration and Finance/Publications & Printing Services staff member earned the Commonwealth's highest Customer Service Award in 2017 - The Manuel Caraballo Governor's Award for Excellence in Public Service.

- Internet bandwidth upgrade from 1 gig to 5 gig - high speed internet upgrade to expand the overall education experience of students
- Enrollment Management customer service training plans have been developed and completed. Included specific training related to veterans and students in distress.
- University Advancement continues best practices (No phone goes to voice mail, thank you letters within 48 hours, courteous helpful/service to all)
- Produced a new Student Services video for First Year Orientation to include updated information and/or new staff.
- Developed a First Year 101 session for the First Year Orientation program.

Goal Four:

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



Status

Strategy



A: Foster a culture of engagement, pride and gratitude among all WSU constituencies

- Deans provide information on institutional matters and faculty achievements through Dean's Notes (EHNS) and Faculty Notes/Faculty Digest (HSS)
- Mary Cosgrove Dolphin Gallery mounts four exhibits annually, including two student shows
- Department of Visual and Performing Arts mounts three theatrical productions annually, including one student-directed production
- Student Affairs implemented Student Employee Appreciation Program
- Student Affairs celebrated the National Student Employee Appreciation Week
- Expanded annual celebration of service to recognize community partners, faculty, students, staff and alumni engaged with the community
- Creation of new stewardship events
- Presentation of annual Distinguished Alumni awards
- Launched new Lancer Mascot
- Graduate School offered new graduate student orientation to welcome students for Fall 2017
- Improve accessibility on campus--Walkway between SC and Health Services completed; Improvements at Garage underway; Accessibility Map underway



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

- Co-sponsored events with Student Affairs
- Chart of accounts by department code has been cleaned up and coding for Academic Affairs changed to make pulling data easier
- Developed electronic workflows with Image Now software
- Created a full-time benefits coordinator position. Resulted in 21% increase in employee discount programs and 20% increase in flexible spending programs
- Contracted with Ellucian to purchase Elevate program for DGCE
- Improved website, employee handbooks, and benefit information packets
- Offered quarterly new employee orientation
- Improved utilization of FacStaff listserv to remind employees of benefits and deadlines

- Targeted communication through employee listservs
- Increased internal and external collaborations to support employee needs (WSU Speech and Language services, Chamber of Commerce Leadership and networking programs)
- Promoted information through Enrollment Management Info Sharing Sessions
- Data Quality Committee addresses proper use and storage of data
- Enrollment Management Committee includes members from across divisions
- Implemented Faculty Fellow program for Academic Affairs
- Faculty trained to sit on conduct boards
- University Advancement with Deans upon completion of Academic Program Reviews to raise money for programming. As of March 2017 more than \$5 million has been raised.
- Collaborative oversight of classroom technology and furniture study
- Diversity Office oversight of Campus Climate Study and Five Point Plan of Action including committee work, cultural competency training, diverse hiring and cross racial interaction
- HR offering increased opportunities for customer service training, title IX training
- Multiple co-sponsored events and professional development opportunities
- Conducted FERPA training in collaboration with counsel from Rubin and Rudman. Outcomes include 43 registrants from various divisions on campus (January 2017)
- Discussion on Institutional Learning Outcomes at Leadership Council
- Successfully offered professional development workshop Assessment & Intervention Principles with Dual Language Learners (for WSU students and professionals)



C: Increase options for all students to participate in campus life outside the classroom

- Supported students in attending national events such as Presidential Inauguration, the Women's March on Washington
- Offered Dining Etiquette Event (table manners and interviewing techniques)
- Successfully implemented the STARS program to aid in the strengthening of student organizations
- Increased number of weekend events
- Commuter Appreciation Week
- UPASS available for purchase on campus and through student loan funding/scholarships
- Bulletin boards, forms, signage were added to the organizational wing of student center
- Numerous academic clubs and honor societies provide opportunities for participation outside of classroom

- Academic Departments sponsor informal gatherings and open houses for students and faculty
- Civic Corps secured funding for \$1000 stipends for sophomore ALANA students to participate in community engagement and faculty-led study abroad. 14 Sophomore ALANA students have engaged in civic learning and engagement and over 41 students have been supported.



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

- Residence Life offers FYRE: First Year Residential Experience; other LLCs have been retired due to lack of student and faculty participation
- Developed 3rd floor of student center as programming space
- Library is creating two adaptive and collaborative work spaces for presentations, as well as independent and group study



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

- Democracy Café's offered
- Co-sponsored Career Days with Alumni
- Presentation by Dr. Kristen Lee Costa '96 on navigating academic stress
- First Employee Fun Day was held summer of 2017
- As of April 2018, Admissions is currently awarding 30 new Adopt-A-Scholar scholarship
- Leadership Council is made up of department chairs and administrators from across the campus
- President holds 'Campus Conversations'-- opportunities for faculty, staff, and students to communicate with the president



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

- Over 30 events on cultural awareness offered
- Human Resources offered training for campus leaders in Cultural Competency
- The Latino Education Institute produced a GradNation Summit
- The Center for Human Rights sponsored multiple roundtable and advisory sessions on immigration issues
- 100% of new hires received anti-discrimination training
- Reestablished Office of Inclusion and Diversity within A&F division
- Over 700 students completed the Culturally Engaging Campus Environments (CeCe) survey
- Contracted with New England Resource Center for Higher Education (NERCHE) to develop institutionalized approach to improve campus climate
- Improved tracking and outreach to Military and Veteran population
- Offered 2 day retreat on diversity and inclusion for the division
- Sent members of Athletic Department to the NCAA Inclusion Seminar
- Sent member of Student Affairs to NCORE - the leading national forum on issues of race and ethnicity in American higher education

- Sent member of Student Affairs to the National Active Minds Conference on Diversity and Inclusion
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
- Student-Athlete Orientation included session on diversity and inclusion
- Offered Accessible Housing Selection Process
- Online mental health screenings now available in 3 languages (English, Spanish, Portuguese)
- Diversity Lecture Series offered
- Student led group Active Minds offered Talk to Someone campus event and video
- Counseling Center staff facilitated 2 sections of Student Support Network (SSN) to train students in recognizing, responding and referring peers struggling with mental health
- Addiction trainings were offered campus-wide in concert with talk by Chris Herrin (former Boston Celtic)
- Offered presentation on Opioid Crisis
- One Love Foundation programming offered to bring awareness around dating violence
- Assisted Student led groups with diversity activities such as Ally week, Transgender day, Accessibility Awareness week, Coming out Day
- Student Accessibility Services offered workshop on Universal Design
- Changed the name of Disability Office to Student Accessibility Services. Positively received on campus
- Improved accessibility on campus through accessible walkway between Student Center and Health Services
- Fuller Foundation support for WSU students involved in the Latino Education Institute or who are Latino/Latina
- Raised over \$500,000 for the Latino Education Institute
- Diversity Office oversight of Campus Climate Study and Five Point Plan of Action including committee work, cultural competency training, diverse hiring and cross racial interaction
- African American Teach-In
- Faculty- and student-directed theatre productions in spring 2018 intentionally provided expanded opportunities for actors of color
- Campus Climate Committee formed and conducted first research project relating to campus culture
- Fall 2017 Department Chairs' retreat focused specifically on Department Chairs as promoters of diversity



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

- Memo of understanding with MSCA
- Held multiple meetings between faculty leadership and staff
- New civility webinars offered for supervisors
- Deans and Department Chairs participate in monthly meetings to discuss institutional matters and aid in setting priorities
- Provost holds direct report meetings once a month for communication
- The strategic plan and strategic plan review committee are made of up faculty and staff from all divisions of the university
- Leadership Council is made up of directors, chairs, deans, and vice presidents from all divisions.
- New England Resource Center for Higher Education (NERCHE)/ NITE assessment, which led to the establishment of the Campus Climate Committee



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

- Community Service Award offered
- Increased presentations for the Celebration of Scholarship and Creativity by 43%
- Added 3 new academic achievement awards
- Student success story collection used in new media and recruitment materials
- Marketing staff added functionality to update faculty online profiles, faculty photos, and e-news stories about faculty
- A new award for adjunct faculty has been created
- Academic achievement awards are given to students each year and celebrated at Academic Achievement Awards Ceremony
- 2x year publication of Worcester State magazine, the Annual Report of gifts, monthly e-newsletter to alumni and scheduled events.
- Binienda Center holds Annual Celebration of Service to recognize community partners, faculty, students, and staff and alumni engaged with the community.
- Enrollment Management will begin offering an employee recognition award in Spring 2018 to recognize positive contributions to the campus community by staff members or faculty from any division.



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

- A new award for adjunct faculty has been created
- New faculty are provided a semester-long orientation with workshops on various topics to help them succeed
- Revamped Faculty Scholarship/Creative Activity Grant program (formerly called the Mini-Grant program) to support more untenured faculty research



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

- Increased diversity in Humanities and Social Sciences by 43%
- Diversified the Academic Affairs office staff
- Diversity has been a hiring priority for Athletics, Counseling Center, Residence Life, Student Accessibility Services, and University Police.
- Diversified Counseling Center staff as a result of multiple vacancies
- Host Annual AccessAbility Week (4th year 2018)



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

- Held 2 alumni career events
- Increased focus on the part of coaches to engage alumni
- Alumni Connections Series
- Alumni Art show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
- Increased alumni engagement in participation of events
- Presentation by Dr. Kristen Lee Costa '96 on navigating academic stress
- Redesign and Launch of new Worcester Statement magazine
- New template for Alumni Enews
- Academic Departments invited alumni to join advisory boards, return to campus for career-focused events and supervise interns
- WSU's Annual Day of Giving – In 2018 was re-named and updated to I love WSU day. Over 500 donors of which approx. 170 were students. Over \$70,000 raised in one 24 hour period
- Best Foot Forward Campaign--Goal is to raise \$13,000 by 6/30/18 for a fund to support students who take unpaid internships – so that they have funding while getting valuable experience
- Backpacks to Briefcases: A weeklong series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success, Interviewing skills, resume critique, and more. Goal is to engage alumni to assist students with life after graduation.

Goal Five:

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



Status

Strategy



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

- Liberal Studies major created
- Md Leadership and Principal Licensure Program new cohorts in Fall 2015
- Ethnic Studies concentration launched; first 50 students took initial courses
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- Math Co-req program for MA 130 sequence launched
- Substance Abuse Counseling Certificate developed
- Intensive English Language Institute curriculum revised
- Installed customer relations management software to identify and track student interest information
- Expanded the role of the Non-Matriculated Student Advisor to serve as an ombudsperson to assist non-traditional student populations (reallocation of resources)
- Unused funds from the previous budget year were reallocated to support the Center for Business & Industry, which is a targeted growth area for DGCE
- Working cross-divisionally to streamline the registration process for non-matriculated and adult student populations with the goal of increasing student enrollment
- Image Now upgrade - to expand document sharing, storage and approval
- Psychobiology minor launched
- 3+3 BA/BS to JD program with UMASS Dartmouth School of Law and West New England University Law School
- New majors in Political Science, Art and Theatre in development
- Master of Public Policy/Administration approved through governance and BOT, going to DHE Spring 2018
- Science Education 4+1 MEd in development



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

- Center for Business and Industry increase in training delivered and revenue obtained
- Wellness Center is on pace to generate about \$100,000 in net revenue for rentals, group exercise, etc. We are almost to a point where we are maxed out in the amount of space we can rent.
- Implemented Changing Lives Campaign for scholarship support over 6 Million raised by March 2017
- Expansion of the district-based cohorts for the Masters in School Leadership & Administration
- Exploring possible collaboration with Academic Partnerships to bring some graduate programs 100% online
- Counseling Services secured grant monies for JED campus initiative and Healthy Minds Study. JED campus is designed to guide schools through a collaborative process of comprehensive systems, program and policy development with customized support to build upon existing student mental health, substance abuse and suicide prevention efforts.



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

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



D: Secure funding for deferred maintenance work on campus

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



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

- Engaged a consultant (Rickes Associates) to examine academic space planning and the May St building opportunity
- Acquisition of Temple Emmanuel Property (May St. Building) and Parking. 71,300 square feet of additional programmable space for WSU and 126 parking spaces.
- Meetings with WSF facilities and Real Estate committee to discuss strategies for financing major capital infrastructure needs at May St.

Status

Strategy



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

- Outsourced website hosting to AWS which provides consistency and disaster recovery options
- Engaged Vantage Technology Consulting group to perform a Classroom Technology Visioning, Assessment, and Masterplan.
- DGCE working with A&F to clarify the reporting of the \$7million dollars in revenue generated by renaming revenue streams to map to budget units



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

- Change Lives Campaign completed in June 2017. Total raised \$17 million
- Developed new young alumni giving society
- Launched Lancers Across the Nation tour
- Young Alumni President's Circle is an exclusive giving society for our graduates of the past ten years, offering these recent alumni a way to give back to their alma mater through incremental levels of support each year. 32% of current members are minorities – they are active and engaged alumni and this program is keeping them connected to the University in a meaningful way



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

- Provost's Faculty Scholarship Travel Fund increased by \$30,000. Implemented twice a year in response to faculty concerns. All qualified applications supported.
- Established and launched new Faculty Research grant with the Worcester State Foundation
- Awarded student research grants to offset costs



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