

Appendix B



2018-2019
Strategic Plan
Progress Report

Master Action Grid

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

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
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in Fall 2019
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- Intensive English Language Institute curriculum revised
- The Math and Writing Centers increased availability of tutors
- PAL-STEM supplemental program reached over 1,000 students
- Aisiko STEM center launched
- New 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 FYS
- New majors in Political Science, Art and Theatre in development
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College
- Math Co-req program for MA 130 sequence launched: Students whose Accuplacer 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
- 4+1 BS in History to MS in Counterterrorism program with Nichols College in development
- New concentration in Digital Media Production launched
- 4+2 BS in Criminal Justice to MS in Criminal Justice program with Bridgewater State University, with guaranteed admissions seats
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- Interdisciplinary minor in Public History in governance approval process
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Establishment of "Full Summer" term which will allow departments to offer classes for a full 12 weeks in the summer
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
- District-based apprenticeship program for school principals and assistant principals
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Name change from Women's Studies to Women's, Gender, and Sexuality Studies submitted to governance. This better reflects the scholarship in the field and the inclusivity of the discipline.
- Implemented new Forensic Science minor program.
- Currently have total of approximately 100 students majoring in Liberal Studies. Each student designs a unique, interdisciplinary plan of study with support through intensive advising. Thus, the major offers continually opportunities for student-driven curricular innovations.
- Establishment of new administrative position to support faculty development in online and global education (Interim Associate Dean)

Strategy 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 CTL (Center for Teaching and Learning)
- University Advancement provided funds to mini-grants focusing on interdisciplinary research
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- Multiple events offered for faculty and students at Worcester Area Cultural Centers
- Training for President's direct reports at WAM
- 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
- Graduate Certificate in Instructional Coaching proposed
- 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
- Aisiko Interdisciplinary Research Program gave first award
- Funding efforts, coordination and implementation of Short Faculty led Study Abroad Trip to Cuba Multicultural Affairs and Sociology Dept.
- University Advancement provides \$50,000 over 5 years to support Honors Program
- Built prototypes of interactive learning spaces in rooms s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Team-taught course transforms historical research on Worcester's into theatre vignettes presented publicly at The Oaks historical home
- Environmental and Sustainability Studies interdisciplinary concentration launched
- 3rd annual Global Action Fair, a collaboration between multiple academic, faculty and students groups to connect WSU community members with global issues, resources, and social justice opportunities on campus, in Worcester, and around the world.
- Awarded three Provost's Series Grants that provide funding for 2-3 faculty members in different departments to link their courses and students in joint activities and curriculum.
- Created a team dedicated to teaching a new "Introduction to Women's, Gender, and Sexuality Studies" that includes History, Philosophy, Psychology and Library.
- Student and Faculty Research Grants from University Advancement was expanded to include faculty research grant opportunities in FY2018. For FY19 a total of 16 Faculty were awarded a combined total of \$15,664 and 16 students were awarded a total of 11,320 in grants through the established process



Strategy 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
- Created a new recruitment brochure and freshman advising materials for LASC
- Implemented 5 linked LASC courses by 2015-2016, 10 linked courses by 2016-2017
- LASC Program Review Fall 2016
- Math Pathway developed
- LASC Program Outcomes developed
- New LASC courses continue to be developed and offered
- Associate VP of Academic Affairs hired; oversees LASC program area chair
- Alternate 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
- Provided LASC Workshops to all First-Year students (925) by presenting in each First-Year Seminar (Fall 2018)
- New, formal procedures are being developed to streamline and better document LASC waivers, study abroad credit, petitions, and other student requests
- The LASC board has been increased to insure representation of ALL relevant constituents – e.g., faculty, writing center, math center, student retention, center for student success.
- Continue implementation of Admitted Student Questionnaire (ASQ).



Strategy 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 (Peer Assisted Learning) supplemental program reached over 1,000 students
- Annual Scholarship Tea engages WSU Chorale
- Alumni Connections Series
- Alumni Art Show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
- Provided financial support for the Honor's Program
- 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, Black History Month, Courage's Conversation, Asian American, Woman's month and various co-sponsor lecture 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 EMK 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.
- Northeast Popular Culture/American Culture Association Annual Conference hosted on campus
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Development of "Meet & Greet" programming for non-matriculated/adult students
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction)
- Massachusetts Council for International Education (MaCIE) Fall workshop hosted on campus
- Sam Kean: This best-selling popular science author delivered a lecture on his books and the relevance of science communication.
- Peter Balakian: This Pulitzer-prize winning writer and scholar delivered a lecture on the relationship between literature and human rights
- Ethic Studies organized teach-in on "Birthright Citizenship"
- Introduced common reading of Beverly Tatum's *Why Are All the Black Kids Sitting Together in the Cafeteria?* across eight courses.
- Created the "Feminist Book Club" that had 60 members and a 25-person discussion of Men Explain Things to Me.
- Advancement provides \$50,000 over 5 years to support Honors Program
- Democratic and Republican Club on campus Woo Serve was recognized as a major org. and continues to expand offerings, including a spring break service trip. Student Affairs have also recently launched an informal series called pizza and Politics, where students can get together and discuss issues of the day.
- Worcester State University, in partnership with the Edward M. Kennedy Institute for the US Senate, Leicester High, and UMass Boston, celebrated Constitution Day on September 14th by leading a day long series of learning activities in civic education to better understand democratic processes and debate.



Strategy 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
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- MPAP graduate programs submitted to DHE
- MPM graduate program submitted to DHE
- Substance Abuse Counseling Certificate developed
- IELI curriculum revised
- 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
- Provided \$100,000 in support of the Center for Service Learning and Civic Engagement
- Created the Binenda Student Award
- Service Learning courses offered for students
- Community service opportunities available through the Binenda Center
- 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

- Edward M. Kennedy Institute Faculty Fellow leads students in civic engagement projects utilizing Institute resources
- Environmental and Sustainability Studies interdisciplinary concentration launched
- In Spring 2019 students took part in UR 440 on work on English Language Learning and Hunger Outreach/ Food Pantry initiatives
- Tibetan Scholars on Campus as a collaboration with the Binienda Center.
- WSU will host the Model UN on March 30th, 2019. We have created an internship in History Political Science and have 10 students signed up to play critical roles in the Model UN here. We will also visit the actual UN, March 1.



Strategy F

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

- Revision of DGCE student evaluation process led to an increase in students participating
- 30 students employed on diversity initiatives with NERCHE project and the LEI
- IELI (Intensive English Language Institute) students have volunteered through the Center for Civic Engagement
- Funding increased to support jobs for ALANA students working in after school programs
- Initiated Jumpstart AmeriCorps Program. In our first 3 years, 95 students completed the Jumpstart program. 15 of these have graduated. The average GPA of the cohort is: 3.14. 10 have transferred or withdrawn. This year, 2018, coordinator, Lynn Thompson, has trained 41 corps, including 2 Clark students, 3 Holy Cross students, 8 Assumption students, and 32 WSU students
- Funded, coordinated, implemented – WSU student trip to Washington DC visit to the opening of the African- American Museum- Multicultural Affairs, Ethnic Studies Prof. Maers
- Teaching Garden provides students with opportunity to expand and protect collective resources for the benefit of larger communities
- Next Big Idea Contest centered in Business Administration coursework and improved in partnership with University Advancement
- ENACTUS Group presents student service projects at ENACTUS meeting in the US and abroad
- New internships developed
- Department formalizes student participation in regional Moot Court competition held annually at Fitchburg State University
- Internship at the American Antiquarian Society expanded to three slots
- Continued participation in Model U.N.
- Funded, coordinated, implemented – WSU student trip to Washington DC visit to the opening of the African- American Museum- Multicultural Affairs, Ethnic Studies
- 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.
- Raised voting rate to 63.2% 2016 (+7.0 change from 2012)
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Annual Sustainability Fair continues
- Facilitated and placed 20 WSU students in work-based learning settings as part of co-curricular experience
- Grant proposal submitted to the State Department to develop short-term experiential courses abroad in professional/STEM fields
- Northeast Popular Culture/American Culture Association Annual Conference hosted on campus; undergraduate panels featured
- Advancement provides \$20K a year through Academic Affairs for 5 years for student-faculty research

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Strategy 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
- Secured inflationary adjustment funding to prevent continued erosion of library resources, in particular research databases.
- Raised \$25,000 to seed WSU faculty community-engaged research
- 50% of all honors students complete a research project. Research and Travel funding is provided through honors due to the Sheehan bequest
- Supported approximately 45 faculty members at approximately \$1000 each in presenting their research at conferences and other venues through the Provost's Travel Fund.
- Supported approximately 7 faculty members; research activities with a maximum of \$4000 to tenured and \$6000 to untenured through Faculty Scholarship, Research, and Creative Activity grant
- Supported 4 faculty research projects with a total of 5 undergraduate researchers with grants of \$1500 to each faculty member and \$3000 to each student through Summer Research Grants
- During Fall 2018, ran 4 one-hour sessions to help faculty members to identify public and private grant opportunities fitting their research
- During Spring 2019, running 7 two-three-hour sessions to help faculty members to identify public and private grant opportunities fitting their research interests and to write grants.
- Developed and began circulating a table with all recurring research and teaching grant opportunities from WSU sources with grant details, application deadlines, and contacts. In process of setting this up as part of a research webpage that will include links to applications.

- Coordinated CITI training in legal and ethical requirements for research involving human subjects for 499 faculty members, graduate students, and undergraduate students.



Strategy 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
- Gender neutral language now included on graduate marketing and admissions information
- 49 graduate assistantships offered this year with 16% given to diverse students
- Establishing better policies and procedure to serve 100% online students which will assist in growth and efficacy of all graduation programs
- Completed a Program of Study Audit to update all Program of Study Forms for Graduate Programs
- Information Technology Services worked collaboratively with the Distance Learning group to support the MCO (Mass Colleges Online) website
- Information Technology Services implemented a process for accepting ACH payments, providing students who pay online with another payment option
- Developing an audit process to review and expand graduate offerings to international students



Strategy 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
- 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
- Best Practices in Online Teaching workshop offered
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Development and governance approval of an accelerated academic calendar (six 7-week terms per year)



Strategy 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
- 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 DGCE 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 Listserv to inform meet and counsel students.
- Participation in the VALUE Institute to assess critical thinking across the institution
- Increased the amount and type of data given to programs undergoing program review
- The number of data requests from faculty tripled from 11 requests in AY 2017-2018 to 35 in AY 2018-2019 (as of March)
- Developed comprehensive survey of students in first-year seminars and faculty teaching them for Fall 2018. Analyzed results to identify areas for improvement for 2019.
- Collected information about WSU graduates to affect recruitment and yield activities for new students.
- Veteran's Affairs Improved tracking and outreach to our Military and Veteran population to insure their success. Continued Efforts: Data
- trending towards better retention rates and steady graduation rates for the cohort Using current webi programs, Starfish, Colleague Also continue using several Social Media Platforms and Listserv to inform meet and counsel students.



Strategy 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 text books with free OER. The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- DGCE providing two \$1,000 for 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.
- Image Now upgrade to improve online document management and approval processes
- Implement instructional technology (room s117) for faculty collaboration and professional development
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices

- Built prototypes of interactive learning spaces in rooms in s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Librarians taught 146 instruction sessions reaching 2,571 students (some are duplicates). Partnered with 82 individual instructors from 19 separate academic departments. Classroom teaching time was 9,535 minutes, or 159 hours.
- Library supported 2 interdisciplinary programs (Liberal Studies and First Year Seminar), the Intensive English Language Institute, the Office of Multicultural Affairs, and students within the International Baccalaureate program at Abby Kelley Foster Charter Public School.
- Answered 3,329 questions at Library service areas (Circulation, Research Help, and Archives) and staff offices. Nearly 750 questions answered were Research inquiries.
- Created research tutorial content to assist remote and campus-based users.
- Sponsored 24 faculty members to attend the 2018 Mass Colleges Online Conference. Two were given Course of Distinct Awards and presented on their courses.
- CTL (Center for Teaching and Learning) Organized a number of workshops on different aspects of online teaching and the use of technology in traditional classrooms.



Strategy 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%
- Created WSU archive
- Liaison program for librarians and faculty created
- Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional text books with free OER. The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- DGCE providing two \$1,000 for 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.
Awarded a \$150,000 grant to advance the adoption of open educational resources within public higher education institutions across the Commonwealth. The grant from the Massachusetts Department of Higher Education, Performance Incentive Fund enabled the development of five regional workshops, one held at Worcester State, and a course development day to create general education courses within the Mass Transfer block using open educational resources. Leaders of the project include faculty and staff from the University of Massachusetts, Amherst (PI), Worcester State University, Holyoke Community College, and Northern Essex Community College.
- Acquired \$10,000 from the Reach Out for Schools organization, to fund \$1,000 mini-grants awarded to WSU faculty who redesigned their courses using open educational resources.
- Served on the Massachusetts Department of Higher Education, Open Educational Resources Working Group established "to convene, study, evaluate, and identify ways that the DHE can respond to the growing legislative interest to identify lower cost educational resources for Massachusetts students, more effectively address public higher education "Big Three" goals, address the issue of equity of access and participation in higher education, and foster instructional effectiveness while lowering costs for students."
- Completed the reprogramming of Room L236, an active and collaborative teaching and learning space that is the Library's main instructional space. The enhanced room features 24 two-person tables, 48 chairs, 3 whiteboard room dividers, a large interactive flat panel display, a video conference camera, and wireless projection. Acquired \$20,000 from the WSU Foundation to purchase furniture and equipment.
- Hosted two video-conference enabled classes in Room L236 with WSU students from the Nursing, and Criminal Justice programs with students in Ireland.
- Participated in a design study of the Learning Resource Center and the Student Center in conjunction with WSU Administration & Finance, the Division of Capital Asset Management and Maintenance (DCAMM) and the campus and facility programming firm Dober Lidsky Mathey.
- Avoided cutting Library subscriptions by negotiating lower pricing and instituting multi-year contracts.
- Joined the Fenway Library Organization which led to reduced costs for Library subscriptions, and expanded access to professional development opportunities for Library staff.
- Acquired and implemented the CORAL electronic resource management system leading to more effective and efficient management of electronic resources.
- Hosted the LRC @ 50 Celebration in April in honor of the 50th anniversary of the groundbreaking of the Learning Resource Center.
- Provided Active Attacker training offered by University Police for Library and IT staff.
- Offered a series of concerts in the LRC Café with musicians from VPA.
- Developed the Library Special Initiatives Campaign for the March Madness crowdfunding initiative sponsored by the WSU Foundation.
- Obtained a retrospective collection of theses published by WSU students from the WSU Graduate School.
Made improvements to the 2nd floor LRC Facilities including the replacement of the laminate flooring, and replacement of the main Developed and published the Library Emergency Guide, a supplement to the Worcester State University Emergency Guide, for Library Staff.
- Revised and dramatically improved text about the Library in the WSU Undergraduate and Graduate Catalogs, as well as the WSU Factbook.
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- Published the FY18 Library Annual Report setting a template for the publication of subsequent Annual Reports.
- Enhanced the Center for Teaching and Learning (CTL) Library by completing an inventory of pre-existing CTL collections, and integrating materials from the library of materials located within the Office of Assessment and Planning.
- Completed OCLC Reclamation project and synchronized local holdings records with records in the OCLC WorldCat database. As a result of the project, Library catalog records were enhanced and Worcester records within WorldCat were updated and made more accurate.

- Reallocated money from the cancellation of low-use journals and subscribed to: 1) journals with evidence of high turnaways/denials; and 2) the HeinOnline database improving our government, politics, and law collections.
- Partnered with Writing Center to offer Writing Center Satellite location in the LRC Café four hours per week, on Tuesdays from 4-6 PM, and Thursdays from 3-5 PM.

Goal 2: Leverage WSU's distinctive strengths , both to enhance the University's reputation and to prepare students to lead, serve, and make

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

- Developed 5 new community partnerships
- Increased number of advisory boards by 50%
- Assisted in the founding of Academic Health Collaborative
- Created Urban Networks: Community Action Research Projects
- Created new recruitment materials promoting urban location
- Capitalized on HECCMA opportunities
- 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
- Collaborations with Worcester Public School system
- Collaborations with local hospitals
- Translation Center launched
- 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
- ALANA Preview Day, Over 150 WPS Students attended an open campus day, with lecture speaker and faculty network
- A.I.D. program, Upward Bound Program and 100 Males to College - provide outreach and recruitment for WSU and College access program
- Collaborated with WPS for the third year for World Languages Week by sending students to area middle schools to discuss study abroad opportunities
- Include information promoting urban location/opportunities in recruitment materials and website.
- Highlight students' local successes (job placement, internships, etc.) in Worcester.

Strategy 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 CTL (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. The Aisiku interdisciplinary Research grant provided a team of 3 faculty members and 3 students to lead innovative research. A new team of 3 faculty were awarded the second interdisciplinary grant in early 2019. In addition, the 2019 Aisiku summer research program will support 16 faculty & students. The infrastructure for tracking expenses and ordering lab materials continues to be improved.
- Interdisciplinary minor in Public History in governance approval process
 - Environmental and Sustainability Studies interdisciplinary concentration launched
 - Fostered multiple major programs of study for Liberal Studies students that joined humanities, social sciences, physical sciences, and/or other areas.

Strategy 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
- Provided Mock Interview sessions
- Presented Career information in academic classrooms
- 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
- New Translation track for Spanish major in development
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in fall 2019
- 4+1 BS in History to MS in Counterterrorism program with Nichols College in development
- Informational sessions and individual advising for foreign-trained professionals to seek credentials in the United States
- Updated workforce options on website related to each program
- Capitalize on better coordination of internships for tracking, promotion, and internship incentive fund purposes. Codes to track internship courses have been created

Career Services found that 43 employers took advantage of On Campus Recruitment opportunities; 88 Employers were involved with the Part Time Job and Internship Fair by changing it into a 2 day event; 16 employers were involved with the Fall Mock Interview and 50+ employers have presently signed up for the Spring 2019 Mock Interview; NSHHLA: An event was created for NSHHLA students to learn about types of positions undergraduates can expect in field-2 employers/3 representatives will present with Criminal Justice professor for students to learn about internships/jobs-4 employers presented; Homeland Security: Coordinating efforts have begun with Criminal Justice professors for students to learn about internship/jobs; Green Fair: Coordinated with Earth Science Department for students to learn about internship/jobs; National Organization for Disabilities: 16 attending organizations were advised regarding LancerLink status

Strategy D Promote and stress curricular inter-disciplinarity 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
- Interdisciplinary minor in Public History in governance approval process
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- New concentration in Digital Media Production launched
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Approximately 50 Liberal Studies students developed or enhanced ePortfolios of their interdisciplinary major courses of study and, in some case, culminating projects that can be presented to potential employers and graduate schools.
- In the 6th year of the Robert K. O'Brien '58 Next Big Idea Competition challenges remain in getting students prepared to participate.
- More work needs to be done with Business Administration and Dean of HHS to facilitate a more integrated approach. Celebration of Mr. O'Brien's contributions are planned for June 2019 and all previous winners will be invited back to celebrate
- Residence Life offers 6 FYRE tracks (First Year Residential Experience): Academic success, Career Exploration, Community Engagement, Global Citizenry, Personal Growth and Social Change. 2019 is the second year of the program.



Strategy 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)
- Visited 349 alumni face-to-face in 2015-2016
- Launched Lancers Across the Nation tour
- HRSA (Health Resources and Services Administration) Grant with QCC (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 IELI offered limited full-time tuition & fee waivers to people of Puerto Rico displaced by hurricane maria (not spring to, summer to 2019)
- 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
- Latin Heritage program- panel discussion with student At WSU from the University of Puerto Rico (Post Hurricane)
- Student collaboration with the Center for Civic Engagement as well as private volunteering in local schools.
- In FY 19 Advancement has engaged more than 115 alumni spanning 65 class years at our regional alumni events



Strategy 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 NERCHE project and the LEI
- Created Urban Networks: Community Action Research Projects
- Provided financial support through the CTL (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.
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Center for the Study of Human Rights hosted day and evening programs featuring Impunity, a film on repression of and violence against LBGTQ+ members of Ugandan society, which will feature the filmmaker.



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

- Partnered with FYS for Peer Mentoring Program
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
- Gamma Chi WSU Chapter of DAPi Honor Society; the international honor society for students with disabilities held Information Technology Services fifth induction in 2019.
- 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 CTL (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)
- Provide ongoing training regarding WSU student leadership for ALANA Students. Implement Young Mens Group and Women Circle.
- Honors Program provided \$ 1200 in total funding for six students to travel to Washington D.C. to participate in a spring break leadership conference (\$300 each).
- Honors Program provided \$800 total in funding for three students to attend the Enactus United States National Exposition, May 20-22, 2018. (\$200 each). Nathan Childs (\$200) Lindsey Hoggins (\$200) Owen Wetherell (\$200) Zoe Bates (\$200) Continued support for this program in 2019.
- Selected and supported participation of student leader in the USC Shoah Foundation's Fall 2018 Intercollegiate Diversity Congress Summit.
- Executive Leadership Council will continue, but will be held at a new time on Fridays to encourage more students to attend. Some ELC meetings will be schedule to be "special topic" meetings
- Student Affairs updated previous leadership programs to Emerge and Engage Leadership Circles. We are on track to have 11 more students complete Emerge and 8 more complete Engage by the end of the year.
- Student affairs developed a Leadership Summit. 29 students attended the Leadership Summit in February and completed a curriculum focused on the Student Leadership Challenge.



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

- Graduation rate continues to increase. 56.8% 6 year graduation rate. 3rd highest graduation rate of MA state universities.
- The Math, Writing, and Spanish Centers increased availability of tutors
- PAL-STEM supplemental program reached over 1,000 students
- 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
- Expanded Success Coaching pilot for 19/SP for Transfer Students and students in need of Academic Progress improvement.
- 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
- Continued increase in Starfish usage, improved back-end managements and expansion of Progress Surveys during the mid-point of a semester. The additional Progress Survey has led to increase faculty usage.
- 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)
- Strengthen advising on campus through workshops and developing an advising manual
- Improved non-matriculated student advising and access for non-traditional student populations
- Spring 2018 and Fall 2018 Tutoring Services include roughly 35 courses offered tutoring services for 40 hours per semester. This impacts approximately 540 each semester.
- Academic Success Center hosted Registration Workshops (Fall 2018) for all new students. Among the 13 workshops, 771 students attended (763 First-years and 8 Transfers).
- 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
- 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
- More detailed guidelines were implemented in order for coaches to recruit student-athletes that are "WSU caliber" who have the skill set to succeed academically at WSU. As of 3-22-19 we have edited our exemption form again to hold coaches more accountable in communicating what the expectations and requirements are for SA's that are admitted as exemptions. This year we have had some admitted exempts that have said they were not aware of the academic requirements as it pertains to study hall time.
- Liberal Studies developed degree completion programs of study for numerous students leaving majors or transferring to WSU.
- Retention office created and implemented a Student Exit Assessment in collaboration with the Registrar's Office



Strategy 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 partnered 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. In 2018-2019 a total of 83 classrooms were visited.
- Created a WSU internship/job bulletin board near Career Services offices. 667 internships/jobs were posted.
- Created a Career Services LinkedIn account
- Career Services pursued new internship creations with Devereux-progressive internship; UMass Memorial Community Healthlink: Project Manager; Chartwells: 2 new on campus internships: Marketing/Freight Farm; HMEA
- 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. Through the cart we have distributed close to 3,000 handouts about what you could do with your major, we have also given out over 5,000 resume and cover letter booklets among other handouts and marketing materials. We have also presented to res life, PSA's, Upward Bound and NSHLA.
- Career Services presents to all undeclared students at Orientation
- Fall 2017 Career Services migrated to Grad Leaders 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.
- Information Technology Services collaborated with Career Services to implement new Grad Leaders software
- Hosted successful young alumni panel at the 2019 Celebration of Scholarship and Creativity scholars reception.
- Veteran's Affairs created a partnership and info sharing with our career services people utilizing Lancer Link Continue to increase career training /networking/placement of our military population
- Career Services collaborated with numerous student/academic/administration programming so as to gain access to on campus visiting organizations and to invite to LancerLink: History/Political Science Career Fair, Criminal Justice Career Fair, Psych Day, Green Fair, NSSHLA

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

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
- Substance Abuse Counseling Certificate developed
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Master of Public Policy/Administration approved by governance and BOT, going to DHE for approval Spring 2018
- Substance Abuse Counseling Certificate developed
- IEL 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
- New majors in Political Science, Art and Theatre in development
- New Translation track for Spanish major in development
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- New concentration in Digital Media Production launched
- Development of interdisciplinary minor and certificate in Addictions Counseling
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Interdisciplinary minor in Public History in governance approval process
- Marketing has implemented a successful department-level internship program in concert w/ Career Services,
- Health Educators were trained under NASPA/BACCHUS as Certified Peer Health Educators in Spring 2018 Which allows them to provide better programming and to meet the needs of the students.

Strategy 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 Scantron ClassClimate- an online course evaluation software for DGCE
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Implementing Ellucian Student Financial Aid to allow for online processing of students' financial aid functions in Summer 2019

Strategy 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 DGCE including the first marketing piece for Continuing Education

- Promoting Celebration of Scholarship and Creativity to and arranging attendance of area high school students.
- Marketing has begun using audience personas in FA18, while leveraging additional information from the new CRM.
- Student Affairs is updating resources for student organizations to match marketing materials.



Strategy 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 IELI Office 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, LEI, and Enrollment Management and long with city partners Worcester Public Schools and QCC
- 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.
- 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
- Holistic approach to outreach and recruitment via (A.I.D.) Program including retention services for first gen, low income and ALANA students via WSU Bridge Program(A.I.D) Summer program.
- Outreach, promote and support student who commit to WSU from pipeline programs such Upward Bound and 100 Males to College
- Multicultural Affairs/Admissions Implemented and coordinated Open campus events for underrepresented groups and other communities pipeline program including ALANA Preview Day.
- Full-time enrollment for graduate programs moved from 9 credInformation Technology Services to 6 credInformation Technology Services which will allow students to qualify for more financial aid
- The Latino Education Institute served over 2,000 students and families in K-12 through academic enrichment and college/career readiness
- Launched promotional campaign for Ethnic Studies Program via social media (Facebook, Instagram), email, posters on campus, and class
- visInformation Technology Services
- Student Accessibility Services provides individualized services for students. Results: 50 students received individual support. Several students improved academic achievements. Total Number Unduplicated Students Registered: 572; Total Number Student VisInformation Technology Services to SAS: 4,006; Total Number of Exams Administered: as of 3/26/19 – 898; Total number of students receiving ongoing one-on-one individual support: 50; Number of intakes: 175



Strategy 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 recrInformation Technology Services 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.
- Legacy programs such as Upward Bound serve as organic alum referrals to WSU- including a third generation WSU current students to several programs.
- Development of "Meet & Greet" programming for non-matriculated/adult students
- New student communications (story telling) to accepted students have been increased.
- Marketing has collected video stories from multiple faculty who will be showcased in future recruitment videos. EM may partner with Advancement and use the "Voices of Donors" videos for this purpose in the future.
- Alumni invited to open house. Invited to participate in travel (attended some college fairs). A new alumni postcard for yield purposes is now in year 2. Admissions is working with Advancement now to possibly host recruitment efforts at alumni homes in FA18.



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

- Increased financial literacy with 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. In 2019, increase in two NROTC Scholarships Establishment of an additional NROTC Scholarship University has secured another Army ROTC scholarship.
- Full-time enrollment for graduate programs moved from 9 credInformation Technology Services to 6 credInformation Technology Services which will allow students to qualify for more financial aid
- Implemented the Colonel Sheehan Study Abroad Scholarship application process
- Provided \$3000 each to 5 students in the Summer of 2018 for research activities.
- Strategically position new state dollars in a manner that we avoid raising student fees in FY 2020
- Expansion of the Adopt a Scholar program. 30 students were admitted into program. All assessments indicate success.
- Advancement implemented a Transfer Scholarship. For Fall 2018, our budget was \$15,000 for fifteen \$1,000 transfer scholarships. As of



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

- New WPS/WSU data sharing agreement created for student recruitment
- Purchased school counselor mailing list
- Guidance counselor piece developed with viewbooks
- 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, Early College award, etc.
- Currently serving over 85 WPS students in the Upward Bound pipeline program
- Currently coordinating and serving over 115 student from the WPS in the 100 Males to College
- Outreach and recruitment to Urban Areas via A.I.D. including counselor network and allies to the process
- Latino Education Institute served over 2,000 students and families in K-12 through academic enrichment and college/career readiness
- Co-developed and implemented Early College Program at WSU providing 200 students dual credit classes



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

- Transfer Pathways created for 16 programs
- New articulation agreements created with MWCC, QCC, STCC
- Transfer Center established for the collection, storage, updating, and coordinating of campus articulation agreements.
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College



Strategy 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 Registrars' 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.
- Information Technology Services collaborated with Registrar to implement new CLSS software to streamline the course section scheduling
- Retention Office offered persistence reporting by major to Chairs following the registration period and prior to the start of the next semester.



Strategy 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
- Surveys of faculty and students on advising is complete and results are being reviewed for possible advising changes by the EMC
- Academic Sub-committee. The Sub-Committee also created the Advising Toolkit, which is live and available now. EM also installed a new waitlist functionality last year.
- Created the Academic Toolkit
- Installed a new waitlist functionality
- Clarified Academic Appeal process and documentation needed for student appeals
- SAS staff serves as Academic Advisors for undeclared SAS students
- PAL mentors provide guidance during priority registration for SAS students
- LASC advising has been formalized allowing for both face-to-face and virtual advising.
- Created, tested, and revised comprehensive advising website for faculty members.



Strategy K Expand services in the evening for all students

- 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
- Student Affairs Increased number of evening events
- Hired new Non-Matriculated/ Adult Student Advisor to assist non-traditional student populations (works 3 evenings a week)
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction)
- LASC virtual advising provides increased access to the LASC director for evening student
- Health Services has expanded evening hours for students. Evening hours now available Mondays and Wednesdays



Strategy 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 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 EM staff
- Developed Patient Satisfaction Survey for Health Services. 100% of the respondents rated the education provided during his/her visit to Health Services, regarding healthy behaviors as, good, very good or excellent. 96% of the respondents stated that they were able to identify at least 1 personal, healthy behavior, due to his/her visit to Health Services
- Edited the Recruitment Exemption Guideline Forms so that AD can review potential recruitment information Technology Services 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 satisfaction
- 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)
- 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.
- Assessment and Planning provided one on one training for students in the use of our new survey software: ClassClimate
- Established the DGCE "Pop Up" Food Pantry to feed student success
- Established a self serve kiosk for students in the student service hallway of the Administration Building
- Student Affairs held Commuter Fair with three vendors during Welcome Week
- Student Accessibility Services routinely follows-up/intervenes with students registered with the SAS
- Commuter Services created a new handbook for commuter students

Goal 4: Cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel

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 (LHNS) and Faculty Notes (Faculty Newsletters)
- Mary Cosgrove Dolphin Gallery mounts four exhibitions annually, including two student shows
- Department of Visual and Performing Arts mounts three theatrical productions annually, including one student-directed production
- Implemented Student Employee Appreciation Program
- 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 DAA awards
- Presentation of bi-annual HOF awards
- Launched new Lancer Mascot
- Graduate School offered new graduate student orientation to welcome students for Fall 2017
- A new high-top chair purchased for the Fin. Aid Office will allow for some improved service.
- Improve accessibility on campus--Walkway between SC and Health Services completed; Improvements at Garage underway; Accessibility Map underway
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Multicultural Affairs celebrates Latin Heritage Month, Black History Month, Asian Heritage Month and more
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction)
- Celebration of Scholarship and Creativity will celebrate the innovative work of more than 200 WSU students. The event is preceded by a reception and will produce a video to be featured in WSU public relations and marketing activities.
- Academic Achievement Award Ceremony will recognize and celebrate the remarkable achievements of approximately 80 excellent WSU students. Event will be attended by BOT members, WSU leadership, faculty members, and students' friends and families.
- Award for superior customer service has been developed by Enrollment Management and was first awarded in Fall 2018
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence, and adjunct awards. Expanded the gift options for service awards with an emphasis on WSU branding.

Strategy 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 benefit information Technology Services 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 to remind employees of benefit information Technology Services 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 EM 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
- 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
- Human Resources 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)
- Multicultural Programming committee is comprised of 24 member from WSU community, faculty, administrators and students. The group provides vision, coordinates and supports funding for most Multicultural Programming at WSU
- Office of Multicultural Affairs provides the coordination, the team supports the implementation, including the enrollment for courses offer as dual enrollment via 100 Males to College and Early College.
- Created Institutional Learning Outcomes with input from all constituents including faculty, staff, and students.
- Information Technology Services collaborated with Career Services, Student Accounts, Academic Affairs, Academic Success, Advancement, CESO, Registrar, Gender Identity Committee, Financial Aid, Athletics, DGCE on various initiatives (25Live migration to SaaS, GradLeaders implementation, Fusion software implementation, ACH payments, transition to Colleague-generated 1098Ts, MCO course postings, Academic Partnership initiative, new method of math placement testing, Blackbaud migration to SaaS, CLSS software implementation)
- Leading contributors to budget and innovation committees, addressing such issues as adjunct faculty budgets and the financial impact of the minimum wage increases on student and contractor payrolls; website accessibility for students with disabilities and non-English language speakers.



Strategy 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.
- Leadership opportunities provided to students on Campus Climate Committees, Bias Response Team and Affirmative Action Committee
- Student Affairs held an Open House event to Re-launch the OSILD as a center of campus involvement and increase the office footprint across campus. visibility. Over 100 students, staff, and faculty attended the Open House event.



Strategy 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
- 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
- The Honors Program has a dedicated living community.
- Student Affairs has created a Resource Room for student organization members to utilize.



Strategy 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
- Academic departments offer multiple gathering opportunities between faculty, students, and alumni
- Establishment of regular Meet & Greet events for non-matriculated and adult students
- Women's Studies offers a Feminist Book Club
- Research advisory board ran numerous sessions for faculty members devoted to various aspects of research funding as well as for faculty and students for the Celebration of Scholarship and Creativity.
- Backpack to Briefcases: Series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success, Interviewing skills, resume critique, and more. 135 Unique students participated in 2019.



Strategy 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 this topic offered
- 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 division to NCORE
- Sent member of division 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
- Over 10 Multicultural Nationally Renowned Speakers - topic include cultural awareness, environmental issues (upcoming Dr. Bullard Father of Social Justice) a total of 1,200 student participation.
- Intensive English Language Institute offered International Food Tasting Festival to promote cultural awareness and exposure through food
- Ethnic Studies organized a teach-in on "Birthright Citizenship"
- Quarterly, new employee orientations, which include anti-discrimination trainings, were instituted to indoctrinate faculty and staff, within 3 months of hire, on the University's core values, which include cultural awareness and sensitivity; All search committees and hiring managers attend bi-annual orientations, which instill expectations regarding equal opportunity and their social responsibility to the University and the Commonwealth.
- Advancement provides \$50,000 DCU Special Initiatives Grant Allocation to Academic Affairs. School of Education: SLHC community screenings for low- income student in WPS: \$10,000; Aisiku STEM Center: \$15,000 for two summer STEM programs;
- School of Humanities: Urban Studies - Urban Action Institute - hunger initiatives - \$5,000; Centers: LEI - Club E: Hurricane Maria initiative - \$10,000; Office of Student Accessibility: \$10,000

Lori Williams, ANP, has viewed online clinical vignettes as learning tools that demonstrated both good and bad clinical interactions with LGBTQ patients, so as to better help them feel welcomed and not excluded from care at a health center. This online education will be

- helpful in framing the way to approach all students so as to not sound discriminatory or unaccepting in any way. At the ACHA annual conference in 5/2017, she participated in an all day workshop on Holistic Trans Health Care. This provided valuable suggestions on developing an inclusive and welcoming college health center. Incorporating these practices into our health center will be an ongoing goal.
- Lori Williams updated the Health Services gynecological history and physical form, the Health and Immunization form, and the Office Encounter form, in order to be inclusive of students of various sexual identities and orientation.
- An LGBTQ+ webpage is being created and will be available in the summer
- A proposal to allow faculty, students, and staff to use a chosen name and indicate pronouns has been submitted to the Non-academic policy committee for a start date of Fall 2019



Strategy 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.
- Information Technology Services Organized focus groups, interviews, survey of faculty, students and staff during academic technology assessment process last year, with the goal of including all campus sectors in the process
- Staff and Faculty occupy leadership roles on Campus Climate Committees, Bias Incident Response Team, and Affirmative Action Committee



Strategy 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.
- Added annual award for superior customer service in Enrollment Management
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence and administrative Director Awards are now integrated into celebration. Proposed gift options for service awards with an Ongoing as part of the fiscal year operations of the Advancement office. 2x year publication of Worcester State magazine, the Annual Report of gifts, monthly e-newsletter to alumni and scheduled events.



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

- Adjunct Teaching Award in Information Technology Services second year
- 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
- Assessment and Planning provides funding for full-time and adjunct faculty to attend assessment workshops university
- The process for determining vacancies and promotions is standardized, utilizing consistent protocols for approval, posting, hiring, and for determining salary ranges.



Strategy 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)
- Women's Studies same change to Women's, Gender, and Sexuality Studies
- The University has re-established the Affirmative Action Advisory Committee in order to close the gap between the racial diversity of WSU's workforce and the racial diversity of the Massachusetts labor market. Currently, most department have achieved gender diversity goals, while the Executive Cabinet has achieved both gender and racial diversity goals.
- Student Accessibility Services facilitated a Winter Institute 2019 through Center for Teaching & Learning on Universal Design for Learning; 24 faculty in attendance.



Strategy 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
- Academic Departments invited alumni to return to campus for career-focused events
- Academic Departments placed students in internships with WSU alumni
- 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 weekly series of events geared to workplace readiness for current students. Includes dinner with strangers, Dinner for Success. Intentionally skills, resume, criticism, and more. Goal is to connect alumni to assist students with life after graduation
- The Psychology department has established an Alumni Engagement Committee. There initial work has produced an alumni oriented Video & we are developing a mailing list & experience survey for our alumni.

WSU's Annual Day of Giving- In 2019 was completely reformatted to a March Madness theme. 48 hours of crowd funding by various constituencies on campus. 48 Teams made up of a variety of groups from across campus (academic departments, athletic teams, student clubs and organizations) competed to move through the brackets for a chance to advance to the "final four" Teams had the opportunity to win prizes (additional \$ for their team) by having the most donors in a particular hour. Over 1500 donations (3x the number for 2018). Over \$72,000 raised in 48 hours. More than 800 students participated an increase of 370% over 2018

Goal 5: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to



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
- ME d 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
- Math Co-req program for MA 130 sequence launched
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- IELI 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 Administration and Policy and Master of Public Management approved by BHE for launch in fall 2019
- Science Education 4+1 MEd in development
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- New Translation track for Spanish major in development
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- 4+2 BS in Criminal Justice to MS in Criminal Justice program with Bridgewater State University, with guaranteed admissions seats
- New concentration in Digital Media Production launched
- Interdisciplinary minor in Public History in governance approval process
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Installed customer relations management (CRM) software to better identify and track student interest information.

Strategy 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
- MAIA Collaboration
- 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
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- 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.
- Advancement will continue development of unrestricted giving, strategic planning of grants and major gifts. Transferred to the University after the transfer at the April 9, 2019 Foundation Board meeting the amount will be over \$1,000,000

Strategy 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 Binenda Green was created in the center of the campus
- The Administration Building's entrance was rotated to open to the center of campus
- Princeton Review Most Environmentally Responsible College

Strategy 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.

Strategy 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. WSF Real Estate Committee working with Admin and Finance and BOT to develop creative funding options for the renovation of "May Street Building" for use by University
- Meetings with WSF facilities and Real Estate committee to discuss strategies for financing major capital infrastructure needs at May St.
- Latino Education Institute operating office in Springfield serving 300 students a year through college readiness (grant-based)
- Latino Education Institute serving 200 students in Southbridge Public Schools (grant-based)

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

- 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 unInformation Technology Services
- Assessment and Planning saved approximately \$40,000 a year by utilizing existing software for survey creation and dissemination
- Implement Ellucian Student Financial Aid to allow for online processing of students' financial aid functions
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
- Implement instructional technology (room s117) for faculty collaboration and professional development
- Built prototypes of interactive learning spaces in rooms s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Image Now upgrade to improve online document management and approval processes
- Academic Affairs has implemented online faculty workload forms
- Information Technology Services collaborated with Registrar to implement new CLSS software to streamline the course section scheduling process
- The university outsourced website hosting to AWS, which provides consistency and disaster recovery options.

- Career Services is utilizing the software Maxient (purchased for online conduct records) for other areas including the Bias Incident Response Team, the Student Intervention Team, Title IX, and academic dishonesty cases.



Strategy 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
- Attempting to connect with ALANA alumni by reviving the Minority Alumni Committee and establishing a multicultural experience at



Strategy 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
- Allocated money in Assessment and Planning budget to support professional development opportunities for full-time and adjunct faculty
- Urban Affairs raised \$740,000 from external sources used to support expanding WSU footprint and community standing
- Research Advisory Board ran 11 sessions devoted to research funding for faculty members.